

Executive Summary

2013 started under promising auspices with Algeria's signature of "A Promise Renewed" (APR) pledge, thus joining the global campaign against maternal and neonatal deaths. This mirrored the country's determination to tackle maternal deaths issues ahead of the 2015 Millennium Development Goal (MDG) timeline. It heralded a multi-pronged response to maternal deaths by the Ministry of Health (MoH) and its partners (UNICEF, UNFPA, UNAIDS, WHO), which produced both a multi-year action plan around accelerated reduction of maternal deaths, strongly supported by a UNICEF-facilitated bottleneck analysis; as well as the initiation of a nationwide maternal mortality audit, aiming to systematize pluridisciplinary analysis of individual deaths.

Closely linked to the issue of infant mortality, 2013 also saw the inception of a nationwide Early Childhood Development (ECD) survey by UNICEF and a national research centre, as well as the creation of an inter-ministerial steering committee around early childhood. Both are expected to be foundational steps towards the production of a first national early childhood development strategy, which is hoped to be completed 2014.

Another energizing achievement of the year was a full day seminar, which pulled together 70 young Algerians and 30 parliamentarians within the National Parliament. The seminar facilitated an engaged dialogue structured around four parliamentary commissions and centred on youth related issues. Co-organized by the national parliament, the Algerian scout movement and UNICEF, this seminar strongly highlighted the potential, positive energy, drive and overall value added that youth are able to bring to all decision making levels of their society, and should play a seminal role in underlining the importance of youth participation from local to national level.

A slew of collaborative efforts were equally pursued throughout the year with national experts and research partners Centre for Research in Social and Cultural Anthropology (CRASC) as well as international ones (Oxford Policy Group, Services Social International, Institut des Droits de l'Enfant) around knowledge creation as well as analytical studies and surveys. These included work around completion of a nationwide household survey; a multi-country study on out of school children, a multi-province assessment on how effectively various institutions mandated around child protection work collaborate and what gaps may persist; and finally an evaluation of the effectiveness and efficiency of existing cash transfer mechanisms offered by various Ministries towards vulnerable populations. All of the above will be finalised and launched in 2014, and will be critical in paving the way towards UNICEF's Country Programme proposed objectives.

In order to accompany future reflections around potential adjustments options that may stem from the on-going evaluation of existing social transfer system, UNICEF facilitated a first inter-ministerial team visit to Brazil. The mission aimed to provide Algerian ministry partners with a South-South perspective around alternative social transfer structure, which may in turn allow Algeria to re-inject some of the anticipated efficiency savings towards the most vulnerable children in country. It is hoped that this mission will pave the way towards a long-term UNICEF-supported structured bilateral cooperation between the two countries around social protection schemes with specific focus towards most vulnerable families and their children.

Country Situation as Affecting Children & Women

In the perspective of the presidential elections of April 2014 and the development of its 2015-2019 development plan, the Algerian Government visibly accelerated the pace of its administrative and political reforms. Alongside this process, a complementary budgetary allocation of about 5 per cent of the equipment budget was allocated to the Wilayas in order to address the remaining infrastructures gaps in critical sectors for the well-being of the population, notably around youths' education and health.

Despite solid foreign currency reserves, the government budget remains highly dependent on the oil and gas sector, generating about 70 per cent of total budget receipts **(1)**. The January 2013 terrorist attack against the hydrocarbon Tiguentourine complex in Southern Algeria, one of the largest in volume production in the country, clearly aimed to exploit such relative vulnerability, and is likely one of the factors behind a decrease in oil revenues of 10 per cent in 2013 **(2)**.

Beyond what should be a relatively short term reduction in overall oil and gas production for the country, the attack raised a number of security issues for a large number of Wilayas located in the south of the country. Such concerns are all the more important for two reasons. First, because populations of the south and highlands already are, on a number of socio-economic indicators, at a relative disadvantage vis-à-vis those of the coastal area. Second, and equally importantly, is the progressive pressure towards government budget balance imposed by the faster than expected population growth (2012 saw 980,000 live births **(3)**) coupled with an intensifying pressure on social services demand and general consumption, the latter linked to heavily subsidized goods and energy.

Thus far, however, and consistent with the high levels of social investments, progress is visible towards millennium development goals, though national average may at times hide geographic and socio-economic disparities.

In the health sector, infant mortality is estimated at 20.56 per 1000, with 70 per cent representing neonatal mortality (15.18 per 1000). Gaps between the north and the south are important, with 12.63 per 1000 in the north-centre region and 31.34 in the south. The concentration of infant mortality in the first month after birth appears largely correlated to the quality of maternal and newborn health services. Although assisted deliveries are almost universal, with 97.1 per cent, disparities between the north-centre (98.9 per cent) and the south (91.8 per cent) reflect an inappropriate geographic distribution of infrastructures and qualified medical personal **(4)**.

Limited progress was made in the reduction of underweight prevalence from 2006 to 2012 (3.7 per cent in 2006 and 3 per cent in 2012). Geographic disparities remain an issue, with 4.8 per cent prevalence in the south and 1.8 per cent in the north-centre. Nor did the stunting prevalence improve, with 11.5 per cent in 2012 and 11.3 per cent in 2006. It is at 18.9 per cent in the north-west, 15.6 per cent in the highlands-west and 7 per cent in the north-centre. A major issue of overweight is emerging with an increase from 9.3 per cent in 2006 to 12.3 per cent in 2012. This time the highest prevalence is in the north (17.4 per cent in the North-West) and the lowest in the south (7 per cent).

Exclusive breastfeeding improved substantially from 6.9 per cent in 2006 to 25.5 per cent in 2012. Although it is pursued until one year for 47.2 per cent of children, it falls to 25.9 per cent when it comes to continue breastfeeding until age 2. Practices differ from a region to another, with a highest rate for exclusive breastfeeding in the north-east (38.2 per cent) and a lowest in the highlands-centre (10.5 per cent). Consumption of iodized salt decreased slightly from 60.7 per cent in 2006 to 55.5 per cent in 2012, with a particularly worrisome rate of 24.2 per cent in the highlands-centre region.

Preschool attendance increased from 11 per cent in 2006 to 17 per cent in 2012 for children aged three to six, with significant wealth and geographic disparities: 6.9 per cent in the poorest quintile against 31.3 per cent in the richest, 27.8 per cent in the south and 5.4 per cent in the highlands-centre. Primary education attendance remains high at 97.4 per cent, against 96.5 per cent in 2006 with no major disparities. Provisional data from an on-going survey of out of school children appear to highlight both notable attendance decline as well significant drop out rates, particularly in children aged 13-16. Specific figures will be released once fully validated. Noteworthy is a clearly greater dropout rate for boys than girls starting in middle school, with a gender gap growing exponentially in secondary and tertiary education. This appears to be true in all regions except a few provinces where adolescent girls leave school earlier only in the poorest quintile.

In child protection, a comprehensive legal framework around justice for minors was reviewed and prompted much public debate as well as intense legal exchanges within parliament. The new code notably increases the severity of sentences in cases of crimes against children. It, however, reduces the age of criminal responsibility from 13 to 10 years, despite significant advocacy efforts from UNICEF and other child rights advocates. Child discipline is still a concern as 85.2 per cent of children received some form of violent discipline according to respondent declaration during the last month before the survey. Similarly indicative of societal perceptions of violence, 59 per cent of women surveyed indicated that a husband could justifiably beat his wife for several reasons. Child labour slightly increased from 4.7 per cent in 2006 to 6.3 per cent in 2012. However, it is not a barrier to school attendance since 94.2 per cent of children aged 5-14, involved in child labour, attend school.

Employability and civic participation continue to be major challenges for young people. Unemployment rate among the 16-24 years old is 24.8 per cent, three times greater than for people aged 25 and above. About 21 per cent of the 15-24 years old are neither in the labour market nor in school with 35 per cent for young women and 9 per cent for young men (5). The risk to be in this situation is 2.67 times greater for those living in the poorest quintile versus the richest. This coefficient was at 2.43 in 2006 indicating an increase of inequalities. This risk is the highest in the north-west and highlands, and the lowest in the north-centre showing the lack of opportunities for youth in the disadvantaged regions.

Country Programme Analytical Overview

2013 marked the initiation of UNICEF-Algeria Country Programme Mid-Term Review process, following the approval by Government of a proposed one year extension of the Strategic Cooperation Framework between Algeria and the United Nations to end 2015. UNICEF seized this opportunity to undergo an extensive range of reflections with partners aimed at realigning its Country Programme, to better focus and readjust, as needed, the priority interventions for the next two years (2014-2015) and most likely both by adjusting existing interventions strategies and narrowing the geographical target to the most deprived regions and populations, where disparities are starkest and impact on vulnerable children and mothers will be highest.

The Mid-Term review (MTR) was conducted with five partner Ministries through sectoral meetings, which generally reasserted the relevance of the Country Programme and supported the anticipated priority interventions for 2014, acknowledging the appropriateness of including new emerging issues arising from social practices such as the key role of innovations for children and youth and an accrued focus on public spending for children.

The "Monitoring Results for Equity System" Framework was used to analyse key bottlenecks in each sector, supported by the recent nationwide household dataset, thus allowing an evidence-based analysis. For instance the work on enabling environment, specifically on social spending, has been underlined as a major bottleneck to be addressed by the Country Programme in each sector, where strategies were limited only to the quality of social services. The positive behaviours and social norms were also identified as a common bottleneck to some areas such as child protection and early childhood development.

This year, the programme encompassed a range of interventions designed to inform and optimize child related knowledge and child-oriented social policies, and included notably an evaluation of cash transfers efficiency, identification and profile of out of school children, mapping and analysis of early childhood and protection services, development of a maternal mortality audit system. It is now expected that this work at policy level will be complemented through the establishment of field based good practice models, especially in child protection and early childhood, for national ministry partners to progressively use at regional and then national level.

The two Government cabinet reshuffles of September 2012 and September 2013 and the subsequent high turnover of senior counterparts in most key ministry partners have at times delayed Programme implementation. It is expected that the forthcoming presidential election could equally potentially slow down the programme's pace in the first semester of 2014. Another limiting factor, potentially hindering programme access and monitoring was the terrorist attack of In Amenas hydrocarbon production complex in early 2013, which resulted in over 500 workers being taken hostages, and concluded with the death of 39 foreigners. Significant instability in nearly all of Algeria neighbouring countries across 2013, and notably Mali, Libya and Tunisia drastically increased the security threats in the country, and notably in the south. The ability of UNICEF's capacity to deliver on its programme objectives in these regions will continue to be reassessed as the situation evolves.

Humanitarian Assistance

In the absence of a political solution for Western Sahara, UNICEF reinforced humanitarian response for refugee children and mothers in three main sectors: health, education and youth.

Recent data shows a significant improvement in full immunization coverage of children under two, from 43

per cent in 2009 to 75 per cent in 2013. Delivery and new-born care intervention benefited from capacity building addressed to birth-attendance workers and health personnel, coupled with the provision of medical equipment and key drugs for maternities and health centres.

School environment for children aged 3-16 was improved through a combination of interventions designed to facilitate and support quality learning of over 35,000 Saharawi children. This included the renovation of 55 classes and the availability of tailor-made recreational equipment and educational materials.

Extremely concerned by many factors affecting youths (various trafficking outlets as well as the potential appeal of enrolment in militias in northern Mali), UNICEF initiated a first ever project aiming at providing young refugees with new skills and leisure activities reinforcing their positive role in the community.

Funds permitting, these targets will be maintained for 2014 and the programmatic focus reinforced and informed by a dashboard of humanitarian indicators around children and mothers' well-being.

Effective Advocacy

Mostly met benchmarks

Three main advocacy avenues were pursued successfully in 2013 (i) Reducing maternal mortality: Acknowledging a relative plateau in both neonatal and maternal mortality reduction rates over the past few years compared to the significance of progress in the past two decades, UNICEF initiated a range of quiet advocacy exchanges with national partners over the past 18 months. Following the APR pledge by Algeria in January, the Ministry of Health has in 2013 engaged in a slew of efforts towards maternal mortality reduction, starting with a UNICEF-facilitated bottleneck analysis which has given way already to a ministerial decree around mandatory maternal mortality registration, a nationwide maternal death audit system, and a multi-year maternal death reduction acceleration plan. It is hoped that a similar level of engagement will soon ground a parallel effort around reduction of neonatal mortality.

(ii) Child rights Observatory: Aligned with the June 2012 recommendations by the Convention on the Rights of the Child (CRC) committee UNICEF worked with the National human rights commission with a view to create a fully independent institution mandated to monitor children rights in country. Whilst the Senior Management of the commission approached a number of senior representatives within the Prime Minister's office as well as the Presidency to present the issue and advocate for the creation of the body in question, a technical working group –supported by UNICEF– produced both a proposed set of status, missions and draft infrastructure for the said institution, as well as a very initial draft text that was aimed to provide a core basis for the expected presidential decree establishing the formal creation of the given institution. All documents have been formally shared with the Presidency. However, it is likely that the issue did not take precedence in the many issues that the presidency has had to manage since the president's illness in April. It is hoped that the delay will be temporary. (iii) Making the invisible visible: In the footsteps of UNICEF's global campaign towards violence against children, UNICEF Algeria reached out to a large panel of partners, both institutional and civil society to advocate for the campaign to be rolled out nationally. Buy-in by all partners was instantaneous and unmitigated, and led to a mediated campaign launch at the very tail of 2013. The launch resonated extremely strongly at national level, particularly so as it was one of the very first opportunities multiple government ministries (including Education, Social Welfare, Justice, Interior, Communication, Foreign Affairs) came together alongside some of the largest national NGOs (NADA network, CIDEF, Wasila network, Muslim Scouts, National Federation for Disabled people) and the UN around a joint focus, with strong messaging. The campaign will continue throughout 2014, focusing on four themes jointly identified by the campaign participants (violence at home, violence in schools, violence towards disabled children and sexual violence) and structured around key objectives and campaigns thrusts specific to such themes.

Capacity Development

Partially met benchmarks

A key focus of UNICEF Algeria efforts in 2013 remained that of capacity development of technical health personal providing medical care to children and women in Saharawi camps, largely funded thanks to the support of UNICEF France National Committee. UNICEF capacity development thrusts hinged mainly around immunization and maternal and neonatal health, with a focus on:

- a) On the job training of vaccination workers and specific training immunization senior planners and managers. UNICEF capacity building efforts for vaccination workers have already produced significant fruits, as the most recent vaccination coverage survey found that the proportion of children under two being fully immunized increased from 43 per cent to nearly 75 per cent since the last vaccination coverage survey (2010).
- b) Month-long immersion of Saharawi midwives into some of the busiest Algerian capital hospital in terms of infant births so as to equip them with solid response methodology and appropriate diagnosis of potential dangers to infants and mothers both.

The latter training was so successful that it is now creating its own set of challenges in the camps, with pregnant women insisting to be followed and auscultated by UNICEF-supported midwives. The training will continue to expand in number through 2014.

Beyond Tindouf, UNICEF supported an in-depth capacity assessment review by the Ministry of Social Welfare aimed towards professionals involved in providing protection and care to children deprived of parental care. A national seminar brought together professionals from all 48 Wilayas of the country and build on their expertise and day-to-day experiences in order to agree on key capacity building areas for such personnel in the future. A support and capacity development package was developed on that basis with a Swiss internal NGO specialized in child protection (Service social International), and should be rolled out in three Wilayas in 2014, and possibly beyond over the following years.

UNICEF Algeria also provided a team from the Secretariat of State for Prospective and Statistics with a highly technical training designed to equip the team to produce analyses and afferent mapping of overlapping deprivations affecting children in country (MODA). Based on nationwide household surveys (MICS), such analyses and subsequent mapping will provide a clear picture of where children may be deprived of multiple services or rights (access to education, health, protection, etc...). It is thus hoped that they should prove extremely valuable as information and decision-making tools for senior managers in country in the future. A MODA analysis will be produced in 2014, as soon as datasets for the recent nationwide household survey are fully cleared.

Communication for Development

Partially met benchmarks

C4D is being used as a major approach in support to programmes, particularly for promoting good practices related to health, breastfeeding and children participation. For the latter, specific training session on children's issues were given to producers' of children's programme. As a result of the joint work of UNICEF and the Ministry of Communication, children can now watch the "Children's Studio" programme every Tuesday on the terrestrial channel. .

In the same context, a one minute TV spot focusing on children with disabilities was also produced by a UNICEF-trained Algerian communication professional and ranked third globally by the Communication Section of UNICEF Headquarters in New York.

In addition to the several community sensitization campaigns over the promotion of good practices regarding mothers and children's health and nutrition, a critical toolbox including a panoply of key messages was developed to support awareness interventions of different actors including TV animators, paramedical personnel in rural health centres, and female religious leaders, known as the Mourchidates.

The toolbox will be mainly used by community sensitizers and the Mourchidates to ensure the accuracy and appropriate understanding of key public health messages for child health and child rearing, particularly in areas where women illiteracy is high.

Likewise, the humanitarian context of the Sahrawi refugee camps benefited of the C4D support with a focus on large communication campaigns on the importance of immunization.

Algeria is now the largest African country where a mix of cultures, traditions and ethnic groups create a multifaceted and vibrant society, creating a positive challenge for communication for development professionals to ensure that the produced communication tools are all adapted to the context where they are used, and translated or created in local languages and dialects.

Service Delivery

Partially met benchmarks

Direct service delivery remains a programme strategy solely used in the framework of UNICEF support towards Saharawi refugee camps near Tindouf, as Algeria budget and national development plan continues to be fully supported by its own economy and notably its oil and gas exportations.

In close consultation with UNHCR and Saharawi partners, and bearing in mind the Saharawi population continued 100 per cent dependency on external assistance, UNICEF continues to conduct direct distribution of yearly school furniture requirements for children of primary and middle school levels.

Thanks to a significant contribution from the Italian government, UNICEF was also able in 2013 to support the direct rehabilitation of 55 classrooms in five primary schools for Saharawi children, allowing over 2,200 Saharawi children to resume their school year in appropriate and safe learning conditions.

UNICEF also supports yearly direct procurement and distribution costs of the necessary vaccines for under five children, thanks to continued financial support from the UNICEF French national Committee.

Strategic Partnerships

Mostly met benchmarks

Beyond the strong collaborative partnerships with UNICEF various ministry partners in country –including the Ministries of Education, Health, Youth, Solidarity and Social Welfare, Justice, Communication, Religious Affairs, Foreign Affairs- a number of partnerships were particularly noteworthy for UNICEF in 2013:

A solid partnership with the Algerian Scout Movement (SMA) was further strengthened in 2013 through close collaboration between the two institutions around three important programme and advocacy thrusts for UNICEF, including:

- i) A very successful collaboration around the importance of youth participation through a full day of exchanges between youths and parliamentarians (refer to the Executive Summary for more details).
- ii) UNICEF also collaborated closely with the SMA around a very innovative and possibly seminal project around the quality of care and specialized education facilities provided to disabled children. A first in Algeria, the centre was conceptualized, built and equipped through the support of multiple partners from Algerian civil society, its private sector, international NGOs and UNICEF with a view to help tackle the gap around specialized care institutions dedicated to disabled children. The management of the centre will now be

handed over to the Solidarity and Social Welfare Ministry, which warmly welcomed the initiative and committed itself to ensure the centre's management, staffing and running costs. Technical staff manning the centre will be accompanied by the specialized NGO Handicap International with a view to help build their knowhow and daily practices around a child-centred technical and pedagogical management. The centre should be effectively open in February-March 2014 and it is hoped that, in time, it may participate in establishing best practices models in such centres management practices.

iii) UNICEF and the SMA were equally close partners in the very successful multi-partner launch of the Algerian campaign against violence (refer to the Executive Summary for more details).

Another important strategic partnership initiated in 2013 involved one of the foremost Algerian research centres: the CRASC, based in Oran. The CRASC is collaborating closely with UNICEF around an analysis of the current state of affairs in country in terms of existing Early Childhood Development knowledge and practices amongst public and private institutions as well as within families in terms of health care, nutrition, protection, education of young children from zero to eight years old. The document will be a key foundation towards the production of a first national Early childhood strategy that UNICEF hopes to see finalised in 2014 under the auspices of an inter-ministerial committee presided by the Education Ministry.

Knowledge Management

Mostly met benchmarks

The Mid-Term review of UNICEF country programme, initiated in September 2013 with Government partners, was an opportunity to introduce an update of the situation analysis of women and children based on a framework developed by UNICEF to monitor and analyse bottlenecks related to the supply, demand and enabling environment frameworks in each identified priority sector for children and women.

Although these participatory bottlenecks analyses were not based on in-depth studies, the accumulation of knowledge from studies implemented since 2011 and MICS4 micro-data helped identify key bottlenecks that should be addressed in the next two years to accelerate the achievement of key strategic results for vulnerable children and women. Throughout the MTR and situation analysis review process, a strong focus was maintained towards disparity profiles, in order to better orient UNICEF interventions and produce tangible results in such challenging economic, social and political environment. The fresh data provided by MICS4 (2012) was vital to engage an evidence-based debate with Government towards the most deprived children. This exercise also created a consensus with Government partners to invest UNICEF's limited financial resources into a more narrowed number of areas having a larger potential impact on deprived children.

In the wake of the global launch of the Multiple Overlapping Deprivation Analysis (MODA) developed by UNICEF from a mix of existing methodologies that measure multi-dimensional poverty, Algeria was among the first countries which hosted and adopted MODA at country level with a perspective to use it as an equity-based knowledge platform to inform policies. Thanks to UNICEF experts' network, a national gathering was held under the leadership of the Prospective and Statistics department, convening Algerian institutions to better understand MODA methodology and usefulness as a robust tool for equity measurement and analysis and ultimately policy making at national and regional level. Taking the opportunity of this event, the Prospective department has announced the initiative of creating an observatory of social equity where MODA would naturally find its place as a central analytical framework. The bridge between MODA and the upcoming project of the observatory will be the main channel to mainstream equity into national policy processes.

In child protection, an analysis of social services at decentralized level was carried out in targeted Wilayas using selected bottlenecks determinants. This study will support the development of a model of child protection services in three Wilayas aiming to be scaled-up in the future towards a more effective national child protection system at community and provincial level. A baseline study on early childhood development (ECD) services and demand was implemented hoping to support the work of a multi-sectorial committee that will be set-up by the Ministry of Education to develop a national ECD strategy.

Algeria also participated to the global initiative of "Out-of school children" aiming to bring the attention of

decision-makers towards children who leave school or who have never been enrolled in school despite the existence of an enabling environment that offers a free public and compulsory education until the age of sixteen.

Human Rights Based Approach to Cooperation

Partially met benchmarks

In the framework of the post-2015 consultation process where Algeria was an important participating country for Africa and Middle-East, UNICEF actively contributed within a joint United Nations group to facilitate the consultation with vulnerable populations specifically youth and religious women leaders (Mourchidates).

These two groups were consulted through partnerships with the Scouts and the Parliament for the former and the Ministry of Religious Affairs for the latter. From their perception Youth have identified Employment, Quality of Education and Social justice as key priorities that should be considered at country and international levels.

Consultations with Mourchidates reconfirmed these priorities and added peace, security, social cohesion as important pillars for social development and human rights fulfilment. The constructive dialogue initiated for the first time at national level between Parliamentarians and Youth coming from different parts of the country, was seen as a high quality and critical process showing the level of knowledge of young people about their issues and the alternatives proposed to address them locally as well as nationwide. All participants agreed to multiply this kind of initiatives to sustain Youth participation into policy processes, starting from community level and home town meeting to, hopefully, a progressively systematic participation of youth even in regional, and in time, national, decision making bodies.

Regarding follow-up of the CRC recommendation, the intersectoral steering committee, set-up in 2012 by the National Commission on Human Rights, involving Ministries from different sectors and UNICEF, met regularly throughout 2013. The committee aimed to reach an agreement on the best option for the creation of a National Observatory on Child Rights taking into consideration the political context of Algeria and ensuring the respect of international standards applied to National Human Rights bodies. Thanks to the continuous work and dialogue among the committee all along the year, a draft decree on the establishment of the Observatory was prepared and submitted by the Commission and presented to the Head of State towards the end of 2013. It is hoped that a positive response will be forthcoming in 2014, paving the way for the effective creation of such an important institution for children's rights.

Gender Equality

Mostly met benchmarks

Gender issues were the main objective behind the UN Common Programme targeting women empowerment which ended in June 2013 and which brought together under the same roof the work of seven UN agencies and 12 ministries. This year the programme was devoted to the finalization of women literacy activities and the opening of early childhood development facilities. Findings of the programme's evaluation highlighted the appropriation by governmental institutions of the main results and achievements in increasing literacy amongst vulnerable women and in promoting care and development of the youngest children, as well as the authorities' commitment to ensure sustainability for these activities in the future.

The gender disaggregation of MICS 4 data revealed a significant turning point in school enrolment around age 15 when the general trend indicates that boys start to drop out significantly while girls continue remaining in school. However, it is noted that in the provinces where the indicators are at their lowest (Laghout, Msila, and Djelfa) in relation to national level, girls belonging to the poorest quintile leave school earlier than boys.

Whilst a positive discrimination in favour of girls' education is a reality on a national scale, focus on social and

regional disparities will need to continue, bearing in mind the fact that in some specific regions girls are often married at quite an early age (12.2 per cent before 18 years and 2.2 per cent before 15 in the central highlands, while respectively 11.2 per cent get married before 18 and 1.9 per cent before 15 years in the South). As for boys, the trend shows that their dropout rate during the transition to high school should be further scrutinized to devise measures delaying their exit from the school system.

UNICEF youth programme will also devote specific focus in its forthcoming participatory survey of the utilization and appeal of government-provided youths facility to young Algerians towards a potential imbalance in the offer of services and activities towards young men rather than young women, and will look at ways to confirm this, and possibly to offer avenues towards addressing such imbalance.

Child labour remains related to the domestic sphere and boys are more engaged than girls in agricultural work in rural areas and in gainful activities in urban centres. On the humanitarian side in the Sahrawi refugee camps of Tindouf, cases of discriminatory treatment against women have been identified, especially concerning women becoming pregnant outside the wedlock.

Environmental Sustainability

Initiating action to meet benchmarks

No specific action from UNICEF Algeria at this stage on the matter.

South-South and Triangular Cooperation

Reflections initiated by UNICEF Algeria late 2012 between UNICEF, Brazil and Algeria around the potential of a future Horizontal cooperation towards positive social protection reform resulted into concrete outputs in 2013 thanks to a strengthened dialogue and a substantive work on the content and the purpose of this cooperation.

A video conference gathering the three parties enabled Algerian and Brazilian Governments to clarify the objectives and the processes of this cooperation and identify some concrete steps to move forward a more formal agreement. UNICEF then supported the visit of an important Algerian delegation to Brazil for them to both participate in an International Seminar on Social development organized by the Brazilian Ministry of Social development in Brasilia, but also to meet bilaterally with the Agency of Brazilian Cooperation, the Ministry of Social Development and The Institute for Applied Economic Research.

The Algerian mission helped to clarify the scope of the cooperation that will focus on operational options to develop a comprehensive system on vulnerable children and families and improve the efficiency and effectiveness of targeting in Algeria. The model of "cadastró unico" is a very successful practice that has created an integrated and a coherent social protection schemes in Brazil within the whole Bolsa Familia programme. In order for the Brazilian Government to understand the nature of social protection in Algeria and the feasibility to adapt the Brazilian system to the country, a technical mission to Algiers by representatives of Brazil will take place early 2014, which will trigger the formal implementation of the cooperation.

Thanks to a preliminary analysis within an evaluation of social protection undertaken in partnership with the Algerian government, inconsistencies have been identified in the targeting system as well as in the institutional framework governing social protection. The cumulated knowledge on social protection schemes in Algeria offered by this evaluation and knowledge brought by Brazilian partners will inform their translation into operational options to create such system of "common registry".

South-South cooperation has been identified as the key strategy in social policy for the next two years bringing together a large panel of partners starting by Algerian and Brazilian Governments, UNICEF and experts from both countries. This programme is mainstreamed into a regional strategy supported by UNICEF regional office in Amman and aiming to develop good experiences in South-South cooperation in different

countries of the Middle East and North Africa region.

Narrative Analysis by Programme Component Results and Intermediate Results

Algeria - 0120

PC 1 - Strengthening of institutional aspects of pro-child policies

 On-track

PCR 0120/A0/05/001 By 2014, access for vulnerable children and women, especially the most vulnerable, to high-quality community-based social services will be strengthened from an institutional perspective particularly in poor urban areas, in the highlands and south.

Progress:

2013 started with a strong engagement from the Government for the reduction of maternal and infant mortality, represented by the signature of the pledge "A Promised Renewed". As highlighted in the Mid-Term review process and in the several bilateral meetings organised by UNICEF and its Governmental partners, the relevance of the programme as well as the 2014 key priorities were confirmed, acknowledging the appropriateness of including new emerging issues arising from social practices such as the key role of innovation and an accrued focus on public spending for children.

Three main studies helped to gather evidence around how these services for children can be made more efficient, gain in quality and be equity oriented. In child protection, an analysis of local services was carried-out using selected bottlenecks determinants. This study will support the development of a local model of child protection services, to be scaled-up towards a national child protection system. For what concerns youngest children, a baseline study on early childhood development (ECD) supply and demand of services was implemented with a view of supporting an inter-ministerial committee in developing a national ECD strategy. In social policy, an evaluation of non-contributory social protection mechanisms aimed to highlight existing inefficiency related to current targeting of beneficiaries and guide toward the optimization of public spending for children.

In support to the national efforts, UNICEF provided the technical expertise to develop and implement a 'national plan to reduce maternal mortality'. The latter includes the launch of the maternal death audit system, the promotion of safe delivery and the elaboration of a reference guide on obstetrics care standards.

On the humanitarian front, in the absence of a political solution around western Sahara, UNICEF keeps on serving refugee children and mothers. More than 30,000 children aged 3-16 were provided with educational materials and recreational equipment to be used throughout the school year and more than 3,000 have seen their school environment improved, thanks to the rehabilitation of 65 classrooms. Safe delivery and new-born care are now addressed by skilled birth-attendants, with improved knowledge of complicated delivery. The quality of maternal services was also improved when the medical equipment for delivery rooms, critical drugs and vaccines arrived in the five refugee camps.

Despite these achievements, the persistent instability in northern Mali and the attack at the hydrocarbon facility of In Amenas have limited access to the South and provoked delay in accessing and monitoring vulnerable population.

 On-track

IR 0120/A0/05/001/001 international norms and standards for mothers and newborns healthcare are adopted in four pilot health zones in the Highlands, southern and urban areas in the North.

Progress:

The slow reduction in maternal mortality rate, still at 70.3 deaths per 100,000, two third of which occur in hospitals (MOH-2012), the almost universal assisted deliveries (97.1 per cent) with disparities between the North Center (98.9 per cent) and the South (91.8 per cent) reflects inappropriate geographic distribution of infrastructures and qualified medical personnel. It is in this framework that the Ministry of health and UNICEF conducted an exercise analysing which specific factors contributed to hindering care for mothers during pregnancy, childbirth and after delivery.

A large workshop gathered UNICEF experts and more than 20 health practitioners and managers suggesting, as main obstacles to be tackled, the lack of qualified medical and paramedical staff, the poor quality of obstetrics emergencies management, the disruptions in the monitoring process between prenatal care and delivery and the inadequacy of the referral system.

The workshop allowed the finalization of a National Plan to accelerate the reduction of maternal mortality and this encompasses different strategies and actions including specialized training for local personnel, a system for affecting and managing human resources in disadvantaged areas and the standardization of protocols around hospital transfers.

Another important step done towards improving maternal health and safe delivery is the production of a guiding document around obstetrical care aiming to standardize obstetrics care and to establish related national norms.

The national strategy for the Elimination of Mother to Child Transmission of HIV/AIDS, developed in partnership with UNAIDS addresses issues related to quality of maternal and infant health emphasizing the importance of the prenatal screening for seropositive pregnant women.

UNICEF keeps also on playing an important role for the promotion of breastfeeding as a means to protect mothers and children. This year two ministerial executive decrees promoting breastfeeding were issued.

On-track

IR 0120/A0/05/001/002 Social protection programmes and social budgeting are oriented towards reducing the difficulties of access to healthcare and quality education for the most vulnerable women and children and, notably, those living in poor households and those without medical/health insurance

Progress:

Evidence shows that richest household's benefit more from free access to public social services than poorest households. For instance, only 27 per cent of the 16-18 years old attended secondary education in the poorest quintile versus 63 per cent in the richest. About 88 per cent of pregnant women in the poorest households received antenatal care versus 96 per cent in the richest (MICS4). This raises the issue of effectiveness of non-contributory social protection that represents an important share of the State budget (25 per cent).

In order to build solid knowledge in the framework of the social protection roadmap (2012-2014) around a more coherent, equitable and child-sensitive social protection, an evaluation of non-contributory social protection produced initial results through qualitative analysis of the institutional framework governing targeting, budgeting and coordination, and is being complemented by quantitative analysis and local consultations with families. The evaluation is undertaken by the Government and UNICEF in partnership with national and international research centres.

Within the same framework, a Government delegation was exposed to and learned from a successful model of social protection reform by participating to an international seminar on social development in Brazil. During this first mission, Algerian and Brazilian Governments, and UNICEF, agreed to formalize the horizontal cooperation for which a first proposal was to focus on operational mechanisms that will create a more comprehensive knowledge and improved efficiency of targeting vulnerable families and children in Algeria.

The social protection programme was led by the former department of Prospective and Statistics together with an intersectoral Steering Committee. However, delays in its implementation were due to the removal of this department and its transfer to the Ministry of Finance after the last Government reshuffle.

On-track

IR 0120/A0/05/001/003 Decision-makers at local and central level and civil society develop good practices on participation of adolescents and young people in social policies that affect them in the targeted regions in the Highlands, the South and the poor urban areas.

Progress:

In light of the high unemployment amongst youth aged 16 – 24, the highest authorities have declared it a national priority. This is reflected by a legislative framework, which favours youth participation but is not reflected into practice when it comes to youth participation at community level or in public policy. In partnership with the Government and civil society, UNICEF has developed several good practices promoting young people participation.

At national level, to promote institutional dialogue, a debate between parliamentarians and 66 young Algerians has encouraged constructive discussions around youths' concerns. For example, youths advocated for reducing existing disparities in access and availability of youth services in the south and the need of replicating this type of experiences at decentralized level, expected to be realized in 2014.

At local level, in partnership with the association *Santé Sidi El-Houari*, 2,000 young people from disadvantaged neighbourhoods of Oran were targeted through a programme addressing typical challenges affecting youths in urban setting; unemployment, high-risk behaviours and marginalization. Specifically, nearly hundreds youths benefitted from a socio-economic reinsertion programme enjoying a first professional experience; other vulnerable young people benefitted from sport and leisure activities, sensitization around topics including drugs, migration, alcohol touched the majority of beneficiaries.

Access to new technologies also emerged as a key factor enabling young people to convert ideas into innovative projects serving their communities. UNICEF has thus mobilized representatives from universities around an 'Innovation Lab'. Concretely, this is a physical place where young people are accompanied by multi-disciplinary teams facilitating the implementation of the innovations. 2014 is expected to witness the initial results such as the setup of a digital mapping of youth services and the development of a participatory survey methodology for measuring youth participation in institutional services.

Constrained

IR 0120/A0/05/001/004 Quality Education norms and standards, including those related to inclusive education and the prevention of natural disasters, are adopted in the targeted Wilayas in the south, the highlands and the poor urban north.

Progress:

Only 20 per cent (approximately) of children aged three to six years have access to preschool education in Algeria and only half of those registered in first year primary education had access to preschool education the previous year (MICS4). Not giving these young children adequate exposure in terms of education and development hinders the state's efforts in adequately preparing future generations and will eventually accentuate inequalities. In rural areas only 6.5 per cent of children aged 34-59 months have access to preschool education against more than 23 per cent in urban areas. Children of the poorest quintile have also a limited access in comparison to those of the richest one, respectively 6.9 and 31.3 per cent.

In partnership with a national Research Institute, the Education ministry and UNICEF launched a study assessing the existing services catering for the needs of Algerian children aged 0-8 and looking at child development in a comprehensive and holistic way. The study strengthens the evidence over the lack of coordination and of defined responsibility amongst different actors, especially at Institutional level recommending urgent action in this sense to improve children's access to pre-primary education. Consequently, a steering committee working across various ministries around early childhood development and preschool education will, with the support of UNICEF's funding and expertise, develop an integrated national strategy for early childhood in 2014.

Beyond preschool age, the quality of education is a contributory factor to school repetition rate and consequent risk of drop out. UNICEF is undertaking a process of diagnostics and training for teachers and school inspectors tackling both the acquisition of pedagogical skills centred on competency based approach methodologies and the development of more specific skills essential to teaching and managing multi-grade classes. The nomination of the new Minister of Education and the important workload of the Ministry's technical staff delayed the execution of the planned interventions.

 On-track

IR 0120/A0/05/001/005 A children community based justice and social work model is adopted which complies with international norms and standards, and is adapted to the regional specificities of the south, the highlands and major urban areas

Progress:

Child protection topics, under the pressure of an omnipresent press, managed to foster issues around children and to stimulate active discussions around prevention interventions and the necessity of establishing a child protection system for vulnerable children and families. The challenge remains on how to best translate the theories into results for children at a local level.

To do so, a first step for informing decision makers and protection partners with relevant information over community social services was done through a comprehensive mapping and analyses of these services. The study shed light on different issues and dynamics ranging from the lack of qualified human resources, insufficient budget allocation, weak logistic means and most important the poor coordination mechanisms for children. Thus, at national level, an Inter-ministerial Steering Committee was formed to follow up and monitor the study itself but also to provide operational recommendations for the implementation of protection models and systems at community level.

Another group of children in need of special care and protection are those deprived of family care. This year, a diagnosis of the institutional care system was generated with Service Social International and will hopefully lead to the introduction of quality standards focusing on the best interest of the child. In 2014 three provinces, including a southern one, will experience an improved quality care for children placed in Institutions and fostered families.

As far as children in contact with the law are concerned, the partnership with the High School of Magistrate was reinforced following to the introduction of the concept of mediation around juvenile delinquency cases proposing reconciliation approaches against repressive ones. UNICEF organized a debate- conference involving 120 judges and provided specific knowledge on mediation to 30 family judges and social workers.

 On-track

IR 0120/A0/05/001/006 The skills of healthcare personnel and managers in terms of knowledge around immunization and maternal & neonatal health are reinforced and health facilities are provided with critical supplies needed for immunization and maternal & neonatal health programmes in the five refugee camps.

Progress: In the Saharawi refugee camps, about 4,500 deliveries take place each month, 85 per cent of which happen in the traditional tents often without qualified assistance. In fact, women are not fully aware about the potential risks associated with delivery and the reduced skills of midwives do not help to provide quality care to women in need.

In order to offer Saharawi's future mothers with adequate care, UNICEF has trained 90 midwives on safe motherhood which, in practice, allowed midwives to monitor women during their pregnancy and to learn how to identify and manage complications of pregnancy and delivery as well as provide adequate newborn care in the first 24 hours of life, crucial for the baby.

Meanwhile, women attending their routine antenatal visits benefited from an improved quality medical screenings as this year equipment and critical drugs were supplied for several health centres and the 10 maternities of the refugees' camps. Examples include blood pressure measurements, anaemia and diabetes tests, resuscitations tables etc.

A recent evaluation indicates that the vaccination coverage has improved from 40 to 75 per cent for children aged 23 months. This is the result of the continuous efforts from UNICEF and the local health authorities around the quality of the immunisation programme.

Saharawi children are now vaccinated at appropriate ages, by skilled staff using safest techniques, with good quality vaccines, and without any vaccines' wastage.

Communication plays an important role in keeping Saharawi women and families informed and sensitize on safe pregnancy and delivery and importance of vaccination. Local radios are used to diffuse key message on maternal health while the organization of social mobilization campaigns target the largest audience and focus on vaccination of children.

On-track

IR 0120/A0/05/001/007 The educational skills of preschool, primary and intermediate school teachers are upgraded and the educational, cultural, recreation and hygiene conditions conducive to a protective school environment are reinforced in the five refugee camps.

Progress: Preschool as well as primary educations are free and compulsory for all children in the five Saharawi refugee camps near Tindouf, in the south-western desert region of Algeria. Life in the camps for youngest children can be quite harsh and learning conditions and not always conducive to the development of children's potentials. However, the personnel looking after preschools keep on engaging the creativity of the pupils under their care through leisure activities organised with the tools and means at their disposal. To mitigate this situation and support the development of young children, UNICEF has provided nearly 7,000 toddlers attending kindergartens with a large choice of materials appropriate for their age such as toys, puzzle, drawing books etc. included in a tailored early childhood development kit.

Likewise, an improved quality of teaching and learning and school environment was possible thanks to the provision of recreational kits, sports uniforms and equipment and essential education items (exercise books, pens and pencils) to over 30,000 children. Last summer, school buildings and classrooms were battered by seasonal sandstorms rendering them structurally unsafe and making school attendance a perilous activity for teachers and pupils alike. UNICEF, in partnership with an international organization, CISP, rehabilitated 65 classes for the benefit of more than 3,000 pupils.

On-track

IR 0120/A0/05/001/008 Adolescents and young people in the five Saharawi refugee camps acquire relevant life skills, notably on participation and HIV/AIDS protection.

Progress: The young Saharawi refugees are facing significant challenges such as the dearth of socio-cultural opportunities, poor prospects for their future and lack of leisure activities. This makes them most vulnerable and more likely to be drawn into risky behaviours linked to drugs, delinquency, and violence. In this context, and in partnership with the Saharawi Ministry of youth and Sports, UNICEF initiated its first programme towards youths to help break with idleness and reinforce their positive role in community.

The International Committee for the Development of People (CISP) and Academie de Foot Amadou Diallo (AFAD), UNICEF made the camps' five youth centres more attractive and safe for youths to meet, discuss and practice sports. Play areas were rehabilitated with adequate materials and sport equipment and film clubs were established.

Training and information sessions for 1,000 young Saharawi also contributed to mitigate the factors leading to risky behaviours through the acquisition of the necessary skills for project management, for the set-up of micro credits, leadership and conflict resolution with emphasis on the concepts of participation and active citizenship for young people.

PC 2 - Improved knowledge of the situation of women and children

On-track

PCR 0120/A0/05/002 By 2014, evidence-based knowledge of the situation of children, including adolescents and women, especially the poorest and most vulnerable, will be available and accessible.

Progress: Algeria possesses an impressive statistical arsenal, however, quite often the data needed is not available, or not as disaggregated as equity focused programmes and interventions would require. The excellent partnership established with the Health Ministry and the financial contribution of UNFPA have resulted in making readily available indicators of children's wellbeing, gathered thanks to the completion of the national household survey, well known by the name of MICS (Multiple Indicators Cluster Survey). This data is vital in order for UNICEF to engage an evidence-based debate with the Government and to inform more equitable policies in social sectors, especially when it comes to children multiple deprivations.

Despite the impressive percentages of children's access to fundamental education, with 97.4 per cent of primary age children attending school, and over 90 per cent attending middle school, the quality of education remains an overall bottleneck contributing to increasing the risk of drop out which affects up to 14 per cent of the middle school level children.

UNICEF and the Ministry of Education are finalizing a study picturing the number, the location and the profile of children not attending school, or at risk of abandoning school. This study intends to suggest the best strategies and the most appropriate measures required to limit the number of out of school children.

Maternal mortality remains an issue of concern for the Government and the several of the partners involved in the sector. UNICEF played an important and active role for accelerating the reduction of maternal mortality, starting with intense advocacy resulting in the adoption of several decrees and directives by the highest health authorities, establishing a compulsory audit process for every single pregnancy

related death. The majority of tools and mechanisms required for the implementation of the maternal audit were developed with the expertise provided by UNICEF (audit document questionnaire, Expert Audit Committee, Auditors teams' at district level etc.).

The 2013 cabinet reshuffle and the high turnover of officials at the Ministry of Youth were two major constraints, which have delayed the work on youth participation. However, in the last trimester the collaboration at institutional level was re-launched.

 On-track

IR 0120/A0/05/002/001 The management of knowledge on social and institutional resources in the direction of teenagers create of accessibility, involvement and development is strengthened

Progress: The Algerian statistical system provides a large range of updated data on social development, however the lack of access to micro-data limits their added-value in informing more equitable policies and budgets, especially when it comes to women and children.

In order to address this issue, some knowledge management components for children were strengthened. Disaggregated data on children and women by region, gender, socio-economic characteristics and age, were updated thanks to the completion of the MICS4. The latter, led by the Ministry of Health, is a national survey reaching nearly 30,000 households, underpinning the data's further analysis within important projects in social sectors, including the update of the disparity and vulnerability profile of children and the implementation of the Multiple Overlapping Deprivation Analysis (MODA). UNICEF provided financial and technical support to the MICS4 project; UNFPA also provided financial contribution.

As such, national institutions were mobilized by the Prospective Department and UNICEF around the methodological and policy implications of the MODA, arguing that it is a relevant tool to advance equity monitoring by identifying uni-dimensional and multiple deprivations faced by vulnerable children in education, health and protection, rather than a restrictive monetary approach to poverty.

A timeframe indicating the main milestones for the adaptation of MODA to the country context was drafted and a technical group, set-up for that purpose, was oriented on the adaptation process. A reflection was initiated by the Prospective Department to create a national observatory on social equity with MODA as a central analytical tool.

At a broader level related to child rights monitoring, a draft decree for the creation of a national observatory on child rights was completed by an intersectoral committee, coordinated by the National Commission on Human Rights that has involved UNICEF as an active member, and submitted to the President cabinet.

 Constrained

IR 0120/A0/05/002/002 Knowledge management on social and institutional resources directed towards adolescents teenagers (boys and girls) in terms of accessibility, involvement and development, is strengthened.

Progress:

The cabinet reshuffle of 2013 and the high turnover of officials at the Ministry of Youth have delayed the implementation of the planned activities. This included a mapping of youth services throughout the country and an evaluation of youth participation in the services available to them. The recent mid-term review of the Programme of Cooperation between Algeria and UNICEF helped to re-launch the collaboration between the Ministry of Youth and Sports and UNICEF and set the basis for the implementation of the above-mentioned interventions expected to start early January 2014.

 On-track

IR 0120/A0/05/002/003 Research-action on the quality of education informs national programmes and policies on school dropouts, repetition and low levels enrolments in targeted regions of the South, Highland and poor urban areas

Progress: Despite the impressive achievements accomplished in access to primary school level, with 98 per cent of primary age children attending school, and over 90 per cent attending middle school, the quality of education remains an overall bottleneck that needs to be addressed in order to improve learning outcomes for children and to mitigate the risks of dropout. Most recent research revealed that about 2 per cent of the primary school population, rising up to 14 per cent at middle school level, abandon the education system every year.

Together with nine other countries located in the MENA (Middle East and North Africa) region, Algeria is taking part in an international study dealing with "*Out of School Children*". The technical expertise to conduct the study is provided by the BIEF, an international organisation expert in education, well acquainted with the country and its education system while the overall scientific supervision is ensured by the Oxford Policy Management.

The out of school children study, which is currently being finalized, depicts the number, the location and the profile of children not attending school, or at risk of dropping out. It is expected that decision-makers within the Ministry of Education will use the study to inform appropriate policies and strategies to mitigate the problem of out of school children. But also, and more importantly, that non-formal education programme, which aims at reintegrating children having abandoned school in the education system will be agreed upon and put in place.

 On-track

IR 0120/A0/05/002/004 Research-action on health around early childhood development and nutrition for women of child bearing age inform national programmes and policies in targeted regions of the South, Highland and poor urban areas.

Progress: One of the main achievements of the year is related to the concrete engagement of the Ministry of Health in the reduction of maternal mortality and the willingness of extending national efforts to tackle neonatal mortality. Recent data estimate the latter at 15/1000, representing 70 per cent of the national infant mortality with important geographical and economic disparities. It is clear that the concentration of Infant mortality in the first month after birth is correlated to the quality of maternal and newborn health services.

As a result of a strong advocacy and lobbying at higher level, the maternal deaths audit system is now in place and institutionalized with several pieces of legislation and tools supporting it. Today, in Algeria, if a woman dies while giving birth, the 'audit process' starts. In fact, a ministerial decree establishing mandatory reporting and auditing of all maternal deaths was issued.

Others directives including the establishment of an 'Expert Audit Committee', the creation of the 'Audit Monitoring and Follow Up Group' and the installation of 'auditors teams' at district level ensure the implementation of this important and crucial process.

The tools enabling the conduct of the confidential investigation in cases of maternal death, the 'audit questionnaire', covering the entire process from admission to hospital of the pregnant woman to her death is also available. The questionnaire, a forty-page document to be filled by different medical staff (including anaesthetists, midwives etc.) is supported by a user-guide. Both were developed by a team from the National Institute of Public Health, the Ministry of the Health, with the support of the technical expertise provided by UNICEF.

The preventive aspect of maternal mortality will also be targeted by a retrospective qualitative survey of pregnancies expected to start in January 2014 as well as the neonatal audit system.

PC 3 - Social and cultural norms relating to children

 Constrained

PCR 0120/A0/05/003 By 2014, the knowledge of families around maternal health and nutrition, early childhood development, child protection as well as specific needs targeting participation and of adolescents will be enhanced with a view a positive and long-lasting behaviour change.

Progress: The recent mid-term review exercise has initiated a bottleneck analysis in the key areas of UNICEF's intervention, which helped to identify new programme priorities and to readjust some specific interventions. It indicated clearly that, in almost all sectors, the wellbeing of children and families is affected by social and cultural norms often inhibiting behavioural changes. For example in Algeria, only 25.5 per cent of six-month old babies were exclusively breastfed in 2012; but this represented an increase of 14 points in relation to 2006, when only 6.9 per cent of mothers breastfed their children.

The difference between regions is also important, with the highest rate for exclusive breastfeeding in the north-east (38.2 per cent) and the lowest in the highlands-centre (10.5 per cent). Also, new concerns emerge, as obesity in children increased from 9.3 per cent in 2006 to 12.3 per cent in 2012 with the lowest prevalence of 7 per cent in the south. This will need to be addressed in the future interventions. Up to now UNICEF has mainly used capacity for development as a critical approach to bringing about the required changes at both community and individual levels and this proved to be effective.

Together with the Ministry of Religious Affairs, 75 per cent of the country's female religious leaders, also known as Mourchidates, were mobilized for promoting good practices and healthy behaviours amongst mothers, families and communities and disseminating key messages on young children's nutrition, breastfeeding, early childhood stimulation and development. In the regions lagging behind, such as the central highlands, particular emphasis was given to the promotion of breastfeeding through local radios and a new programme was launched under the name of Al-Insaf, addressing vulnerable and illiterate women.

The results of a 2010 survey on knowledge, attitudes and practices of adolescents on the right to participation conducted in 2010 carried out by UNICEF were confirmed to be still valid today by a recent focus group organized with adolescents over the complicated intra-generational relationships which seem to persist. UNICEF and the Ministry of Communication are finalizing several strategic actions towards enabling families to address the existing communication gap and promote children rights and participation.

Finally, as part of the global effort to address violence against children, UNICEF Algeria has launched the '# End Violence' initiative aiming to transform the fight against violence into a visible daily combat. Representatives from six ministries, in partnership with UNICEF and civil society organizations took part in this event and several specific communication and advocacy actions to fight violence against children are expected to materialize in 2014.

 Constrained

IR 0120/A0/05/003/001 The families and children targeted by the communication strategy around health, maternal nutrition and early childhood development in the targeted regions are reached through local actors and channels of communication such as television, radio, mosques, health centres, ICT and schools.

Progress: In Algeria, breastfeeding children is a common practice but remains inadequate, despite a national perinatal programme aimed at strengthening the 'mother-child' bond. Recent data shows that only 25 per cent of infants younger than six months of age are exclusively breastfed; the lowest rate of 10.5 per cent is found in the central highlands (MICS4).

As a result of UNICEF's advocacy, the preliminary phase of the breastfeeding promotion plan was operationalized through the revitalization of the 'Baby Friendly Hospital Initiative Committee' (BFHI) UNICEF being part of it. The plan aims to adopt practices to promote, protect and support breastfeeding from birth. The Committee has inspected seven out of ten hospitals selected by the Ministry of Health upon their application to the BFHI label. Half of them have already benefited from a training programme developed by UNICEF and WHO on the promotion of breastfeeding; the remaining will be targeted in 2014.

In Algeria, one of the most successful practices for promoting good practices and healthy behaviours amongst women and communities resides in the use of local religious leaders; they have proved to be extremely active and competent in reaching mothers and women at community level.

UNICEF in partnership with the Ministry of Religious Affairs managed to mobilize more than 75 per cent of the Algerian women religious leaders, called *Mourchidate*, to support mothers and families in adopting good practices of care, hygiene and diet, including the young child feeding, arousal and learning.

The Mourchidate, after having received trainings, managed to do extremely well especially in covering disadvantaged rural areas and thanks to their proximity and knowledge of local context reached the most vulnerable mothers and women.

 Constrained

IR 0120/A0/05/003/002 The proportion of decision-makers, families, children, adolescents and young people who know the rights of the child and rights set forth in the CEDAW is increased

Progress: In Algeria, 20 per cent of the population is young, aged 10 to 19 years. The results of the survey on knowledge, attitudes and practices of adolescents on the right to participation conducted in 2010 by UNICEF remain valid and relevant. It reveals that adolescents do not fully enjoy their right to participation neither within their nearest family environment, nor in their community. The difficulties of intra-generational relationships especially between adolescents and their parents/family clearly show that the dialogue is not easy and the communication remains difficult. Even when young adolescents are heard and their opinions sought, they are not taken into account in the decision making process and by decision makers.

In this context, UNICEF supported through its expertise, a technical committee supervised by the Ministry of Communications which has initiated a project of a communication strategy over the issues specific to the critical age of adolescence. The strategy includes an action plan aiming to provide parents with knowledge about practical involvement of adolescents in decisions affecting their lives inside the family and the community and to foster positive communication and promote participation of youth and adolescents.

 On-track

IR 0120/A0/05/003/003 The proportion of decision-makers, families, children, adolescents and young people who know the rights of the child and rights set forth in the CEDAW is increased

Progress: In the agro-pastoral Wilaya of Djelfa, women's subsistence depends on farms, livestock and crafts. Girls, under the weight of conservative traditions, are illiterate and at the onset of the first physical signs of adolescence are married. This region counts the lowest literacy rate of Algeria, 38 per cent. In this context, UNICEF in partnership with the Algerian radio developed a communication programme aiming at reaching illiterate and vulnerable rural women of Djelfa and ten surrounding villages.

Local proximity media were used to disseminate several key messages around mothers and children health care such as "*immunization of mothers against tetanus to protect the mother and the newborn*". Not less than 70 professionals, including the personnel working in the literacy centres and the health personnel, doctors and midwives have been associated with the elaboration of the messages which are respectful of the local traditions and context. The dissemination of the messages is done through the radio programme "Al Insaf", an emission directed towards the vulnerable women of the targeted areas. UNICEF also produced also guide that is addressed to the local radio animators where all messages are included.

To encourage social dialogue and promote women's empowerment, a study on Essential Family Practices identified harmful behaviour practices to correct and tackle. For instance, the use of "khol", a harmful product containing lead, placed on the navel and the eyes of the baby at birth in sign of protection and for accelerating the heal of birth wounds; as well as the use of some medicinal herbs during the lactation period. While women were benefitting of their literacy courses, their children were taken care about in five child-friendly spaces where early childhood development is promoted.

On-track

IR 0120/A0/05/003/004 The proportion of decision-makers, families, children, adolescents and young people who know the rights of the child and rights set forth in the CEDAW is increased

Progress: Youths and children's participation, children's rights and violence against children are not always seen as priority issues; often, especially when it comes to violence the story of the child is reduced to a media scoop with negligible actions proposed to alleviate the problem. However, this year several partners both institutional and civil society were mobilized around issues as violence and inclusiveness for disabled children and adhered to the global efforts addressing children's violence.

The launch of the '*End Violence*' initiative aiming to transform the fight against violence into a visible daily combat, gathered senior representatives from six partner ministries and members from civil society organizations and was illustrative of the drive and outpour of commitment that the campaign prompted within Algeria's society.

The participants to the campaign committed to take action over issues of violence at home, at schools and violence affecting children with disabilities.

For this latter vulnerable group, the launch of UNICEF global annual report focusing on disabled children was an opportunity to advocate and raise awareness about the issue of inclusion of children with disabilities. UNICEF was also part of a project in support to a centre for handicapped children 'ANIS' and together with the Muslim Scoot and Handicap International has provided some specific equipment taking care of children's motor handicaps.

Under the theme 'invisible and forgotten children', once more vulnerable children were at the centre of the second Edition of the 'National Media award on Child Rights'. This event, organized with the Algerian radio, permitted a large awareness over children's rights through a large group of journalists, who have been mobilized and sensitized over the issue.

PC 800 - Cross-sectoral costs

Constrained

PCR 0120/A0/05/004 Cross-sectoral costs

Progress: 2012 was marked by the inception of the new 2012-2014 UNICEF country programme. The annual reviews recently engaged with main UNICEF partners confirmed its relevance provided minor adjustments already reflected in the 2013 annual work, to strengthen focus on integrated early childhood development, quality education and capacity development for education personnel, and social protection.

The slowdown in programme implementation affecting the first semester of the year was mainly due to a complete reshuffle of the Government cabinet, and the fact that all but one of UNICEF partners at ministerial level were replaced. A staffing transition was also held within UNICEF itself, with the positions of Representative and Deputy Representative being filled in the two semesters, and the vacant positions of the Education Specialist and Youth Officer.

In terms of coordination, UNICEF is part of the joint MDG gender funded UN project representing a good model of nurtured and coordinated partnership with the stakeholders involved including several UN agencies, local and national authorities and local associations. The project will be duplicated in another location of Algeria in view of its good initial results. Efficiency in coordination is also seen in the collaboration with UN AIDS as indicated as one of the major achievements of 2012, the finalization of the national strategy for elimination of mother to child transmission of HIV/AIDS.

The M&E strategy of the new Country programme 2012-2014 has also been developed and cleared by the Regional Office. Formal discussions have been held with the Secretariat of State and the Ministry of Foreign Affairs to implement the M&E strategy under the technical leadership of the Secretariat of State. However, the main constraint that has delayed its implementation is the non-signature of the Country programme document as the rolling work plans in 2012. This is expected to happen in 2013.

Performance indicators are almost all related to local interventions in targeted Wilayas of the South, highlands and poor urban areas and need to be updated through local surveys and studies. It will be done in 2013.

UNICEF has also benefited from a fairly important presence in the media, TV, radio and major national newspapers being mentioned in more than 89 articles through the five main newspapers.

Potential new partners from the economic sectors were identified and contacted to support projects at local level while others approached UNICEF to discuss future collaboration such as with Cevital Groupe, Unilever and BNP.

On-track

IR 0120/A0/05/004/001 The Planning of activities, both sectorial and cross cutting, is rooted in an efficient coordination increasing the leveraging effect of the programme

Progress: In term of planning, 2013 was marked by the mid-term review of UNICEF-Algeria country programme (2012-2014). Recently, the Algerian Government has approved the one year extension of the Strategic Cooperation Framework between Algeria and United

Nations to end by 2015. All parties agreed on the ambitious nature of these results compared to the timeframe and the resources available.

Thanks to this opportunity, the UNICEF Country Programme will be aligned to this new period allowing the Office to undertake the Mid-Term Review to better focus its interventions for 2014-2015 on the most important, feasible and impactful interventions on vulnerable children and mothers.

The Mid-Term review (MTR) was conducted with all partner Ministries during bilateral meetings for assessing progress against results over the last two years of cooperation and to start preparing the next Country Programme. The technical meetings confirmed the relevance of the actual country programme, defined the priorities interventions for 2014 and created a consensus with Government partners to invest the limited financial resources of UNICEF into a more narrowed number of areas having a large potential impact on deprived children.

In the same MTR framework the situation analysis of women and children in Algeria is also being updated mainly using the most recent data emerging from the MICS4. The final MTR report is expected in the first trimester 2014 and will be presented to the Algerian Government to reach a consensus on the strategic decisions made during this process.

Constrained

IR 0120/A0/05/004/002 Progress around the results of the programme components is systematically measured through evaluation and monitoring tools, the success of the programme is assured through periodic strategic adjustments.

Progress: The two reshuffles of 2012 and 2013 and the instability of counterparts in some Ministries have constrained some Programmes to move forward the implementation of upstream work at local level which has notably impacted the capacity to monitor Programme indicators.

However, the Office has benefited from the Mid-Term Review process to develop staff capacities in using the "Monitoring Results for Equity System" Framework to analyse key bottlenecks in each sector. An internal reflection of UNICEF has already indicated the refocus made on some key areas based on lessons learned from the implementation of the Country Programme in 2012-2013.

The work on enabling environment, specifically on social spending, has been underlined as a major bottleneck to be addressed by the Country Programme in each sector, where strategies were limited only to the quality of social services. The positive behaviours and social norms were also identified as a common bottleneck to some areas such as child protection and early childhood development.

On-track

IR 0120/A0/05/004/003 Parents are provided with knowledge development have been developed in order to enhance the effective participation of women, d fathers, mothers, adolescents and children in the reduction of disparities

Progress: UNICEF Algeria is integrating, as part of its communication strategy, social media, ICT and Innovation in order to better promote children's rights and reach the invisible and most vulnerable children. However, the classical communication channels are not neglected and they still represent the key vector for informing and reaching large audiences.

Especially, the speeches and interventions of UNICEF's Representative were aired on TV and radio programmes and rated to be good quality. This is how UNICEF continues to be an important source of information for Algerian journalists. Throughout the year, 26 TV and Radio interventions were given, both live and recorded and 693 press articles mentioned UNICEF.

Celebrating and organizing events linked to child rights, such as the launch of the State of World Children Report, the International Children day, the Day of the African Child and the Celebration of the Anniversary of the Convention on the Rights of the Child were opportunities for UNICEF and partners to highlight the situation of children and advocate for strengthening support to the most vulnerable.

UNICEF Ambassadors also played an important role in promoting children's rights through their visits to the supported programmes (schools were visited) up to the remote areas of the Refugees Sahraoui camps in southern Algeria and their participation to the adaptation of the #End violence public service announcement.

Discontinued

IR 0120/A0/05/004/004

Parents are provided with knowledge development have been developed in order to enhance the effective participation of women, fathers, mothers, adolescents and children in the reduction of disparities

Progress:

Frozen IR integrated into the Programme (PCR 3).

On-track

PCR 0120/A0/05/800 Programme Support

Progress:

Operations continues to aim for efficiency in providing support to programme development and delivery by ensuring that human, financial and physical resources are appropriately used for the achievement of the programme objectives and that strategic inputs are consistently provided to programme in a cost effective and timely manner.

On-track

IR 0120/A0/05/800/001 Governance and Systems

Progress:

Effective and efficient governance system by ensuring risk management and achievement of programme results are addressed. Programme coordination and appropriate guidance are provided and ICT management is well covered. The Country Management Team (CMT) is the principal mechanism for office management and coordination. It is the central management body for advising the Representative on all major issues affecting office and programme management. The CMT meets monthly and Minutes of the meetings are shared with all staff and the Regional Office. The CMT systematically reviewed in plenary a) all Manager's Dashboard alerts; b) a full status of budget implementation; c) a full status of programme implementation progress; d) DCT monitoring; e) updates on the Regional Management Team (RMT) meetings and other key initiatives; f) Feedback as appropriate from SMTs and UNCTs meetings. Quarterly Joint Consultative Committee (JCC) meetings, Bi-monthly programme meetings, and Weekly operation meetings were held.

ICT function is governed by the CMT which ensures adequate ICT capacity resources and support services to promote and provide ICT solutions to facilitate and improve programme delivery through secured, reliable, efficient and cost-effective systems and solutions. ICT matters are formally addressed and discussed in CMT.

Detailed two-year annual workplans were jointly prepared with Ministry partners covering the period 2013-2014 and shared with the Ministry of Foreign Affairs partners. The office reviewed the accuracy of the Risk Control Self-Assessment. The Risk control library together with the Risk profile were updated taking into consideration changes in internal and external operating environment.

On-track

IR 0120/A0/05/800/002 Financial Resources and Stewardship

Progress: Effective and efficient management and stewardship of resources is ensured by a proper planning and allocation of funding. Manager's dashboard alerts, budget implementation status and progress, DCT monitoring are permanent agenda items of the CMT and are thoroughly reviewed to ensure continuous quality and effective programme implementation. The CMT took steps to address bottlenecks for improvement whenever necessary.

The Algeria Country Office was able to use:

1. 93 per cent of its Regular Resources allocation,
2. 100 per cent of its set aside funding for 2013 (excluding a December 2013 allocation for social policy carried over to 2014),
3. 66.34 per cent of OR for 2013-2014 (noting that all remaining unused OR grants expire end 2014 and were therefore planned as multi-year funding from the start),
4. 100 per cent of OR-E within the original life of PBA
5. 100 per cent of Institutional Budget.

No outstanding DCT of more than 9 months was registered.

On-track

IR 0120/A0/05/800/003 Human Capacity

Progress:

Effective and efficient management of human capacity is ensured by addressing staff development/empowerment and learning.

Clear improvement was noted on staff issues highlighted in the 2011 Global Staff Survey:

- Management interaction is an on-going process. One-on-one meetings with all interested staff members were held around mid-year review period so as to allow for a direct unsupervised interaction with the head of office and discuss both on-going performance as well as staff morale.
- Business process and efficiency/accountability and transparency: Work-processes were updated and discussed with all staff to ensure common understanding and ownership. Responsibilities were defined and spelled out according to role in and outside VISION.
- Work life balance: Flexible work arrangement and working from home requests were favourably considered wherever possible and 41per cent of staff used flexible hours in 2013. Furthermore, staff members with more than 60 days of annual leave were strongly

encouraged to use their leave days over the summer. This, however, created serious gaps in Country Office capacity over the period.
- Staff security and safety: Security upgrades were finalized.

In the framework of the Efficiency and Effectiveness initiative and in an attempt to optimize its human resources, the Operations Section was reorganized and essential functions redistributed for a one year period (July 2013-June 2014). During this period, the vacant Senior Admin/Finance post was frozen and the ICT Officer took over the function in addition to ICT functions. The Operations Assistant is covering Human Resources, Travel and is ensuring OIC for Finance and Supply whenever needed. A GS5 Temporary Appointment was created to cover Administrative and Supply Functions. This work distribution proved to be optimum and the Office did not suffer any inefficiency to date addressing at the same time workload.

The office continues to invest in training/learning activities to further develop competencies and skills. Country Office staffs were enrolled in different web-based programmes and attended training. The Operations Manager was deployed for a 6 weeks surge mission to MENARO to provide support to the Regional Operations team in aspects related to the Operations Support Centre's monitoring mechanism as well as issues related to scale up Operations in Level 3.

The office encouraged an on-going feedback and coaching process where both supervisors and supervisees have an active role in sustaining successful and constructive discussions.

IR 0120/A0/05/800/888 HR

Effective Governance Structure

The Country Office has a number of structures/mechanisms ground solid governance mechanisms as well as credible management practices and performance review systems. These include:

- Detailed two year annual workplans jointly established with ministry partners covering the period 2013-2014 and shared with Ministry of Foreign Affairs partners
- A monthly CMT (Country Management Team) as per statutory meeting membership. The Algeria Country Office CMT systematically reviewed in plenary a) all Manager's Dashboard alerts; b) a full status of budget implementation ; and c) a full status of programme implementation progress, d) updates on RMTs and other key initiatives ; e) Feedback as appropriate from Senior Management Team (SMTs) and United Nations Country Teams (UNCTs) meetings.
- Quarterly Joint Consultative Committee (JCC) meetings.
- Bi-monthly programme meetings.
- Weekly operation meetings.
- One-on-one meetings with all interested staff members around mid-year review period so as to allow for a direct unsupervised interaction with the head of office and discuss both on-going performance as well as staff morale.

Finally, the office reviewed the accuracy of the Risk Control Self-Assessment. The Risk control library together with the Risk profile were updated taking into consideration changes in internal and external operating environment.

Strategic Risk Management

Above and beyond the above-mentioned statutory and information exchange meetings, a number of staff meetings were organized throughout the year, mostly around information exchange on key partnerships, critical programme events, initiatives or issues raised by partners which concerned UNICEF's perception or credibility. Such meetings intended to:

- a) Build the full team's understanding and ownership around UNICEF expected programme result
- b) Make staff members effective advocates for UNICEF with partners and acquaintances both, making sure that they are in a position to respond to intended programme objectives even if with no direct link to one's programme, and are able to explain issues/constraints if and when faced with queries.
- c) Ensure that key issues that could be key opportunities or risks to UNICEF were fully understood by all and acted/mitigated against. As a rule, the office management endeavours to establish best and worst outcome options and prepare the team for either, so as to mitigate potential risks appropriately.

UNICEF Algeria updated its business continuity plan in June 2013 with a view to maintain and/or strengthen its operational response capacity should it be faced with a crisis situation impacting on its operational capacity. Two alternative office locations have been identified as part of the Business Continuity Plan (BCP) operational continuity requirement.

UNICEF initiated and co-facilitated (with support from EMOPS Geneva colleagues) an inter-agency sudden onset emergency response simulation in September 2013, which produced a range of recommendations designed to strengthen the overall UNCT preparedness as well as that of UNICEF.

The Office has maintained a standing level of readiness for emergency and Emergency Communication System, Radio Communication, Security Information and Structure, Warden System, SMT meetings and Security Clearance Procedure, Incident Reporting, Response to Medical Emergencies, Emergency Power supply are all in place.

In response to the December 2007 bombing of the common UN premises, which killed 17 UN personnel, UNICEF Algeria was part of the UNICEF offices within the MENA region deemed a priority for premises security upgrade. These upgrade aim to deter as well as mitigate against a similar incident in the future. UNICEF Algeria successfully completed such upgrades by year-end, inclusive of a strengthening of access

controls, extended standoff between premises and street, blast-resistant upgrades to both windows and walls, and a range of other risk mitigation measures.

Evaluation

UNICEF Algeria has an updated and focused Integrated Monitoring and Evaluation Plan (IMEP).

All evaluations undertaken within the framework of UNICEF programme are grounded in a collaboration between national experts and/or research centres, accompanied and supported by international expertise, both high level individual expert and/or highly recognized knowledge institutions.

One of UNICEF Algeria key effort in 2013 to implement a social protection evaluation, a strategic knowledge project for the social policy work undertaken by UNICEF in Algeria. The evaluation was formally launched in May 2013 by the Secretary of State to the Prime Minister in charge of Prospective and Statistics in the presence of all Ministries responsible for social protection, the National Office of Statistics, UNICEF and a large panel of international and national experts supporting the evaluation. The latter was assigned two main objectives: first to create a new and exclusive knowledge on the level of coherence of social protection in Algeria as an evidence-based advocacy for a social protection reform, and second the capacity development of national researchers through a know how-transfer from international experts networks, with the support of the Oxford Policy Management group. The evaluation certainly created a collaborative forum between different parties to share and discuss major issues on social protection in country. It is also highly embedded with the South-South cooperation work initiated between Algeria and Brazil in order to support a more integrated and efficient system to monitor and target vulnerable children and families.

The evaluation focused on the main blocs representing pillars to more integrated and efficient social protection. The first was related to the coherence of the institutional framework governing social protection and covers the central and operational coordination systems, the evaluation and information management mechanisms, and the formal processes in place to design the social protection policies; the second was related to coherence in targeting and the last is about coherence and optimization of public spending to finance social protection. Keeping in mind the multi-dimensionality of child vulnerability, the evaluation focused on programmes implemented in education, solidarity, health, habitat, and has been extended to employment, labour and vocational training in order to cover youth vulnerabilities as well.

As part of the evaluation, the vulnerability profile of children and youth is being updated taking the opportunity of the new data provided by MICS4, and a preliminary analysis of the institutional framework of social protection has been completed waiting for the finalization of qualitative interviews with central and local directors in charge of social protection programmes. After the completion of the evaluation in May 2014, a management response is planned, integrating all operational aspects that should be prepared in the next two years in order to work towards a more integrated social protection, and using the prospect of the South-South cooperation as leverage of technical and expertise support.

Effective Use of Information and Communication Technology

ICT function in the Algeria Country Office was governed by the ICT governance Committee, which met twice during the year.

UNICEF continued to support UNAIDS by providing it with network cables and INTERCOM services.

Nevertheless relocation of all UN agencies in different parts of the city makes it difficult to promote Delivering as One (DaO).

All ICT rollout were implemented within given time frame; the office neither faced shortfalls in ICT services nor suffered any down time or security breaches during the year.

Connectivity infrastructure was improved by 18 nodes to host new users. The office acquired US\$ 9,576 worth of hardware to meet the standards and the business need.

Standard sanitization tools are used in order to remove UNICEF data from the equipment marked for

disposal. A Long Term Agreement (LTA) will be signed with a company to dispose equipment in environmentally secure and safe manner and promote recycling.

The Office has implemented all UNICEF standard measures to mitigate ICT security risks.

The ICT Disaster Recovery Plan, which is one of the critical components of the Office Business Continuity Plan is up to date. Multiple connectivity links with auto-failover, independent means of connectivity over iDirect VSAT, an Inmarsat BGAN and four Thuraya smartphones are under the possession of the office to ensure continued access to data and voice communication. The Representative's residence has been prepared as an alternate emergency operations centre that is equipped with internet over WIMAX and Inmarsat BGAN in case of failure of the local internet infrastructure. The BCP has been successfully tested during a simulation exercise involving eight UN agencies (WFP, UNDP, WHO, UNHCR, UNAIDS, UNWOMEN, WFO, UNICEF) in September 2013.

It is noteworthy to mention that the ICT Officer has taken on the Finance responsibilities and has actually dual functions of ICT Officer and Finance 'acting in'.

Fund-raising and Donor Relations

The management and monitoring mechanisms put in place and strictly followed by the Country Office (regular CMT and programme meetings, weekly budget monitoring by the budget assistance etc.) allowed optimal use of the financial resources and enhanced fundraising efforts, especially with regards to leveraging private funds.

In 2013, the country office mobilised 119 per cent of the ORR ceiling of the Country Programme Document (CPD), or 1,787,453 (The ceiling itself was raised up to 4.5 million equivalent to an increase of 1.5 million). The grants expiring during the reporting period had a utilization level of 100 per cent and no funds extensions were requested to donors.

In terms of reporting, 83 per cent of donor reports were sent on time. For those, which accused a slight delay (max 10 days) the donor was informed and agreed with a new deadline. The quality of these reports was ranked 'good' by the recent quality assurance exercise done by the Regional Office. This represents an important achievement for the office as the results of the previous exercise dating from a couple of years ago, ranked the Algeria Office as 'poor'.

Determined to increase its fundraising capacities the office also put significant efforts and energy in developing a set of attractive funding proposals which will be shared with appropriate donors, both in country and outside, with the support of UNICEF Headquarter divisions in charge of such mission (PFP/PARMO).

Management of Financial and Other Assets

An audit of the Algeria Country Office was initially included in the Office of Internal Audit 2013 workplan, but was postponed to 2014 due to unavailability of auditors with French-speaking capacity.

Manager's dashboard alerts, budget implementation status and progress, DCT monitoring are permanent agenda items of the CMT and are thoroughly reviewed to ensure continuous quality and punctual programme implementation. The CMT took steps to address bottlenecks for improvement whenever necessary.

The Algeria Country Office was able to use:

- a) 93 per cent of its Regular Resources allocation,
- b) 100 per cent of its set aside funding for 2013 (excluding a December 2013 allocation for social policy for 2014),
- c) 66.34 per cent of OR for 2013-2014 (noting that all remaining unused OR grants expire end 2014 and were therefore planned as multi-year funding from the start),

- d) 100 per cent of OR-E within the original life of PBA
- e) 100 per cent of Institutional Budget.

No outstanding DCT of more than 9 months was registered.

Reconciliations of bank accounts were done according to set deadline with no errors and year-end closure activities were timely completed.

HACT in Algeria is only partially implemented due to the refusal of the Algerian Government to authorize public financial management macro-assessment and/or major audit. The UNCT is therefore focused on strengthening programme monitoring towards results. For its part, UNICEF undertook in depth micro-assessment of NGO partners receiving cash transfers.

To manage and mitigate risks, significant programme monitoring of activities supported by cash transfers was conducted by UNICEF staff. In addition, international consultants hired for strengthening direct supervision in field interventions ensured the compliance of disbursed funds versus activity implementation/performance and results.

Supply Management

Although the country programme evolved towards a more upstream approach, a substantial increase (60 per cent) in supply components took place, from US\$ 1,117,920 in 2012 to US\$ 1,840,449.06 in 2013 with the following breakdown:

Sections	PO goods	PO institutional contract
Operations (USD)	1,231.94	192,868.75
Programme (USD)	442,108.01 (14per cent)	859,674.57 (29per cent)*

(*) compared to total programme expenditures

The Supply component (i.e. programme goods only) of the programme represents 43 per cent of the total expenditure (out of which 78 per cent relate to supplies distributed to Sahraouis refugees in Tindouf (vaccines, cold chain, medical and school supplies) of the total expenditure. The above table clearly reflects the way the Governments partners have engaged with UNICEF, prioritizing technical expertise/capacity building support rather than the supply of hardware that the country is fully capable of meeting the needs.

In 2013, the office continued to use available Long Term Arrangements (cleaning, security, travel agency, hotel, car rental, duplication work) and established new ones (catering, office and IT supplies). It is worth noting that only UNICEF has established long term arrangement that are extensively used by all UN agencies.

It is also important to emphasize the constraints faced with customs clearance of supplies for sahraouis refugees. New provisions were put in place creating unprecedented delays in obtaining offshore clearance documents from customs. Vaccines are held in customs since October 2012 despite regular follow up with concerned partners and several attempts to raise the issue at senior level. To overcome this problem, an MOU was signed with the Algerian Red Crescent to hand over supplies to sahraouies refugees. This, however, has not fully resolved the issue yet.

The office does not have controlled warehouse and supplies are handed over to implementing partner upon reception.

Human Resources

Following the outcome of the 2011 Global Staff Survey, an Office Improvement Plan was jointly developed by all staff and was closely monitored and reviewed during JCC meetings to assess progress.

For the priorities identified clear progress was noted:

- Ø Staff security and safety: Office security upgrades were finalized.
- Ø Management interaction is an on-going process. Open-door policy is in place and bi-lateral meeting with the representative twice a year is encouraged for all staff.
- Ø Business process and efficiency/accountability and transparency: Work-processes were updated and discussed with all staff to ensure common understanding and ownership. Responsibilities were defined and spelled out according to role in and outside VISION.
- Ø Work life balance: Flexible work arrangement and working from home requests were favourably considered wherever possible and 41 per cent of staff used flexible hours in 2013. Furthermore, staff members with more than 60 days of annual leave were strongly encouraged to use their leave days over the summer. This, however, created serious gaps in Country Office capacity over the period.

In the framework of the Efficiency and Effectiveness initiative and in an attempt to optimize its human resources, the Operations Section was reorganized and essential functions redistributed for a one year period (July 2013-June 2014). During this period, the vacant Senior Admin/Finance post was frozen and the ICT Officer took over the function in addition to ICT functions. The Operations Assistant is covering Human Resources, Travel and is ensuring Officer in Charge for Finance and Supply whenever needed. A GS5 Temporary Appointment was created to cover Administrative and Supply Functions. This work distribution proved to be optimum and the Office did not suffer any inefficiency to date addressing at the same time workload.

The office continues to invest in training/learning activities to further develop competencies and skills. Country Office staffs were enrolled in different web-based programmes such as PRINCE2, Dynamic Leadership Certificates Programme, Performance Pilot Coaching, Senior Leadership and Supervisory Skills and Rosetta Stone English courses. Staff members also attended training on MICS data processing, Social Media, Intermediate Monitoring and Evaluation Skills and Strategic Communication.

The Operations Manager was deployed for a six weeks surge mission to MENARO to provide support to the Regional Operations team in aspects related to the Operations Support Centre's monitoring mechanism as well as issues related to scale up Operations in Level 3.

The office encouraged an on-going feedback and coaching process where both supervisors and supervisees have an active role in sustaining successful and constructive discussions. Staffs were trained on Managing Performance for Results and the Operations Manager supported refresher sessions on Managing Performance to ensure connection between results and individual objectives were pointed out.

The Office took part in an inter-agency emergency simulation exercise in September 2013, which helped identify staffing gaps to ensure effective humanitarian response. Job profiles are prepared and ready to use in case of emergency.

The simulation exercise outcomes were positive and showed the ability of the Country Office team to respond to emergencies.

Efficiency Gains and Cost Savings

Since 2011 UNICEF Algeria has attempted to significantly reduce operational costs and took a range of measures to decrease costs and increase efficiency as follows:

The negotiation of preferential rates from commercial service providers (LTAs) was the most widely used method for reducing management costs. Through such negotiations the office achieved substantial discounts, often exceeding 25 per cent of standard corporate rates for a wide range of services, notably hotel

accommodation, catering and communications.

An LTA signed with a transportation agency allowed to cut the cost of drivers' overtime by 20 per cent and reduce drivers' workload especially during week-ends and holidays, thus ensuring work life balance.

The office took advantage of expanding choice within national internet service provider (ISP) sectors to substantially reduce costs while improving performance. Firstly because the transition from SITA to national ISPs allowed a major annual saving of US\$ 4,617 and secondly because a special rate was negotiated with a discount of more than 40 per cent for 2 Mb Leased Line compared to normal rate (US\$ 1,600 USD instead of US\$ 2,700).

Furthermore, as part of the BCP, the Representative's residence was identified as an alternate office and a 1Mb WiMax (US\$ 1,100) free of charge connection is up and running, which can be upgraded when needed.

The office was also able to negotiate a special rate for UNICEF with the Algerian PTT and obtain that all calls made within the UNICEF fleet numbers will be free of charge and a discount of 50 per cent on the subscription to Blackberry services. The promotion of VOIP/Skype use, the installation of an IP based PABX and all the above resulted on a decrease cost on communication.

UNICEF, as Chairperson of the UN Operations Management Team, continues to play an active role within the operational cost reduction framework.

Despite the 7 per cent increase of the minimum wages in Algeria, the Security services company did not increase the amount of the contract and agreed to absorb this additional cost from its own budget. The SSA contract for the maintenance of the premises was not renewed at the beginning of the year. The Cleaning service contract was modified as of January 2013 to include the maintenance of premises. This allowed a cost reduction of 120 USD/month.

The renewal of the Office lease was the opportunity to renegotiate the rent and review the currency of payment from Algerian dinars to US dollars. The practice in Algiers is that all foreign companies, Bank, Embassies are paying in hard currency. By doing so, the Country Office was able to negotiate an increase of 5 per cent of the total rent cost instead of the 42 per cent requested by the landlord. UNAIDS cost sharing for rent and related expenses is 16.9 per cent.

Changes in AMP & CPMP

The Mid Term Review should be finalized by March 2014. A thorough review of programme priorities taking also into consideration Efficiency and Effectiveness will allow UNICEF to redesign, if need be, the organisational structure. Outcomes will be further discussed with the Regional Office for endorsement.

Summary Notes and Acronyms

Summary notes

- 1) African Development Bank Website
- 2) Declaration of the Minister of Energy at a conference press, 21 January
- 3) 2014 Demographic bulletin, National Statistics Office, Algeria, 2012
- 4) All statistics reported throughout this Situation Analysis section stem from provisional MICS4 2012 data (provisional data not published as of January 2014) and from MICS3 in 2006 unless otherwise specified
- 5) Employment survey (N°653), National Statistics Office, Algeria, 2013.

Acronyms

APR	A Promise Renewed
BCP	Business Continuity Plan
BFHI	Baby Friendly Hospital Initiative Committee
C4D	Communication for Development
CISP	International Committee for the Development of People
CMT	Country Management Team
CPD	Country Programme Document
CRC	Convention on the Rights of the Child
CRASC	Centre for Research in Social and Cultural Anthropology
DaO	Delivering as One
ECD	Early Childhood Development
IMEP	Integrated Monitoring and Evaluation Plan
IR	Intermediate Result
JCC	Joint Consultative Committee
LTA	Long Term Agreement
MENA	Middle East and North Africa
MENARO	Middle East and North Africa Regional Office
MoE	Ministry of Education
MoH	Ministry of Health
MICS	Multiple Indicators Cluster Survey
MODA	Multiple Overlapping Deprivation Analysis
MDG	Millennium Development Goal
MTR	Mid-Term review
PCR	Programme Component Result
RMT	Regional Management Team
SMT	Senior Management Team
UNCT	United Nations Country Team
UNICEF	United Nations Children's Fund
UNFPA	United Nations Family and Population Fund
UNAIDS	United Nations AIDS Fund
WHO	World Health Organization

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	MICS4	2010/003	Survey