

### Executive Summary

This is the first Annual Report of the new Country Programme 2011-14, aligned with the Government of Iraq's National Development Plan (NDP) and the UN Development Assistance Framework (UNDAF).

The year 2011 was marked by significant changes in Iraq: formation of a new government and the realization of full sovereignty along with the complexities posed by a relatively fragile institutional set up and operational environment. In these challenging conditions UNICEF resumed interventions in all programme sectors, across all 18 Iraqi Governorates.

**Achievements:** Under the Iraq Public Sector Modernization Programme (IPSM), the Prime Minister's Office agreed to cost-share the implementation of reform efforts for water, sanitation, education, and health. The Survival and Growth (SG) programme signed a MoU with the Ministry of Health (MoH) and UNICEF's Supply Division to procure medical equipment, doubling the Ministry's budget from US\$ 2.0 billion to US\$ 4.0 billion. A sum of US\$ 70 million was allocated for introducing Rotavirus and Hib vaccines. The first National Nutrition Strategy 2012-2021 and National Maternal and Child Health/Reproductive Health strategy were drafted. The Water, Sanitation, and Hygiene (WASH) programme completed a nationwide Functional Review of the water supply and sanitation sector. Quality Learning and Development (QLD) accelerated the development of the National Education Strategy and Child-Friendly Schools initiative. The Child Protection (CP) programme developed an action plan for a child protection policy and a roadmap for a renewed 'justice for children' system. The renowned Iraqi singer, Kadhim Al-Sahir, returned to Iraq after 14 years in exile to be nominated UNICEF Iraq's first national Goodwill Ambassador. An innovative Child-centred Equity Analytical Framework, based on newly collected and validated MICS 4 data, identified Iraq's most deprived children and is changing the way policy and programmes are developed.

**Shortfalls:** The phasing out of UNDG Iraq's Trust Fund (ITF), the primary source of UNICEF's current funding, and the protracted global financial crisis resulted in reduced funding (US\$ 40 million against a planned budget of US\$ 54 million), a shortfall that was felt more acutely in a context of high operational costs. Some mismatch between humanitarian and political priorities along with administrative constraints on account of inadequacy of logistics, office space, staff strength and institutional capacity have impeded the country programme's progress. High staff turnover in key Ministries of the Government of Iraq (GoI) also hampered the achievement of some results. As a consequence, the Iraq country office (ICO) utilization rate has been 75 per cent.

**Collaborations:** UNICEF worked closely with 10 GoI Ministries as well as with universities, civil society, parliamentarians, NGOs and International NGOs (INGO). A request from the Prime Minister's Office to provide technical leadership in all of the GoI's social policy work was a major milestone. UN interagency cooperation has progressed with UNICEF leading the UNDAF Priority Working Groups (PWG) on Education, Water and Sanitation and Human Capital and the programme criticality exercise. Strategic partnerships with key donors have further consolidated with partners like EU acting independently as conveners and advocates of children's rights.

### Country Situation

Over 16 million Iraqis [1], half of Iraq's population, are less than 18 years of age. This is a significant demographic fact that provides an opportunity for UNICEF to not only achieve results for children but to directly contribute to the country's development via educating and empowering the youth. The delayed formation of the government in 2010 and the ministerial transition during early 2011, compounded with an insecure operational environment hampered much needed service delivery improvements and programme implementation in key areas such as quality health services, education, water and sanitation and employment opportunities.

Years of armed conflict have resulted in weakened infrastructure and proportionately low investments in children. Worse, children are often victims of indiscriminate attacks, military operations, and abductions. In

2011, 395 violations committed against children were recorded and followed up and reported to the Monitoring and Reporting Mechanism (MRM) Task Force, which regularly reports to the UN Security Council Working Group on Children in Armed Conflict.

Making progress with respect to Millennium Development Goals (MDG) has been a challenge. UNICEF Iraq undertook a comparative analysis of selected MDG indicators<sup>[2]</sup> over the last 30 years between Iraq and other countries in the MENA region<sup>[3]</sup>. The key finding was that 30 years ago, Iraq was “one of the best countries in which to be a child”. In 1960, Iraq had the highest primary enrolment for boys and the 2nd lowest for girls among the compared countries; today it has the lowest enrolment for both boys and girls. In 1981, Iraq had the 2nd lowest Infant Mortality Rate (IMR); today, it has the highest among the compared countries. In the 1980s, Iraq had the 2nd highest access to safe water; today, it has the lowest among the compared countries. If Iraq had progressed at the same average rate as the other countries, by 2011 Iraq would have achieved all its MDG targets for school enrolment, infant mortality rate reduction, and access to safe drinking water. In recent years, while there is renewed progress across all sectors of child development, substantial work is still needed to achieve national targets and global goals. As national averages hide major disparities in child development indicators leaving out pockets of extreme deprivation, they call for a strengthened focus on addressing inequities through disaggregated analyses and concerted strategies.

The improvements in the security environment during 2011<sup>[4]</sup> are notable although still in a fragile state. Security is precarious especially in the densely populated urban centres, exposing vulnerable children to violence.

Millions of children and women in Iraq - who together represent three out of every four Iraqis - do not enjoy adequate protection, or have opportunities for meaningful participation, and are unable to access quality services essential to ensure their well-being. Urgent investments towards child rights and development, informed by sound evidence-based policies and planning, are needed to ensure the fulfillment of the commitments made to children under the Convention on the Rights of the Child (CRC) and its protocols, the MDGs, and the Millennium Declaration.

From 1st January 2011, UNICEF Iraq started implementing its four-year (2011-14) Programme of Cooperation with the GoI, which contributes to achieving the MDGs, along with the targets laid out for A World Fit for Children (WFFC) and Education for All (EFA).

<sup>[1]</sup> Iraq Ministry of Planning, Central Statistics Office (CSO) Yearbook 2011

<sup>[2]</sup> Primary School Enrolment (boys and girls); Infant Mortality Rate; and Access to Safe Drinking Water

<sup>[3]</sup> Middle East and North Africa (MENA): The comparative analysis was done with Iraq, Jordan, Tunisia and Iran.

<sup>[4]</sup> According to United Nations Assistance Mission to Iraq’s security department estimates, in 2011 security incidents in Iraq have reached their lowest monthly average since 2006.

### **Who are the deprived children in your country context?**

The pilot results using preliminary MICS4 <sup>[1]</sup> data confirm that deprivations are not randomly or evenly distributed. Children facing multiple deprivations tend to experience the more severe forms of deprivation. The MICS findings reveal 36 percent of all children (approximately 5.7 million out of 16 million children) face three or more deprivations at the same time. Another 30 percent (5.0 million children) face two deprivations simultaneously, 25 percent (4.0 million children) face one deprivation, and nine per cent (1.5 million children) face no deprivations at all. The most deprived children have a profile consistent with traditional determinants of deprivation such as living in rural areas, in poor households, with low levels of mother’s education, and in case of girls with lesser enrolment in schooling.

The findings also indicate wide disparities across geographic areas. Percentage of highly deprived children (three or more simultaneous deprivations) can vary from as low as five percent in the best district of Sulaymaniyah, to as high as 75 percent in the worst district of Nineveh. Absolute number of highly deprived children can also vary from as low as 65,000 in Dohuk, to as high as 860,000 in Baghdad. Importantly, this analysis confirms that reaching the multiple, deprived children would make a substantial progress towards the MDG and WFFC targets; it is an approach that is efficient, has a high impact and is cost-effective. In fact, failure to reach the multiple deprived children would translate into failure to achieve Iraq's MDG/WFFC targets.

[1] Iraq Multiple Indicator Cluster Survey (MICS) Round 4, 2011.

### **Data/Evidence**

According to the MICS4 preliminary findings report, the infant mortality rate in Iraq is 33 per 1,000 live births and under-five mortality is 38 per 1,000 live births. Most of the deaths among under-five children are infant deaths (87 percent).

Some 8 percent of children under age five are underweight (almost 450,000), and about half of them suffer from severe underweight. The prevalence of wasting is 7 percent, with half of them being severely wasted; 22 percent are stunted (1.2 million) and 10 percent are severely stunted (more than 500,000).

About 30 percent of 0-1 month old children are exclusively breastfed. By the sixth month, the percentage of children that are exclusively breastfed is below 5 percent.

A total of 91 percent of children up to 12 months have received the BCG vaccination and 60 percent have received three doses against hepatitis. The three doses of DPT have been given to 64 percent while the three ones against polio have been given to 71 percent. Only about 20 percent of children are immunized against measles by 12 months of age.

While about 90 percent of the population in Iraq uses improved water sources, approximately 1.5 million children do not have access to safe drinking water. Similarly, even as 96 percent of households use an improved sanitation facility, more than 700,000 children remain without access to improved sanitation facilities.

About 87 percent of children of primary school age are attending primary school but only 47 percent of children of secondary school age are attending secondary school. The Gender Parity Index (GPI) for Primary School is 0.92, which drops to 0.81 at the Secondary School level. Overall, 65 percent of Iraqi young women ages 15-24 years are literate.

Regarding reproductive health, only 46 percent of women (age 15-49 years) with a live birth in the two years preceding the survey received ANC at least four times by any provider; 87 percent were attended to by a doctor, nurse or midwife at delivery and 73 percent delivered in a health facility.

About 7 percent (or 600,000) of Iraq's children aged 5-14 years are involved in child labour; 78 percent (i.e., more than 9 million) of children age 2-14 years are reported to experience violent discipline and one third (or over 3 million) suffer severe physical punishment.

Among women in the age group 20-49 years, 24 percent (almost 1.5 million women) were first married before age 18. Nearly one million or 12 percent of women in the age group 15-49 years indicate having undergone some form of female genital mutilation/cutting (FGM/C). The practice is concentrated in three areas in the northern part of the country. Regarding domestic violence, 58 percent of women aged 15-49 years in Iraq believe that it is justified for a husband to beat his wife.

[1] For more information on the definitions, numerators, denominators and algorithms of indicators covered in MICS4 see [www.childinfo.org](http://www.childinfo.org).

[2] See [www.childinfo.org](http://www.childinfo.org) for standard MICS4 questionnaires.

### Monitoring Mechanism

In addition to MICS4, the equity analytical framework, and other cross-sectoral initiatives completed in 2011, UNICEF Iraq programme sections completed 14 studies, assessments and reviews to better inform policy and programme planning. Section 3.2 provides details of these initiatives within each programme. The Integrated Monitoring and Evaluation Plan (IMEP) for 2011 had a budget of more than US\$ 7 million.

The internal M&E system has been improved and modified. The main, tangible product is a short document with visuals that contains important information (on progress and balance of committed and spent funds for programmes, and on the progress of zonal implementation of programmes). This achievement has been acknowledged as a good practice by Programme Audit exercise conducted in September 2011.

The office has successfully and timely developed and monitored results-based annual work plans for all programme sections, completed the mid-year review in June 2011 to evaluate progress of implementation and recommend necessary changes for the second half of 2011, and carried out a comprehensive annual review and office-wide strategic planning exercise in December 2011. Additionally, the office has completed one evaluation in 2011 to review lessons learned to date and provide recommendations on the quality of Accelerated Learning Programme (ALP) education in Iraq.

The office continued to strengthen coordination and monitoring of implementation with programme sections through regular Programme Management Group (PMG) meetings. By end of 2011, the office had conducted 10 PMG meetings. Many WebEx were coordinated for these meetings to enable sharing of documents by the participants attending the PMG from different UNICEF office locations in Iraq. The office has incorporated followed up on the management response process for evaluation for selected projects using UNICEF's evaluation portal. The MENA Regional Office (MENARO) monitoring scorecard was regularly submitted in a timely manner. The IMEP was updated on a regular basis, and reviewed at each programme review (mid-year and annual).

Regarding overall UN coordination in monitoring and evaluation progress towards common goals, the Programme Sections have been participating in the meetings of all the PWGs constituted with the UNDAF 2011-2014 as follows: Improved governance (PWG1), inclusive and sustainable economic growth (PWG2), environmental management (PWG3), quality essential services (PWG4), human capital and empowerment of women and children (PWG5). The PWGs have met regularly every quarter, and UNICEF has led two of them: PWG4 and PWG5.

### Support to National Planning

UNICEF Iraq has invested in building strategic partnerships through programme sections.

The **SG** programme works closely with all medical and nursing colleges in Iraq and has provided orientation and training for the Iraq Red Crescent Society, who are performing independent monitoring of vaccination campaigns at the household level. UNICEF Iraq's SG section provides training to volunteers from the community childcare units (CCCU), who offer growth monitoring and refer uncertain cases to the nearest health facility or malnutrition centre.

The **CP** section has been engaged in the interagency Monitoring and Reporting Mechanism (MRM), which mobilises community volunteers and provides training on monitoring and evaluation of violations committed against children, as well as on case management and follow up of the situation of victims and their families.

In 2011, the **WASH** section signed a MoU for a programme partnership with the Water and Environment Research Centre at the Jordan University. The MoU will continue to facilitate the study and implementation of low cost waste water projects in 2012. The WASH section has also made significant progress in engaging professors from various universities and academic institutions to discuss how to make use of their

knowledge and add value from their experience. The WASH section is creating a platform to share the academic perspective with government counterparts.

**QLD** is building local capacity by working with local NGOs at the governorate and district level. Specifically, the QLD section has mobilised and trained parent teacher association (PTA) members to help school and local government stakeholders improve the school environment.

### **Any other relevant information related to data/evidence?**

The fourth round of **Iraq's MICS4** [1] was carried out in 2011 by the Central Statistics Organization (CSO) and the Kurdistan Region Statistics Office (KRSO). Financial and technical support was provided by the Iraq Trust Fund and UNICEF. The results in are preliminary and major changes are not expected. Fieldwork was carried out between February 2011 and May 2011 and included a sample size of over 35,000 households with country context adapted questionnaires in Arabic and Kurdish.[2] The results from MICS4 in addition to previously available data provides an up-to-date and comprehensive description of the country's situation as it affects progress towards the MDGs and the achievement of children's and women's rights, particularly of the most deprived children.

The office has consolidated the **Equity-Analysis for Children Team (E-ACT)**, consisting of staff from the Statistics offices in Baghdad and Erbil, and built its capacity through several training workshops for its team members. The result has been the development of an analytical framework for an Equity-Based Analysis for Programming and Policy that has been completely adopted by the government. This analytical framework was validated in a workshop attended by high-level technical experts from the government, other regional country offices, and research institutes. The framework will constitute the foundation and starting point of an Equity-Focus SitAn planned for 2012. Section 6 further details the framework. The completion of the Equity-focus SitAn based on the framework and a mixed-methods qualitative approach, including policy, legislation and budget analysis will provide a comprehensive understanding of the situation of the most deprived children, families and groups in the country, and the manifestations, causes and main drivers of the inequities they face.

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## Country Programme Analytical Overview

Via a network of staff and partners, UNICEF Iraq's programme continues to improve basic health services, safeguard quality education, rebuild water and sanitation systems, protect children from abuse, violence and exploitation, and meet the needs of the most vulnerable in crisis situations. Despite ongoing access issues, UNICEF field presence across Iraq is slowly being strengthened to allow for more effective and expanded interaction with the governorates, as well as, for better programme delivery. Establishing a reinforced physical and programmatic presence in Iraq is enabling UNICEF to work even more closely with Iraq's government, sister UN agencies, NGOs, civil society, media and communities to influence policy decisions and promote action to realize children's rights and address the needs of the most deprived. The following sections detail UNICEF's strategy and accomplishments in Iraq along with any shortfalls.

### Effective Advocacy

*Mostly met benchmarks*

#### **Effective Advocacy:**

The Country Office (CO) focused on advocating for MDG attainment with equity by consistently calling for increased investments in Iraq's most deprived children through interviews with the media, messages to the public from the CO's Goodwill Ambassador for Equity, press releases and news notes, speeches at public events and articles in the *Iraq Fit For Children* and *UNAMI For Iraq* newsletters. The CO also advocated with senior government officials including the PMAC, the Advisor to the Prime Minister within the National Media Commission, and the Minister of Foreign Affairs, among others.

The advocacy contributed to some positive developments at the national level. Importantly, the Prime Minister publicly noted the need to focus development efforts in Iraq's deprived areas. According to informed sources, a proposal to focus on the most deprived areas is expected to be submitted to the Council of Representatives for discussion and endorsement. At the sub-national level, UNICEF continued advocacy to establish Child Rights Committees at the Governorate level to create governmental structures to review the situation of children's rights and develop budgeted action plans to respond to children most in need.

At the sectoral level, for the Iraq Public Sector Modernization Programme, UNICEF's evidence-based advocacy resulted in an agreement from the Prime Minister's Office to fund the implementation of reform efforts starting in 2012. A US\$ 70 million allocation by the MoH to introduce the Rotavirus and Hib vaccines, the doubling of MoH's budget from US\$ 2 billion to US\$ 4 billion, especially to improve Primary Health Centres (PHCs), and the signing of a Memorandum of Understanding for UNICEF to procure all medicine and medical supplies on behalf MoH, was a result of UNICEF's advocacy over the past several years to improve the quality of health services in Iraq. Following a UNICEF-financed study and subsequent advocacy, a Government allocation of US\$ 4 million to establish a water and sewage knowledge training centre was made. As part of UNICEF's advocacy for Child-Friendly Schools (CFS) across Iraq, the Ministry of Education (MoE) developed budgeted action plans in several governorates to upgrade hundreds of schools to meet child-friendly school standards. The endorsement by the Ministry of Labour and Social Affairs (MoLSA) of an action plan to develop a federal child protection policy to effectively address all child protection issues, as well as the development of a roadmap to review Iraq's justice for children system was also a result of UNICEF's advocacy.

#### **Changes in Public Policy**

The CO's programme sections have each made significant progress in working with various ministries to address policy needs and develop frameworks that focus on the most deprived children and their families.

#### **Leveraging Resources**

Resource leveraging efforts by the SG section included the submission of five concept notes to key UNICEF donors. The proposals included emergency programming, MCH, addressing malnutrition, the introduction of new vaccines, and PMTCT. The total amount of the proposals was US\$ 16 million over two years. So far, US\$1 million has been received from SIDA for emergency response.

The CP section submitted five proposals of which three were subsequently approved by SIDA, the US State Department, and the Swiss Development Agency for a total of nearly US\$ 6 million. The funding will be channelled to the Justice for Children project, policy framework initiatives, and to the overall programme.

Related to education, the QLD section submitted a concept note to AusAid on the education of marginalized children, for an estimated funding of US\$ 1.8 million for 18 months, starting in 2012. Also, under the IPSM Phase II programme, UNICEF Iraq will receive EU funding for education sector reform, based on a three-year work plan developed in collaboration with UNESCO.

During 2011, the WASH section collaborated with other UN agencies by contributing to proposals for emergency funding from DFID, the Netherlands, and SIDA; around US\$ 1 million was approved. In addition, the EC responded positively to a proposal for approximately €3 million for a hygiene awareness programme, and a further €3 million for a second phase of the IPSM programme; this funding is earmarked for 2012.

### Capacity Development

*Partially met benchmarks*

#### **Capacity Development:**

The CO works to improve the situation of children in Iraq via three pillars of capacity development and programme engagement. The first pillar supports the development of national policies and legislation in sectors critical to the well-being of children such as education, child protection, survival and growth, and water sanitation and hygiene. The second pillar fosters nationwide engagements, which assist the GoI to deliver high quality essential services to children across the country. The third pillar supports area-based programming, and provides holistic child wellbeing responses in the education, health, water and sanitation, and child protection sectors, to meet the needs of the most deprived and disadvantaged children and communities across Iraq.

Government counterparts at the central level, in all 18 governorates as well as in numerous districts were strengthened through UNICEF supported capacity building initiatives focused on training, equipment and material support. Training has been provided by all four programme sectors on both technical and administrative subjects; nearly all training activities have included training of trainers to ensure sustainability and knowledge transfer. Development of policies, frameworks, action plans and delivery mechanisms occurred in collaboration with key GoI counterparts to ensure ownership, relevance and strengthened capacities to complete similar undertakings in the future.

### Communication For Development

*Mostly met benchmarks*

#### **Communication for Development (C4D):**

With the GoI, the CO continued focusing on promoting behavioural change at the community level through communication for development (C4D) and social mobilization campaigns. This included activities that promoted nationwide polio and measles immunization with the MoH, children's school enrolment, especially for girls, with the MoE, water conservation and reduction of waste water with the Ministry of Municipalities and Public Works (MMPW) and hand washing (with MoH). In the area of child protection, UNICEF continued to collaborate with United Nations Development Programme (UNDP) to carry out mine risk education (MRE) campaigns at the community level.

Due to the high number of new CO staff members, enhancing UNICEF staff knowledge of C4D was a key activity. Accordingly, a briefing session was organised to explain what C4D is and the work processes the CO needs to adopt in order to implement effective C4D activities. The C4D Specialist also participated in a comprehensive C4D training course organized by New York Headquarters (NYHQ). Some specific C4D campaigns, organised in conjunction with the programme sections, include World Water Day, the Back to School initiative and the WASH in Schools campaign. Additionally, based on research and analysis of their geographical locations, the most deprived children are being reached through advocacy and C4D messages, tailored to them..

### Service Delivery

*Partially met benchmarks*

This year the CO has furthered the transition from being service provider to facilitator of capacity building and institutional strengthening of government ministries, implementing partners and other stakeholders.

### Strategic Partnerships

*Mostly met benchmarks*

#### **Strategic Partnerships:**

UNICEF Iraq has invested in building strategic partnerships through programme sections.

The **SG** programme works closely with all medical and nursing colleges in Iraq and has provided orientation and training for the staff of Iraq Red Crescent Society, who are performing independent monitoring of vaccination campaigns at the household level. UNICEF Iraq's SG section provides training to volunteers from the community childcare units (CCCU), who offer growth monitoring and refer uncertain cases to the nearest health facility or malnutrition centre.

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In 2011, the **WASH** section signed a MoU for a programme partnership with the Water and Environment Research Centre at the Jordan University. The MoU will continue to facilitate the study and implementation of low cost waste water projects in 2012. The WASH section has also made significant progress in engaging professors from various universities and academic institutions to discuss how to make use of their knowledge and add value from their experience. The WASH section is creating a platform to share the academic perspective with government counterparts.

**QLD** is building local capacity by working with local NGOs at the governorate and district level. Specifically, the QLD section has mobilised and trained parent teacher association (PTA) members to help school and local government stakeholders improve the school environment.

#### **Mobilizing Partners**

Please see the above.

### Knowledge Management

*Fully met benchmarks*

#### **Knowledge Management:**

In line with UNICEF's global strategic approach to Knowledge Management (KM), UNICEF Iraq's vision is to fulfill the role of knowledge leader for children. In pursuit of the above, the following activities have been undertaken:

a) Helping build and improve national capacity for gathering and analysing knowledge for children's rights with an equity focus. UNICEF and the GoI established the E-ACT in late 2010 with dedicated CSO and KRSO staff. During 2011, the team completed a series of courses on SPSS syntax programming and statistical knowledge, and developed the multiple deprivation methodology applied to MICS3 (2006) and MICS4 (2011) data.

b) Supporting the generation of information necessary to understand and tackle children's and women's situation in Iraq. UNICEF Iraq has technically and financially supported the design, planning and implementation the fourth round of Iraq's MICS, carried out in 2011 by the CSO and the KRSO. In addition to Iraq's MICS4, 15 research initiatives, studies and reviews were completed in 2011, with UNICEF working jointly with Government line ministries, counterparts and civil society partners, to better inform policy and programme planning.

c) Improving UNICEF's internal KM capability through increased staff ability to generate high quality knowledge and better access by staff to quality internal and external knowledge. To this purpose, UNICEF Iraq has developed a countrywide monitoring system for programme implementation, funding and reporting on a quarterly basis, overseen and reviewed by the Programme Management Group. Additionally, the office established and populated a one-stop repository using file-transfer protocol (FTP) for all key programme, planning, monitoring and evaluation related documents, which is available to all UNICEF Iraq staff across the country and zonal offices, regardless of internet connection, through a secure internet address.

### Human Rights Based Approach to Cooperation

*Partially met benchmarks*

#### **Human Rights Based Approach:**

UNICEF Iraq's human rights based approach is multifaceted and engages advocacy, networking, partnership funding, resources mobilization and planning to ensure equitable access to quality health services for all women and children, not only as a need, but as a human right. Rights are wide ranging and start with pre and post natal care, birth registration, access to and utilisation of services including health and school facilities, community empowerment, and physical and mental development and wellbeing. UNICEF Iraq's equity-based methodology for analysing children's situation addresses all dimensions of child rights violations and unfulfilled child rights across the life-cycle stages of a child. The office has ensured its plans for a SitAn will subscribe to the human rights based approach (HRBA) by integrating causality, role-pattern and capacity gaps analysis.

### Gender

*Mostly met benchmarks*

#### **Gender Equality (Gender Policy):**

The CO has ensured that all programme results are reviewed through a child friendly and gender sensitive lens as per the Country Programme Action Plan (CPAP) 2011-2014. The equity-based methodology for analysing children's situation is child-centred and allows for disaggregation of all dimensions in the child's life-cycle by gender to understand the different determinants and distribution of issues across boys and girls separately. Other key components of UNICEF's gender equity efforts in Iraq include community and women empowerment, advocating for equality, and partnerships with academia and schools to establish specific institutional mechanisms, for example, nutrition schools with an emphasis on engaging female student/nurses. All WASH programmes contribute to gender equality through policy support, capacity building, and service delivery, and about 50% of WASH-in-school programmes specifically target girl's schools. Additionally, some SG interventions addressed gender equality such as constructing a residence for

female doctors in remote rural PHCs to ensure regular presence of female doctors at the Maternal Child Health (MCH) units.

### Environmental Sustainability

*Partially met benchmarks*

#### **Promoting Environmental Sustainability:**

The Iraqi environment has suffered heavily from years of war and UNICEF's programming makes every effort to address ecosystem fragility at the planning and design stage as well as during programme implementation. For example, continued advocacy with stakeholders to institutionalise improved waste management and disposal practices, particularly at the PHCs and other health care facilities, for the safe disposal of used needles/syringes. Also, adequate measures have been taken to minimise temporary disturbance to the environment, especially during rehabilitation and construction of health care facilities and schools. For the WASH programme, environmental friendly projects are an important focus area. During the year, eight solar powered water treatment units were provided and a pre-feasibility study for a pilot low cost environment friendly waste water treatment was conducted.

### South-South and Triangular Cooperation

#### **South-South Cooperation:**

The CO had planned to work with one country but due to other pressing priorities and security concerns, this could not be done in 2011.

### Country Programme Component: Survival and Growth

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
1.1 The Government of Iraq has participatory and accountable policy framework and implementation mechanisms for the delivery of quality basic services at all levels. 1.2 The Government of Iraq has enabled more women and children to have improved access to and utilization of quality Primary Health Care.		2 FA1OT1, FA1OT2, FA1OT3, FA1OT4, FA1OT6, FA1OT7, FA1OT8, FA1OT10, FA1OT11, FA1OT13 (a), FA1OT13 (b)

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	4512520.00	4512520.00	2506133.00	55.54
RR	198500.00	198500.00	0.00	0.00
<b>Total</b>	<b>\$4,711,020.00</b>	<b>\$4,711,020.00</b>	<b>\$2,506,133.00</b>	

#### Results Achieved:

The Survival and Growth (SG) section continues to shift from being a service provider to a technical adviser to MoH. In 2011, its achievements were as follows:

- MoH's allocated budget doubled from US\$ 2 billion in 2010 to US\$ 4 billion in 2011. The additional funds have been primarily allocated for PHC interventions.
- Progress on I.R.1.1.2 was made with the first National Nutrition Strategy 2012-2021 drafted. The strategy outlines the goals, objectives, activities and plans to assure appropriate nutrition for the Iraqi population, especially the most vulnerable.
- Related to IR 1.1.1 and 1.1.2, the signing of a MoU between UNICEF Supply Division and MoH to procure high quality basic medical supplies for immunizations, MCHs and PHCs was a key achievement. The MoU will lead to high quality health services as well as assure a timely and quality procurement process. A first shipment of BCG vaccine was delivered to MoH through this agreement.
- The MCH strategy was incorporated into the draft National Reproductive Health (RH) strategy. This new 2012-2015 RH/MCH strategy provides strategic direction to attain reproductive and maternal and child health targets for MDGs 4 and 5. The drafting of a "national code of marketing breast milk substitutes" to regulate the marketing of breast milk substitutes and assure breastfeeding as the most cost effective and high impact intervention to reduce child morbidity and mortality was supported.
- In collaboration with WHO, technical support was provided to introduce two new vaccines (Rota and Haemophilus Influenza type B) to the national immunization campaign schedule in January 2012. MoH committed US\$ 70 million for the vaccine procurement. Preparations are under way to introduce the pneumococcal vaccine in 2013.
- To achieve IR 1.2.1, 92% national coverage in two rounds of national polio immunization days (NID)

and one measles NID was supported. Nearly 80% immunization coverage in 26 districts in the fourth round of Reach Every District (RED) approach was achieved. MoH planning, ability to reduce missed opportunities for immunization, staff training, outreach services, social mobilization, and cold chain system were supported. The cold chain system was assessed to introduce the new vaccines. An EPI coverage survey to evaluate the impact of routine and accelerated immunization activities in 2012 is being supported.

- For IR 1.2.1, 21 Primary Health Care Centres (PHCCs) and maternity centres benefitting over 786,000 vulnerable populations in 11 governorates were constructed or rehabilitated. Training on basic primary health care interventions for 2,400 health workers (52% female) was supported.
- For IR 1.2.2, training on basic nutrition services, including proper case management of acute malnutrition for 2,750 health workers, was supported. Nutrition supplies including Vitamin A capsules (VAC), anthropometric supplies, therapeutic foods, salt iodine testing kits and breast pumps were provided. The Baby Friendly Hospital Initiative (BFHI) certified two new hospitals.
- UNICEF continued supporting MoH's social mobilization activities for immunizations, introduction of new vaccines, infant and young child feeding, hand washing, breast feeding, micronutrient deficiencies, HIV/AIDS prevention and voluntary confidential counselling and testing of HIV. This included outreach campaigns, television and radio programmes and distribution of IEC materials.

### Most Critical Factors and Constraints

**Critical Factors** in 2011 included expanding the scope of the MoU between MoH and UNICEF to include all basic supplies/medicines (previously limited to vaccines), which has resulted in greater compliance in the government's contribution to programme sustainability. It has also improved operating efficiency through minimizing delays, improving specifications and reducing UNICEF's storage and logistics management needs. Political commitment through the engagement of governorate council subcommittees and district leaders, in the planning and implementation stages of the child survival interventions dramatically improved districts' ownership and sustainability of high impact interventions such as community management of malnourished children in the low performing districts in each governorate. **Constraints** continue to be centred on data reliability, sources, sharing and analysis; understaffing; access in various disputed areas and districts; influx of IDPs and returnees; operational insecurity; and, the postponement of activities to 2012 due to MoH's competing priorities and under funding, which has negatively impacted programme delivery. In 2011, the SG section submitted proposals worth 16 million, against which so far only one million has been received, which has prevented the SG section to achieve some of the planned results.

### Key Strategic Partnerships and Interagency Collaboration

These have been largely centred on the MoH, which is fully accountable for the planning, management and implementation of the overall health and nutrition programmes through the Directorates of Health (DoH) in the governorates and the PHCs at lower levels. The cluster approach adopted within the UN Country Team (UNCT) system has fostered close cooperation with other agencies, in particular WHO, WFP, IOM, UNFPA, FAO, as well as NGOs. UNICEF is actively participating in the Health and Nutrition sub-PWG with a special focus on immunization, MCH, HIV/AIDS, youth, maternal and child nutrition. The UNCT Health and Nutrition sub-PWG, as well as other sub-PWGs are enhancing the government's ownership of projects for which assistance from the international community is requested, avoiding duplication of efforts, delivering services as one body, and fostering transparency among all stakeholders. The SG programme also collaborates with the MoP - Central Organization for Statistics and Information Technology (COSIT)/KSRO, academia, the private sector, and the Iraqi Parliament.

### Humanitarian Situations

Linked with IR 1.2.3 humanitarian situations have been addressed under the Humanitarian Action (HAC) 2011 framework. Over two million vulnerable people including children under five years old (U5), pregnant and lactating women were reached through the area-based programming activities, which are fully incorporated in UNICEF interventions mentioned above. In addition, 50,000 people received emergency

trauma management supplies in Diyala, Basra, and Baghdad Governorates in response to violent incidents. SG has also provided Emergency Preparedness and Response Plan (EPRP) training to seven MoH senior staff with ongoing discussion with the American University of Beirut (AUB) to provide training for all National Programme Managers (NPMs) on EPRP. The SG section has a full contingency plan in place, including a stock of some emergency medical supplies in Baghdad and Erbil.

### Summary of Monitoring, Studies and Evaluations

The SG programme ensures monitoring and evaluation through the UNICEF Iraq zonal teams, and in close collaboration with the MoH/ DoH/ district/ PHC, with private sector facilitators, independent monitoring, as well as through feedback from other UN agencies. In relation to IR 1.1.1, five assessments and studies were completed: (1) a nutrition/anthropometric survey in 14 drought-affected districts; (2) a study on the level of circulating measles serum anti-bodies among under 5 year old children in Sulaymaniyah; (3) the EPI coverage survey in Kurdistan Region; (4) an assessment of the prevalence of anaemia among pregnant women in four selected Governorates; (5) an assessment of Vitamin A levels among children under five in Baghdad. Other nearly complete studies include the micronutrient survey, which will provide a baseline on micronutrient deficiencies among women of childbearing age and under five children; and, data from the SG section for the IDPs assessment in Baghdad is complete.

### Future Work Plan

Under the new Country Programme 2011- 2014, key programme priorities were identified in order to contribute to increased effectiveness and efficiency of the MoH programme environment, policy dialogue and reform process. This will be achieved through evidence based advocacy, capacity building, policy development, and community mobilization and empowerment. The SG programme will also focus on addressing disparities and identifying areas where survival indicators are below the national averages with the greatest concentration of multiple deprived children. Strategic alliances with national and international academia and research institutions will be expanded for operational research, programme monitoring, development of new strategies, as well as capacity building for improved quality of MCH/PHC services. Continued advocacy with all concerned partners will be a key priority to institutionalize improved waste management and disposal practices at the PHCs and other health care facilities. More evidence based studies on MCH indicators need to and will be considered.

## Country Programme Component: Quality Learning and Development

### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
3.1 Government of Iraq has enabled more children and youth to access and complete quality basic education that is inclusive and integrating principles of emergency management.		2 FA2OT1, FA2OT2, FA2OT3, FA2OT4, FA2OT5, FA2OT6, FA2OT7, FA2OT9

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	16000000.00	11684267.00	4953618.00	42.40
RR	198500.00	198500.00	10000.00	5.04
<b>Total</b>	<b>\$16,198,500.00</b>	<b>\$11,882,767.00</b>	<b>\$4,963,618.00</b>	

### Results Achieved

The National Strategy for Education was designed by the Ministry of Education (MoE) in collaboration with the World Bank and UNESCO for setting goals for primary education based on the net enrolment indicator (IR3.1.1).

A functional review, a model for service delivery, and sector costing leading to a Roadmap for MoE sector reform and improved service delivery from pre-school to Grade 12 was completed through the IPSM programme.

Joint planning workshops with INGOs and MoE/DoE proved effective in creating a shared understanding of programme strategy and CFS methodology for enhanced access and quality of education (IR 3.1.3.).

Quality standards for teachers and head-teachers were developed and adopted by MoE, KRG. Thirty lead trainers and teachers from 462 schools received training on subject matters and pedagogy. In addition, 30 lead trainers, head-teachers and assistant head-teachers from 473 schools were trained in improved management and leadership skills. A total of 14 school supervisors were trained as lead trainers to train head teachers to become resident supervisors.

Sub-national level interventions related to IR 3.1.4 were packaged in the multi-sectoral CFS strategy defining UNICEF's contribution at this level. The DoE and INGO partners were instrumental in shaping the strategy and raising enrolment levels for primary school children in 250 pilot schools in 18 Governorates. An enrolment drive in seven vulnerable areas in two districts of the Centre Zone raised awareness of parents and communities of the right to education and the benefits of quality education.

Capacity building workshops for 24 ALP master trainers equipped them to expand training to ALP teachers. An increase of 12,000 new entrants over the previous year was recorded in ALP classes.

A supplementary learning materials (SLM) master trainers' workshop was conducted in Erbil to publicize the SLM project introduced and applied for the first time in nine target DoEs in the north and south, and three in Baghdad. SLM interventions enabled participants to design appropriate learning materials for the beneficiaries. VERIFY IF YOU WERE REFERRING TO ONE OR MORE WORKSHOPS AND CHANGE WAS TO WERE IN THE FIRST SENTENCE

Attempts to increase pre-school enrolment were initiated by training (IR 3.1.5) 40 master trainers from KRG on ECD and ECE concepts and managerial skills. An enrolment campaign in seven rural and vulnerable areas of Baghdad resulted in an increase of 780 children in 21 primary schools.

School-Based Management was integrated in the IPSM (IR 3.1.6), in support of the decentralization agenda for increasing enrolment, reduced drop-out, and increased completion and transition to the intermediary level. A roll-out plan for School Based Management with CFSs was developed and agreed both at the Governorate and Ministry levels. A total of 250 schools have been selected for CFS activities. These activities include reactivation of the Parent Teachers Association, and Participatory School Self-Assessment leading to School Improvement Plan. The SIP consists of teachers' professional development, students' and parents' participation, school physical improvement plan, a plan for improved drinking water and sanitation and overall management of the schools based on CFS principles of democratic participation, inclusion and child centredness. Sixty-three master trainers (19 female, 44 male) from all 18 governorates in Iraq were trained on implementation of the CFS initiative.

### Most Critical Factors and Constraints

The key challenges encountered in the programme included the centralized nature of public sector governance in Iraq, which tends to impede coordination between the centre and lower tiers of government, especially at the governorate level; weak institutional capacity at the sub-national level; and scarcity of NGO and private sector partners for service delivery. School-based management has yet to evolve, pending plans for PTA reactivation.

Security concerns continue to hamper programme implementation, except in KRG where field access is relatively unhindered. Restricted access has further marginalized schools and communities in geographic areas labelled as security risks for NGO-led interventions, thereby increasing inequities among population groups.

### Key Strategic Partnerships and Interagency Collaboration

The NESI process enabled consolidated strategic partnerships of UNICEF with the World Bank and UNESCO in joint reviews of the Strategy document, and planning of next steps. The CO also engaged more intensively with UNESCO in developing a joint Road Map for the education sector. UNFPA provided valuable insights for UNICEF Education Officers by sharing the agency's experience with life skills implementation. Ongoing consultations led to an understanding of UNICEF's corporate work in this area, and a definition of broad lines for joint action in 2012.

### Humanitarian Situations

A contingency plan is in place that is designed to accommodate 50,000 children with a stock of basic education supplies in the warehouse. Efforts are ongoing to review and upgrade the Plan. Also, the CFS strategy school improvement plans (SIPs) include emergency preparedness and response at the school level.

### Summary of Monitoring, Studies and Evaluations

A key functional review along with a costing model and a service delivery model for the education sector were completed to develop a road map and work plan for IPSM Phase II implementation. Key partners will be the MoE, MoHESR, MoP, MoF, MPDC, UNESCO, UNDP, UN Women, WHO and UNHABITAT.

### Future Work Plan

UNICEF will align programme implementation in 2012 with key education sector reform initiatives emerging from the National Education Strategy and the IPSM Programme at all levels. The CFS strategy will continue as the dominant strategy for sub-national programme delivery, and will be fine-tuned, with more systematic monitoring, aimed at engaging the government in dialogue for standards setting, policy renewal and mainstreaming. In particular, UNICEF will support the GoI to strengthen and formalize linkages between governorates and school-community entities to sharpen the focus on inclusion for the benefit of disadvantaged schools and communities. Partnerships with other UN agencies will be strengthened through the UNDAF Education PWG. Strategic links will be forged with external planning and R&D institutions, and with Iraqi tertiary education institutions, to promote technology transfer, thereby creating a critical mass of endogenous expertise, equipped to mainstream programme strategies for sustainable achievement of education goals.

## Country Programme Component: Water, Sanitation and Hygiene (WASH)

### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
2.1: People in Iraq have improved access to safe water, sanitation, and municipal services.		2 FA1OT10, FA1OT11, FA1OT12, FA1OT13 (c)

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	11311242.00	11311242.00	7222009.00	63.85
RR	218250.00	218250.00	50000.00	22.91
<b>Total</b>	<b>\$11,529,492.00</b>	<b>\$11,529,492.00</b>	<b>\$7,272,009.00</b>	

### Results Achieved

The IPISM programme completed the sector functional review, a costing study, a service delivery model, road map and a scoping study on integrated solid waste management (IR 2.1.1). Dohuk Integrated Solid Waste Master Plan has been completed. A study and development of guidelines for reverse osmosis operations has been finalized and approved by the government. An environmental survey on the status of water, sewage and municipal services was completed in partnership with the CSO and KRSO.

Capacity development focused on training, equipment and material support (IR 2.1.2). A total of 45 government staff was trained outside Iraq. In addition, 563 government staff participated in different exposure visits and trainings; 438 government staff participated in technical trainings; another 80 government staff participated in trainings on administration, finance and HR management. Water supply and sewerage directorates were strengthened through the provision of equipment and material support.

IR 2.1.3: A total of 180 hygiene promoters and 30 trainers were trained, reaching over 330,000 persons. Over 32,000 posters, 32,000 t-shirts, 32,000 leaflets and 40,000 stickers and other promotional materials were distributed for World Water Day and Global Hand Washing Day. A total of 50,000 school children are estimated to have been reached by awareness creation campaigns and promotion activities in schools. Media forum through a TV channel has been conducted on issues of solid waste management and solid waste disposal practices; messages related to the three focus areas have been sent through Zain Mobile network to all of its subscribers reaching an estimated 10 million Iraqis.

IR 2.1.4 focused on rural and vulnerable communities resulting in 207,500 people getting access to safe water supply. Construction of eight new and rehabilitation of 11 water supply systems benefiting over 133,500 persons was completed. Construction of three water systems and rehabilitation of four water projects commenced and will benefit additional 533,000 persons. Eight solar powered reverse osmosis treatment units were procured and delivered for Dohuk, Muthanna and Missan Governorates targeting 25,000 people.

Construction of two new sanitation facilities and rehabilitation of six sanitation facilities was completed benefiting about 131,000 people (IR 2.1.5). Construction of a landfill site and a weighbridge was completed in Basra benefiting 1.5 million people. The feasibility study for an anaerobic waste water treatment unit for a community of 10,000 people in Basra Governorate has been completed.

About 16,500 school children were provided improved access to water supply and sanitation facilities (IR 2.1.6). Development of 12 Child Friendly Design Packages for WASH facilities in primary schools has been completed and 70 engineers from Departments of Education of 18 governorates and NGO Partners have been trained on designing child friendly packages including operation and maintenance of WASH facilities in schools. The WASH-in-Schools assessment of approximately 3,000 primary schools has been completed. Rehabilitation and upgrading of WASH facilities in 31 primary schools in seven governorates was completed benefiting over 10,000 school children. A complete package of Child Friendly WASH-in-Schools programme started in 194 schools in partnership with five NGOs in 26 vulnerable districts across 13 governorates.

### **Most Critical Factors and Constraints**

For the WASH programme the key constraints include the absence of comprehensive national policies, legislations, regulations and framework(s) for integrated water resource management; insufficient resource allocation for operation and maintenance and capital investments in the sector; limited capacities at the governorate level for planning, budgeting, implementation and monitoring of water and sanitation activities; and limited capacities of private sector for conducting specialized studies and development of master plans. Insufficient inter-governmental coordination is another constraint as various stakeholders are engaged, but leadership roles are not clearly defined. Among operational constraints, security remained the leading challenge limiting accessibility to the project sites in several project locations. This also limited the interaction between experts and local authorities at the governorate level and made data collection difficult, which delayed the projects and affected the quality of analyses.

### **Key Strategic Partnerships and Interagency Collaboration**

The programme established key strategic partnerships with the Iraqi Government, UN agencies and NGOs working in Iraq. Joint projects were implemented through interagency collaboration with WHO, UNHABITAT, UNDP and UNOPS and Programme Cooperation Agreements (PCA) were signed with four international and one national NGO for implementation of WASH-in-Schools projects in 13 governorates. The year saw continuation of the partnership with the Water and Environment Research Centre at Jordan University on the study and implementation of low cost waste water projects. In addition, partnership with the private sector including Zain Mobile network for promotion of water, sanitation and hygiene messages to the subscribers was strengthened and continued throughout the reporting year.

### **Humanitarian Situations**

WASH's response to humanitarian situations included provision of essential water, sanitation, and hygiene supplies to emergency affected populations and IDPs, such as mobile water testing kits, water purification tablets and hygiene kits for 25,200 people in six governorates (5,000 people in Anbar, 500 in Kerbela, 1,000 in Ninewa, 2,500 in Wassit, 15,000 in Baghdad and 1,200 people in Sulaymaniyah). As part of the emergency preparedness plan, water, sanitation and hygiene supplies for 20,000 people were procured and prepositioned in Baghdad and Erbil. Also, 50,000 people in Basra Governorate benefited from the provision of 114 tons of chemicals for the operation of reverse osmosis units.

### **Summary of Monitoring, Studies and Evaluations**

Project monitoring, studies and evaluations in relation to IR 2.1.7 were conducted through UNICEF national staff and field facilitators in coordination with line ministries at the central and governorate level. A comprehensive water, sewage and municipal sectors assessment for Iraq was launched in 2010 and completed and published in 2011, as well as other studies listed under the results achieved section above. These assessments and studies have improved knowledge and led to a better understanding on the status of water and sanitation services that will facilitate future planning of sector interventions. In addition, three new WASH staff were recruited and integrated into the programme team for monitoring and technical support. In all, the WASH team conducted over 120 field missions and 12 facilitators were involved in day to day field monitoring of WASH projects.

### **Future Work Plan**

In 2012, the WASH programme will continue working on achieving all the Intermediate Results with a key focus on policy and system support, WASH-in-Schools, and behavioural change interventions in addition to completing various water, sanitation and solid waste management master plans. In 2012, the WASH programme will embark on implementation of Phase II of the IPSM programme. As MICS 4 data analysis is now available, the access to water supply and sanitation interventions will be focused on areas with higher deprivations among children and in locations with poor essential services.

### Country Programme Component: Child Protection

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
4.1 Iraqi State has improved capacity to develop and implement policies and programmes for the protection of boys and girls in line with international conventions, the Iraqi Constitution and Legislation. 4.2 The Iraqi State has institutionalized justice for children, preventive and protective mechanisms to combat child rights violation and gender based violence.		2 FA4OT1, FA4OT2, FA4OT5, FA4OT6, FA4OT7, FA4OT8, FA4OT9, FA4OT10

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	5121218.00	5121218.00	3382558.00	66.05
RR	138750.00	138750.00	10000.00	7.21
<b>Total</b>	<b>\$5,259,968.00</b>	<b>\$5,259,968.00</b>	<b>\$3,392,558.00</b>	

#### Results Achieved

The Child Protection Programme (CPP) provided support for policy, capacity development and projects to protect Iraqi children.

For IR 4.1.1, an action plan to finalize the National Child Protection Policy in 2012 was endorsed by the Ministry of Labour and Social Affairs (MoLSA). In the KRG, MoLSA is preparing a Child Law to be adopted in 2012. Technical advice on the Ministry of Human Rights' draft report on the Convention on the Rights of the Child and its Optional Protocols was provided.

For IR 4.1.3, the MRM Task Force monitored grave violations committed against children. Some 395 violations were reported with 33 percent verified. A total of 151 people from NGOs and UN partners were trained on the MRM bringing the total to 395. UNICEF led Iraq's contribution on the First Report of The Situation of Children and Armed Conflict in Iraq presented to the Security Council. A dialogue to establish an inter-ministerial mechanism to address issues related to Children in Armed Conflict was initiated.

A total of 91 students were enrolled in the University of Salahaddin 2011/2012 school year with 21 scheduled to graduate with their Social Work Education degree in 2012. An inter-ministerial committee to roll-out the framework and strategy for community based work on psychosocial support was formed.

Some 29 local MRE action plans addressing the needs of 48,255 in 151 contaminated areas were developed. A total of 89 MRE community focal points were trained. MRE reached 7,902 persons, including: 3,332 children, 2,260 women and 571 girls. The Community Based Mine Risk Education (CBMRE) curriculum was developed.

Under IR 4.2.1, support was provided to the GoI in six governorates to strengthen the Juvenile Justice system to prevent children from coming into contact with the law and introduce restorative justice for those who do, provide protection throughout the justice process, and strengthen reintegration services. As part of prevention efforts, community based activities were provided to 857 out of school children, life skills training conducted for 94 teachers, and local stakeholders and community police officers continue to have open dialogue to address risks and threats to children. Some 70 children and youth in pre and post-trial detention

were provided with free legal aid. Jointly with MoLSA, INGOs and UNFPA, a vocational training module, life skills training, and psychosocial follow-up was provided in post detention centres. A national conference on Justice for Children including 60 key stakeholders was held. Regular monitoring of children in MoLSA, MoI and MoJ facilities was ensured.

For IR 4.2.2, community-based initiatives for children, youth, parents and community leaders in Dohuk, Erbil, Muthanna and Qadisiya were supported. An assessment that mapped services for child protection issues led to targeted interventions in all four governorates. Other key achievements were as follows: 19 Child Protection Committees were established; 21 Child Friendly Spaces supported 1,697 direct and 6,783 indirect beneficiaries; 62 workshops on child rights issues informed and oriented 2,253 community members on responding to cases; life-skills workshops on mediation, communication and decision making benefited 1,028 participants (66% women/girls); 32 workshops on Gender-Based Violence (GBV) reached 1,398 direct beneficiaries and 8,388 indirectly; and GBV awareness workshops targeted 1,222 students and 417 teachers in 20 schools.

### **Most Critical Factors and Constraints**

The CP programme faces some constraints that are similar to those experienced earlier. Due to the high staff turnover and funding shortage, the section operated with 50% less staffing throughout the year. Secondees from UNOPS, UNHCR, and the Norwegian Refugee Council were used to mitigate the human resource shortfall. As many colleagues were new to UNICEF, the smooth rollout and continuation of projects was also impacted. In addition, aside from the three northern governorates of the Region of Kurdistan, the security situation still seriously hampered access to partners and projects for international staff and particularly in some areas of Diyala, Anbar and Baghdad Governorates for nationals. Several significant changes within MoLSA hindered collaboration and delayed project implementation, particularly the Justice for Children project. Interventions were further complicated by inadequate decentralization of services. These difficulties combined with the amount of time taken internally to finalize project proposals are critical concerns. In addition, child protection issues, particularly those related to gender-based violence, continue to be under-reported due to social norms and pressures, lack of appropriate services to victims, low confidence in public institutions and fear of repercussions. Limited funding available to UNICEF for these interventions prevented stronger technical assistance to the MoHR.

### **Key Strategic Partnerships and Interagency Collaboration**

Key strategic partnerships include MoLSA, Ministry of Human Rights (MoHR) and the Ministry of Environment and their counterparts at the central and regional levels. Other key partners include the Child Welfare Commission at the federal level and the Child Rights, Protection and Participation Committee Networks in the region of Kurdistan and NGO/INGOs. Interagency collaboration was enhanced with the Child Protection Section serving as a member of the UNDAF Working Group on Human Rights and Governance operating under UNDP and UNHCR leadership. Coordination and collaboration took place with partners operating in the Rule of Law and Justice for Children arena, namely UNDP, UNAMI Human Rights Office (HRO), EU JustLex, UNFPA, the US State Department, and NGOs. Supported by UNICEF, MoLSA leads the inter-ministerial Steering Committee on Justice for Children at the central level and the Juvenile Care Council at the regional level. UNICEF continues leading the Monitoring and Reporting interagency working group on children in armed conflict involving national, international NGOs and UN partners including UNAMI HRO, UNHCR and UNESCO. Strategic partnerships need to be further developed with the World Bank, the Ministries of Planning and Finance and the Parliament on general advocacy to promote and protect the rights of children.

### **Humanitarian Situations**

The CP programme is prepared to respond to humanitarian situations with immediate psychological support. This is done through the provision of Child Friendly Spaces and training to respond to the needs of children impacted by emergencies, as seen in 2011, particularly in the region of Kurdistan.

### **Summary of Monitoring, Studies and Evaluations**

Monitoring, studies and evaluations related to IR 4.1.4 in 2011 include the completed fieldwork for the Study on Violence Against Children, of which a draft was shared with government counterparts. Despite initial

delays, the assessment on the Juvenile Justice System was carried out in the second half of the year and the findings are scheduled to be available by February 2012. This research combining desk review and field interviews with stakeholders provides a clear understanding of the juvenile justice system focusing on the identification of strengths, weaknesses and gaps in the law, its application, and the compliance with international juvenile justice standards. Together with the ILO and in partnership with MoLSA, the section is also planning to undertake an assessment on Child Labour in Iraq based on MICS 4 results. Collection on a daily basis of information related to the Children Affected by the Armed Conflict (CAAC) is ongoing. The information obtained is shared with the UNSC Working Group on CAAC on a bi-monthly basis and the first UN report on CAAC was published in June 2011.

### Future Work Plan

In 2012, in the area of legislative and policy reform, the Child Protection Section (CPS) will support the GoI to develop and implement policies and laws for the protection of boys and girls in line with international conventions and the Iraqi Constitution. In particular, technical assistance will be granted to MoLSA for the finalisation and endorsement of the National Child Protection Policy, its budgeted implementation plan as well as the development of the federal Child Law and the finalization of the regional law. The development of a national strategy to address the issue of child labour will be supported based on the findings of the planned assessment with MoLSA. To institutionalize the Justice for Children, the CPS will continue to provide technical guidance to the GoI to prevent and protect children in contact with the law. The capacity of the Ministry of Human Rights in fulfilling its reporting obligations will be reinforced through the provision of expertise to finalize the reports on the CRC, the OPAC and the OPCS. The CPS will also contribute to the rollout of the National Psychosocial strategy by piloting projects targeting children in institutions.

Strengthening the protection of children from violence, particularly those impacted by the armed conflict will be pursued through data collection, reporting and response by the monitoring and reporting mechanism and by an increased collaboration with the GoI through the inter-ministerial body to be led by the MoHR. Moreover, the rollout of governmental strategies on MRE, Small Arms and Light Weapons for children and youths will be technically supported.

## Country Programme Component: Planning, Advocacy, Communication, Knowledge and Strategic Interventions (PACKS)

### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
5.1 The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels. 5.2 Vulnerable Iraqis benefit from strategic gender-sensitive and child-friendly research-to-policy initiatives, including means-tested social transfers, which stimulate economic growth and reduce dependency.		3 FA5OT1, FA5OT2, FA5OT3, FA5OT4, FA5OT5, FA5OT6, FA5OT8

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	2813971.00	2813971.00	2100000.00	74.63
RR	1310760.00	1310760.00	1000000.00	76.29
<b>Total</b>	<b>\$4,124,731.00</b>	<b>\$4,124,731.00</b>	<b>\$3,100,000.00</b>	

### **Results Achieved**

#### **SCAP**

IR 5.1.1: 11 CO events and activities were communicated through press releases/fact sheets and four media events: the CO's Goodwill Ambassador for Equity, Universal Child Rights Day, a joint MoE/EU/UNICEF launch of a €17 million EU education project, and a joint MoP/EU/UNICEF launch of the "State of the Environment Survey". For public messaging on equity and to address media queries, 26 interviews were conducted with local and international media.

The launch of Iraqi singer Kadhim Al-Sahir as the CO's first national goodwill Ambassador in Baghdad, gave tremendous boost to UNICEF's equity messages of investing in Iraq's most deprived children and was covered by 60 journalists from 20 media outlets who attended the event. Ambassador Al-Sahir also participated in Iraq's first TED TALK, recording a video message on equity, which was streamed live around the world.

The media monitoring activity was developed into a more robust tool to monitor and evaluate media coverage to inform more strategic communication activities. A database of child related media articles (related to MDGs and UNICEF's communication activities) was developed to evaluate media coverage trends.

A quarterly "Iraq Fit for Children" Newsletter on UNICEF's programme activities was produced and disseminated.

IR 5.1.2 included two social mobilization campaigns with the WASH and SG programmes. A campaign to conserve and reduce water wastage was launched on World Water Day with two TV spots broadcast on Iraqi satellite channels. A campaign to raise awareness on women's right to a healthy life was launched with two TV spots and dissemination of information, education and communication materials.

#### **PME**

IR 5.2.1: As a result of UNICEF's longstanding experience, the Prime Minister's Office formally requested UNICEF Iraq to lead UN-wide coordinated support to the GoI for the development of a cross-sectoral social policy. In cooperation with the ODI and the RO, commitment to elaborate the social protection mapping report was made and a review of the first draft was completed.

PME led consultative meetings with government counterparts, the RO, HQ and international experts to discuss the equity-focused approach and its incorporation into the planned SitAn as a basis for social policy, legislation and budget allocation mapping.

IR 5.2.2 advanced significantly in 2011 in that three key phases of MICS4 2011 were completed. Field checks, editing and data entry, processing by the KRSO and CSO was accomplished. A global workshop on MICS4 data analysis/dissemination occurred, with HQ and the RO support, to review datasets and prepare the dissemination of MICS4 Iraq.

IR 5.2.2: Staff from the KRG and central government offices completed courses on SPSS syntax, statistical knowledge, and on multiple deprivation methodology. A multidimensional deprivation paper for a child-equity analysis was completed/tested and will be reviewed by a government-led technical committee in early 2012.

A country-wide monitoring system has been developed and implemented to monitor programme implementation/funding/reporting on a quarterly basis and is being reviewed by the PMG.

Support to the programmes under IR 5.2.3, was provided including the development of AWP's; facilitation of 10 PMG meetings; coordination of WebEx meetings; introducing the M&E System to measure implementation and progress towards planned results; and support for the review of 10 PCAs with partners.

### **Most Critical Factors and Constraints**

(SCAP) The most critical constraint facing the CO's communications activities was the challenge around organizing activities in the fragile security environment in many areas of Iraq. The office is limited in its ability to produce stories, organize media coverage of the situation of children and UNICEF's activities, and participate in community-level C4D activities, among others, due to security concerns and restrictions. Striking a balance between visibility and staff security is a constant challenge and constraint on the CO operations in Iraq.

(PME) Most critical factors and constraints to programming in 2011 include concerns over operational security and safety of working conditions, connectivity issues, adequate staff availability, and donor conditionality. In many instances, the security concerns prevented staff working in Iraq from accessing the office and were advised to work from home. This hindered efficiency to some extent. Due to restricted movement, many meetings used telecommunication and webex where staff participated from their respective duty stations. However, virtual meetings depend on a reliable internet connection, which is not always possible. Coordination and attendance at meetings were affected because of restricted staff movements, changing mission plans, international staff travel, and RR cycles.

### **Key Strategic Partnerships and Interagency Collaboration**

(SCAP) Regarding the strategic partnerships area of focus (IR 5.1.3), discussions continued with Zain Telecommunication Company to develop a partnership to utilize the company's outreach via mobile phones to promote children's rights and contribute to behavioural and social change. A free sms promoting the importance of hand washing was sent by Zain to a majority of their more than 10 million subscribers on Global Handwashing Day. Inter-agency collaboration with other UN agencies, especially in the UN Strategic Communications Group and the UN Gender Task Force Group, was carried out. Along with UNAMI, UNICEF was nominated as the first co-lead of the UN Strategic Communications Group. In collaboration with UNDP and UNFPA, UNICEF led unified communications on the launching of all three agencies' CPAPs. With UNDP and UNAMI, UNICEF marked Mine Action Day by holding a joint press conference attended by the Ministry of Defence and the Ministry of Environment as well as issuing a joint Press Release with UNDP. Press materials to mark International Women's Day were prepared with the MoH and WHO.

(PME) Key Strategic Partnerships continued with the Prime Minister's Office, the PMAC, and the MoP, CSO/KRSO; key members of the GoI were invited to participate in the MENA Social Policy and M&E Network Meeting and in the MICS global workshop on Dissemination and Further Analysis. Interagency collaborations with UNICEF MENARO, UNICEF HQ, and the Innocenti Research Centre were strengthened. The PME section participated in the technical committee meetings for a joint UN agencies project to help in establishing a socio-economic monitoring system in Iraq under the MoP and Development Cooperation.

### **Humanitarian Situations**

(PME) For tackling humanitarian situations, the PME section has ensured that all programme planning and programme results are reviewed to provide for emergency preparedness and response as per the CPAP 2011-2014. Also, training for Early Warning Early Action Planning and management has been developed and prepared (materials, agenda, trainers and participants) and will be carried out during the first quarter of 2012. The second quarter will focus on the development of training plans and modules.

### **Summary of Monitoring, Studies and Evaluations**

(PME) In addition to the MICS4 and equity framework processes described above, the PME section supported the Central Zonal Office to lead the completion of an assessment of the internally displaced persons (IDP) in Baghdad settlements to produce key indicators on IDP children and mothers to assess their specific situation in terms of access to services and protection. The section is also focusing on the SitAn process and has developed SitAn Terms of Reference and Request for Proposal with an international expert consultant.

### Future Work Plan

#### SCAP Future Work Plan

In 2012, based on new MICS 4 survey data and analysis, SCAP plans to launch an "Iraq Fit For Children" evidence-based advocacy campaign to call for investments in Iraq's most deprived children. Activities for the campaign will be in line with the MICS4 and Situation Analysis publication processes and include the production and dissemination of communication and advocacy materials. The section plans to launch the UNICEF Iraq website during the first quarter of 2012 in addition to organizing public events to support programmatic policy advocacy and awareness generation. Capacity building of government counterparts to develop social mobilization campaigns relating to education, especially for girls, hygiene practices, water conservation, immunization and violence against children is planned. Utilizing all 2011 media articles in the media monitoring database, a 2011 "Children in the Media" analysis report is planned to be produced to provide an evidence-base for the strategic planning of the section's future communications activities (public events, journalist training, etcetera) to be undertaken throughout the duration of the 2011-2014 Country Programme.

#### PME Future Work Plan

In 2012, PME priorities will include: (1) development and finalization of an equity-focused Situation Analysis (SitAn), including an in-depth social policy, social protection and legislation mapping, as well as a budget allocation analysis; (2) development and dissemination of MICS4 final report and advocacy products; (3) finalization and publication of a technical paper on CO's child-equity analytical framework; (4) CO internal knowledge management mapping and sharing platform development; (5) Iraq Info data update (MICS4) and software version upgrade (database and online server); planning and carrying out the country programme mid-term review; and (6) continuing support to office governance and programme management on key activities including annual work plans development, monitoring and reviews, organizing regular PMG meetings, supporting programme evaluations as planned, supporting development of programme coordination agreements, budget management and monitoring, managing the office's IMEP, lead planning, monitoring and evaluation responsibilities in VISION, and supporting the office of the programme coordinator in inter-agency affairs.

### Country Programme Component: Cross-sectoral costs

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
PCR 6.1 Ensure an effective and efficient programme management and operations support to programme delivery.		2 Support 1, Support 2, Support 3, Support 4, Support 5, Support 6

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	4956000.00	2777464.00	2615906.00	94.18
RR	427000.00	427000.00	200000.00	46.84
<b>Total</b>	<b>\$5,383,000.00</b>	<b>\$3,204,464.00</b>	<b>\$2,815,906.00</b>	

All cross-sectoral support information has been included elsewhere in this report under the programme component sections on "Operations and Management" and "Planning Advocacy Communications and Strategic Interventions".. Those sections also cover the critical factors, constraints, strategic partnership[s], inter-agency collaboration, humanitarian situations, monitoring studies and evaluations, and future work plan pertaining to cross-sectoral support.

### Effective Governance Structure

In 2011, the office continued to rely on its governance structure that was set up in 2010 with a focus on strengthening accountability, effective use of resources, and staff performance for achieving approved results. The key management bodies included: Country Management Team, Programme Management Group; Contract Review Committee; Joint Consultative Committee; Central Review Board; Property Survey Board; Learning and Staff Development Committee; PCA Review Committee; and Job Classification Panel. In addition to the above committees, the Staff Association remained a strategic partner in ensuring staff welfare and morale, as well as in management and monitoring for results. The memberships of these bodies were updated early in the year ensuring inclusive staff representation as well as gender balance. These bodies met on a regular basis and effectively delivered their terms of reference.

The Country Management Team (CMT) is the central body for advice to the Representative on policies, strategies, programme implementation, management and performance. The CMT met five times during the year and addressed key issues including staff security, office relocation, performance management, review of the risk profile, and coordination for the audit, also ensuring that all resources remained focused on achieving key annual programme targets. The Zonal Management Team replicated the CMT at the Zonal level and fed into the CMT process.

The PMG convened by the Deputy Representative continued to be the key forum for ensuring office performance monitoring, programme coherence, and coordination between programmes and operations. The PMG met on a monthly basis and systematically reviewed the office performance (programme and operations) against agreed targets.

Two specific task teams were established in 2011: the Audit Task Team to coordinate preparation, support and response to the 2011 internal audit; and the Change (VISION/IPSAS) Task Team to coordinate preparation for the implementation of VISION and IPSAS. Both task teams were instrumental in ensuring effective completion of these critical projects.

In addition, the Programme Budget Review (PBR) Task Force on Iraq Office Relocation, which was established in 2009 at the Regional Office, continued to oversee the implementation of the office relocation plan, which is now on its final phase.

### Strategic Risk Management

Throughout the year, the CO continued to closely monitor the operating environment and other developments that have an impact on the efficiency and effectiveness of programme delivery, operational activities, staff wellbeing, and office compliance with the financial and management principles, policies, rules and regulations, and standards. The Table of Authority (ToA), which is the framework for operationalization of delegation of authority in a UNICEF Office, was revised based on the office capacity and willingness to take risk. Implementation of the ToA and functioning of other internal controls were reviewed periodically and follow-up actions were taken as necessary.

The risk profile of the office, which was developed in 2010, was thoroughly reviewed and revised with the involvement of staff. The revised Risk Profile and Risk Reference Library was discussed at the CMT and endorsed. Out of the 26 risk areas, 3 areas (country environment, predictability of funding, and safety and security) were identified as high risk, 9 areas as medium to high risk, 3 areas as medium to low risk and 10 as low risk areas. Although the office could not implement all actions identified to manage the high and medium to high risk areas, a number of the required actions have been initiated with regards to the priority risk areas.

In 2011, the vulnerability assessment system was further refined to integrate the "equity approach" into the analysis. This helped the office not only to have a clear understanding of programmatic risks in achievement of approved results for Iraqi children, but also to amplify situations of deprivations and

inequities. The office conducted a programme criticality analysis during the second half of 2011 and updated its EPRP. Throughout the year, the office maintained a response capacity to support at least 50,000 affected populations within the framework of the Core Commitment for Children in Humanitarian Action (CCC).

The office has a Business Continuity Plan (yet to be tested) and is fully MOSS compliant in all respects. With security a prime concern in 2011, the office continued to maintain its core systems outside the country (in Amman) in order to ensure their constant availability.

### Evaluation

In addition to Iraq's MICS4, 15 research initiatives, studies and reviews were completed in 2011 to better inform policy and programme planning. The Integrated Monitoring and Evaluation Plan (IMEP) for 2011 amounted to a budget of more than US\$ 7 million. See section 3 for details in each programme section.

### Effective Use of Information and Communication Technology

Throughout 2011 the information and communication technology (ICT) systems, applications, connectivity, interfaces and hardware remained fully compliant with the industry norms and organisational standards. In addition to providing an efficient computing environment, in 2011 the office focused on the following: upgrading the ICT infrastructure to ensure ICT readiness for VISION; high system availability in all UNICEF Iraq offices; and efficient remote access to UNICEF core applications. The key ICT highlights of the year include:

- Upgrading of Baghdad VSAT from (1Mbps to 2Mbps) to ensure that the CO has adequate bandwidth to implement VISION;
- Assessment of hardware requirements and procurement of necessary computing equipment including hardware to upgrade servers;
- Timely completion of global roll outs including migration to Windows server 2008 R2 and HyperV virtualization system in ISCA;
- Renegotiation of IPsec contract in ISCA Amman resulting in the same bandwidth (4Mbps) at a reduced cost;
- Management of fibre optic connection in Baghdad as a Common Service for UN agencies in Baghdad. During the year a new service provider was identified, which resulted in significant reduction in cost and increase in subscription;
- Update of the Disaster Recovery Plan and completion of necessary actions to ensure adequate off site backup in CO Baghdad;
- Strengthening of the ICT component of Business Continuity Plan - hardware and system readiness for the BCP; and,
- ICT readiness for any emergency: vehicles and offices are compliant with communication component of MOSS; the office has over 25 active Thurayas, five active Bgans, three quick deploy VSATs, and an adequate number of HF/VHFs.

From the ICT perspective, 'Delivering as One' is hampered by the fact that the UN is dispersed in two countries, and agencies want full control over telecommunications due to security concerns. However, at UNICEF request, UN agencies have agreed to explore the possibility of integrating and consolidating the VSAT network and services. UNICEF is leading a task team that is established by the Integrated Operations Managers Team to coordinate the VSAT project. Technical and infrastructure limitations continued to pose a challenge to ICT improvement.

In relation to the next Country Programme Management Plan (CPMP) and in view of the changes in programme focus and government expectations experienced in 2011, the office may need to reorganize and re-profile its management structures and staffing immediately after the mid-term review in 2012.

The office will need RO and HQ support in areas of: fund raising including funding for key positions; institutionalising the ERM culture; attracting competent female candidates to international posts; expediting IP recruitment; and technical guidance for capacity development of professional staff in view of the changing expectation of the government.

### Fund Raising and Donor Relations

The total planned budget in 2011, as per the AWP, was approximately US\$ 54 million but the actual funded amount was US\$ 40 million, of which more than 37.5 million came from OR and the remaining from RR sources. The total approved CPAP budget for the CP 2011-2014 period is 207 million. Around US\$ 4.5 million was utilised in 2011 for emergency programming much of which was carried over from 2010. The overall utilisation rate for 2011 was 75%.

During 2011, fund raising efforts by the SG section included the submission of five concept notes to key UNICEF donors. The proposals included emergency programming, MCH, addressing malnutrition, the introduction of new vaccines, and PMTCT. The total amount of the proposals was US\$ 16 million over two years. However, only US\$ 1 million was received from SIDA for emergency response.

The CP section submitted five proposals of which three were subsequently approved by SIDA, the US State Department, and the Swiss Development Agency for a total of nearly US\$ 6 million. The funding will be channelled to the Justice for Children project, policy framework initiatives, and to the overall programme.

Related to education, the QLD section submitted a concept note to AusAid on the education of marginalized children, for an estimated funding of \$1.8 million for 18 months, starting in 2012. Also, under the IPSM Phase II programme, UNICEF Iraq will receive EU funding for education sector reform, based on a three-year work plan developed in collaboration with UNESCO.

During the year the WASH section collaborated with other UN agencies by contributing to proposals for emergency funding from DFID, the Netherlands, and SIDA; around US\$ one million was approved. In addition, the EC responded positively to a proposal for approximately €3 million for a hygiene awareness programme, and a further €3 million for a second phase of the IPSM programme; this funding is earmarked for 2012.

To expand the donor base and ensure achievement of the approved level of funding, fund raising and resource mobilization will be key focus areas in 2012.

Focus on donor relations continued with consistent and transparent communication throughout 2011. Reporting requirements were successfully completed in compliance with donor requirements, conditions and guidelines. About 86% of all donor reports were submitted on schedule and recommendations received have been incorporated into the programmes. Extensions were made in a timely and thoughtful manner to ensure the appropriate use and reallocation of funds occurred in the best interest of the programme and its beneficiaries.

### Management of Financial and Other Assets

During 2011, a number of key results were achieved in financial management:

- The office continued to maintain its "low risk" status as assessed by the Division of Financial and Administrative Management in 2009 with respect to the preparation of local bank reconciliations;
- The month end bank balance targets were consistently achieved through effective use of bank optimization and cash forecasting tools, and Direct Cash Transfer targets were met with the exception of the third quarter;
- PCAs with NGOs were only approved after a positive assessment of their financial management capacity;
- Of the US\$ 13 million obligated in 2010, approximately 95% was successfully implemented and

closed during 2011;

- Interim Financial Closure I and Closure II were successfully implemented between May and October;
- Management of contributions, utilization of financial resources, and status of cash assistance were systematically reviewed by the CMT and PMG against the targets and necessary actions were taken to address any gaps; and,
- Approximately 70% of support costs were met from OR and Emergency Resources (EOR) and only 15% were met from RR and 15% from the support budget.

Key achievements in the area of management of other assets include:

- Periodic physical inventory taken of Non-Expendable Property (NEP) and attractive items, and reconciliation of physical inventory records with the NEP database for VISION readiness;
- Disposal of obsolete, damaged, and surplus NEP items through the Property Survey Board (PSB) process (3 PSB meetings were held during 2011); and,
- Technical assessment of all armoured vehicles by an international company, and procurement of two additional armoured vehicles. One of them was procured with the financial support of the Regional Office.

In October 2011, UN Iraq began implementation of the Harmonized Approach to Cash Transfer (HACT) for 2012. This will require the office to work closely with other agencies in order to ensure that HACT is implemented and UNICEF staff as well as the counterparts and partners have the capacity to support its implementation.

In 2011, the office effectively managed the two components of the change initiative – implementation of IPSAS and VISION. All activities with regards to IPSAS/VISION were implemented in a timely manner, which also included training of all staff members on VISION and selected staff members on IPSAS.

At the end of 2010, the office reviewed its warehousing needs in view of the ongoing shifts in programme and decided to close the warehouse in Amman. The office is currently maintaining warehouses in Baghdad and Erbil.

### Supply Management

The overall supply management strategy of UNICEF in Iraq continues to focus on counterpart capacity development, and gradual reduction of direct supply input. In 2011, the supply input (including rehabilitation contracts) approved in 2011 totalled US\$ 5.1 million, representing a 78% decrease over 2010. The reduction in the supply component is across the programmes but it is most notable in QLD and WASH programmes. Similarly, the value of inventory as of December 31st is approximately 1.3 million, which is 50% lower than in 2010.

After years of advocacy, the GoI agreed to consider the possibility of using UNICEF's Procurement Services for procurement for most of the health supplies, medicine and equipment (approximately US\$ 0.8 billion annually). The office facilitated communication between the GoI and UNICEF Supply Division (SD) as well as the visit of a GoI delegation to SD. The first agreement for procurement of one million doses of BCG vaccine was signed in September and the vaccines were successfully delivered. This positive experience is expected to encourage GoI to make increased use of UNICEF procurement services in coming years. If successful, this partnership will ensure quality and timely provision of health supplies and equipment in Iraq.

The office continued to purchase from offshore, regional and local sources and the procurement mechanism used depended on the value for resources spent, market conditions, and available lead time. Of the total supply input, 30 per cent was procured locally/regionally and 70 per cent was procured offshore.

During 2011, the Contract Review Committee met on a weekly basis, and reviewed contracts for services and goods with a total value of approximately US\$4.25 million. Rehabilitation of WASH facilities, schools and health centres constituted almost 75% of the supply input.

The list of pre-qualified contractors was revalidated during the year and the supplier's database was updated. Long Terms Arrangements (LTAs) remained a dependable and efficient source for procurement of services. The CO had 19 LTAs in 2011 covering transportation, printing, translation, event management, and video production.

### Human Resources

In 2011, improvement actions focused on three key areas: interaction and relationships; capacity development and career growth; and stress management (all these were identified as areas for improvement subsequent to the last staff survey). Periodic section meetings were institutionalized, the element of growth was considered when reviewing learning/training requests and developing the office learning plan, and staff were provided support and counselling through three Peer Support Volunteers, as well as through professional counsellors within the UN Mission in Iraq. All staff members were informed of the availability of those services and how to access them. The office continued to promote and ensure an enabling work environment through flexible approaches to redress various office dynamics that impacted staff wellbeing and performance.

Orientation sessions were held for staff and supervisors on the performance management system and tools. This is one area where the office will need to put concerted efforts in 2012. As of mid-December 2010, approximately 98% of 2010 PERs were completed, while only 80% of staff have completed PERs for key assignments for 2011. Full compliance was achieved with respect to the e-PAS.

The 2011 Learning Plan was based on global, regional and office priorities. The office experienced gaps in implementation of the plan mainly due to: heavy staff turnover; lack of an appropriate training venue in the International Zone, Baghdad; and limited staff capacity in sections due to a large number of vacancies. During 2011, out of the 10 group training priorities, only five were implemented including the Programme Policy and Procedure Manual (PPP) for all programme professionals.

With regards to talent management, attracting competent candidates with the appropriate profile for senior national and international staff positions remains a challenge for various reasons. IP positions at senior levels, for instance remain vacant even after four rounds of vacancy announcements, coupled with significant efforts for head hunting.

### Efficiency Gains and Cost Savings

In 2011, the office effectively combined the responsibility for management of supply and logistics into one national staff position, which helped to reduce the staffing in supply and logistics by two positions with a cost saving of approximately US\$ 60,000.

UNICEF Iraq continues to manage the high-speed fibre optic internet service on behalf of all UN agencies in Baghdad. During the year, it renegotiated the contract with a new service provider generating an annual saving of approximately US\$ 375,000 for the participating agencies. In addition, the office successfully negotiated the IPsec contract for its office in Amman, which resulted in saving US\$ 14,000 for the same level of services.

### Changes in AMP and CPMP

In relation to the next CPMP, and in view of the changes in programme focus and government expectations experienced in 2011, the office may need to reorganize and re-profile its management structures and staffing immediately after the mid-term review in 2012.

### Summary Notes and Acronyms

ALP	Accelerated Learning Programme
ANC	Antenatal Care
AUB	American University of Beirut
BFHI	Baby Friendly Hospital Initiative
CBMRE	Community Based Mine Risk Reduction
C4D	Communication for Development
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CFS	Child Friendly Schools
CMT	Country Management Team
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPMP	Country Programme Management Plan
CP	Child Protection
CRC	Convention on the Rights of the Child
CSO	Central Statistics Organization
DoE	Directorates of Education
DoH	Directorates of Health
E-ACT	Equity Analysis for Children Team
EC	European Commission
ECD	Early Childhood Development
ECE	Early Child Education
ENBC	Essential Newborn Care
EOR	Emergency Resources
EPI	Expanded Programme on Immunization
EPRP	Emergency Preparedness and Response Plan
ERM	Enterprise Risk Management
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GPI	Gender Parity Index
HAC	Humanitarian Action
HACT	Harmonized Approach to Cash Transfers
HIS	Health Information System
HRO	Human Rights Office
IDPs	Internally Displaced Persons
IEC	Information, Education, Communication (Materials)
IHAP	Iraq Humanitarian Action Plan
IMEP	Integrated Monitoring and Evaluation Plan
IOM	International Organization of Migration
IPSM	Iraq Public Sector Modernisation
IPSAS	International Public Sector Accounting Standards
IR	Intermediate Results
ITF	Iraq Trust Fund
KRG	Kurdistan Regional Government
KRSO	Kurdistan Regional Statistics Office
LTA	Long Terms Arrangements
MAC	Ministerial Advisory Committee
MCH	Maternal and Child Health
MICS	Multiple Indicator Cluster Survey
MMPW	Ministry of Municipalities and Public Works
MMR	Maternal Mortality Rate
MMT KRG	Ministry of Municipalities and Tourism, KRG
MoB	Mayoralty of Baghdad
MoD	Ministry of Defence

MoE	Ministry of Education
MoHESR	Ministry of Higher Education & Scientific Research
MoH	Ministry of Health
MoHR	Ministry of Human Rights
MoI	Ministry of Industry
MoJ	Ministry of Justice
MoLSA	Ministry of Labour and Social Affairs
MoP	Ministry of Planning
MOSS	Minimum Operating Security Standards
MoU	Memorandum of Understanding
MoYS	Ministry of Youth and Sports
MRE	Mine Risk Education
MRM	Monitoring Reporting Mechanism
MTR	Mid-Term Review
MTSP	Medium-Term Strategic Plan
NEP	Non-Expendable Property
NID	National Immunisation Days
NPM	National Programme Managers
OPAC	Optional Protocol on the Involvement of Children in Armed Conflict
OPCS	Optional Protocol on the Sale of Children, Child Prostitution & Child Pornography
OR	Other Resources
ORS	Oral Rehydration Therapy
PBR	Programme Budget Review
PCA	Programme Cooperation Agreement
PCR	Programme Component Result
PERs	Performance Evaluation Reports
PHCCs	Primary Health Care Centres
PMAC	Prime Minister's Advisory Committee
PMG	Programme Management Group
PMTCT	Preventing Mother-to-Child Transmission
PPPM	Programme Policy and Procedure Manual
PRS	Poverty Reduction Strategy
PTA	Parent-Teacher Association
PWG	Priority Working Group
QLD	Quality Learning and Development
RBM	Results-based Management
RED	Reach Every District
RH	Reproductive Health
RO	Regional Office
RR	Regular Resources
ToA	Table of Authority
U5	Children Under Five Years of Age
UNAMI	UN Assistance Mission for Iraq
UNCT	UN Country Team
VAC	Vitamin A Capsules
VISION	Virtual Integrated System of Information
VCCT	Voluntary Confidential Counselling and Testing
WFFC	A World Fit for Children
ZOT	Zonal Management Team
ZO	Zone Office

### Document Centre

#### Evaluation

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	Focus group discussions in Basrah, identify key messages to promote solid waste management	N/A	Study
2	Annual Work Plan	N/A	IMEP
3	Mid-Year Review	N/A	IMEP
4	Nutrition/Anthropometric Survey in 14 Drought Affected Districts, with MoH/MoP (COSIT/KRSO)	2011/02	Survey
5	Level of Circulating Measles Serum Anti-bodies (Children U5) in	2011/03	Study
6	Expanded Programme for Immunisation (EPI)	2011/05	Survey
7	Anaemia Among Pregnant Women	2011/07	Study
8	Serum Retinol level (Vitamin A) Among Children Under 5	2011/08	Study
9	Situation/coverage of Children with Disabilities in Four Governorates	2011/09	Study
10	Study on Community Based Psychosocial Services	2011/15	Study
11	Functional Review of Domestic Water Supply and Sanitation Sector at National and Sub-National	2011/18	Study
12	Service Delivery Report for WATSAN Sector	2011/19	Study
13	Road Map to Modernization of WATSAN Sector	2011/20	Study
14	Costing Study Report and Medium Term Expenditure Framework	2011/21	Study
15	Functional Review/Scoping Study for Solid Waste Sector	2011/22	Study
16	Development of Reverse Osmosis Strategy Paper	2011/24	Study
17	Study on Establishment of Knowledge and Training Centre for General Directorate of Water and Sewage (GDWS), MMT/KRG	2011/25	Study
18	Capacity Gap Assessment on Watsan Sector in Thi-Qar	2011/27	Study
19	Comprehensive WATSAN Sector Survey	2011/28	Survey
20	Accelerated Learning Programme (ALP) Evaluation	2011/32	Evaluation
21	Mechanism for Monitoring, Reporting and Responding to Child Rights Violations	N/A	IMEP
22	Media Reporting on Child Rights M&E System	N/A	IMEP
23	Office Monitoring System	N/A	IMEP
24	Annual IMEP	N/A	IMEP
25	Develop Methodology for Equity-Focus Analysis and Programming	N/A	Study
26	Training COSIT Professionals on MICS4 Related Issues (Data Collection & Analysis)	N/A	Study
27	Training COSIT Professionals on MICS4 Related Issues (Data Collection & Analysis)	N/A	Study
28	Training COSIT Professionals on MICS4 Related Issues (Data Collection & Analysis)	N/A	Study

### Lessons Learned

	Title	Document Type/Category
1	Equity Analytical Framework and the Child Centred Approach	Innovation