

# UNICEF ANNUAL REPORT for Madagascar

## 1 EXECUTIVE SUMMARY

The political crisis and freezing of aid continued in Madagascar during 2010. Following intensive consultations led by UNICEF, the Education for All national plan, initially contested by the *de facto* government in 2009, was re-established. Subsequently the Fast-Track-Initiative for education disbursed US\$15 million and US\$22 million for the 2009/2010 and 2010/11 school years, respectively, to UNICEF rather than providing direct budget support to the GoM. This investment ensured four months of salary support for 38,583 community teachers, allowing 4 million children to continue attending school. Furthermore, 11,494 schools received support from a local catalytic fund, enabling reduced school expenses for over 2 million children at a time when poverty has increased.

UNICEF developed a Peace and Conflict Impact Assessment (PCIA) for Madagascar to analyse past aid policies in light of recurrent crises. The final report provided recommendations for future engagement in Madagascar. The UNCT and development partners have committed to reorienting programmes to align with PCIA findings.

UNICEF continues to be bound by UN Policy Committee guidelines on restricted policy dialogue with high levels of Government, hindering crucial exchanges in all programme areas. While discussions at the technical level are possible in education and health, child and social protection interventions were scaled down due to prevailing sensitivities. Major funding shortages in Health, Nutrition and WASH sectors required adjustments in implementation strategies, such as increased partnerships with NGOs.

UNICEF has traditionally supported Madagascar's biannual Mother and Child Health Weeks. In 2010, a major challenge arose when the Government announced its inability to finance half of the operational cost (US\$500,000), as had been agreed previously. The shortfall was addressed only after lengthy negotiations with RO and HQ, and priorities had to be selected. A revision of the strategy for next year is underway, along with new strategies for addressing the overall lack of government funding for vaccines.

In its effort to mobilise funding through the FTI, UNICEF strengthened its relationship with major donors such as the European Union, the World Bank and the Norwegian Government. UNICEF also received US\$6.7 million from the Global Fund/NSA. UNICEF has 40 agreements with NGOs, amounting to about US\$8.5 million.

## 2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

2010 was characterised by a volatile political situation, international isolation of the *de facto* government and stalled disbursement of foreign development aid by most donor countries. In 2010, UNICEF emerged as the single largest donor operating in Madagascar.

Human rights violations were of concern. Over 75 detainees ranked by the judiciary as "political prisoners" are in detention, awaiting trial. In October 2010 the RSF denounced the closure of 80 media stations and other measures threatening the freedom of the press. Madagascar was ranked by Transparency International as 123rd (of 178 countries), with a score of 2.6 on a scale from 10 (highly clean) to 0 (highly corrupt). This represented a decline from 99th place in 2009, with a score of 3.

Madagascar's poverty rate is exceptionally high. In December 2010, a total of 76.5% of the population were living below the poverty line. Preliminary results of the 2010 national household survey indicate an increase in the poverty rate of 7.5%, compared to 2005. The increase in rural areas was also unexpectedly high, reaching 8.5%. This reflects long-term neglect of rural development and agriculture, possibly compounded by climate change. Around 70% of the population lives in rural areas.

Budget cuts have affected all social sectors. The national Health budget decreased from previous years to a mere US\$2.9 per capita (down from US\$5 in 2009). The vaccination coverage for measles has steadily declined from 2007 levels (81%) to 64% in 2010 and is the third lowest in the region, before South Africa and Somalia. In contrast, DPT3 immunisation levels remained rather stable at 78%. However, because of the decreased operational budget, health centres have difficulties in maintaining the cold chain, due to the inability to pay for petrol to run the refrigerators. Aid agencies are struggling to fill the gaps in the health system, including support for vaccination campaigns, health centres and centres specialised in the treatment of malnutrition. According to the 2008/09 DHS, the maternal mortality rate increased from 469/100,000 live births in 2004 to 498/100,000 live births in 2009. Nine women die every day in childbirth or from pregnancy-related causes.

In the education sector, development partners saw their year-long capacity building investments at the central and district level administrations annulled, as key personnel changed. When schools do not receive government funds or do so too late, they assign the costs to parents, increasing the hidden cost of accessing public services. This trend, reported since the onset of the crisis, has impacted households' ability to continue using education services. Furthermore, a 10% increase of migration from private to public was registered in 2010, and school enrolment for adolescents has declined.

The water and sanitation sector continues to struggle with structural governance issues. The recently created Ministry of Water faces severe absorption capacity gaps. Only 2% of Madagascar's 10 million children have access to safe sanitation facilities; 49% of children do not use sanitation facilities at all. About 59% of all children lack access to safe drinking water. Social protection services are very limited in scale, only few NGOs work in the area of child protection. Drought has affected the south for the third consecutive year: many areas saw either a partial or complete failure of the harvest. In previous years, delayed humanitarian interventions resulted in a 15% level of severe malnutrition in children. Timely response and additional fundraising is a priority for 2011, to avoid the risk that severe malnutrition will affect more of the 250,000 children living in the south of the country.

#### References:

- (i) Demographic and Health Survey report 2008/09, April 2010 (UNICEF contributed US\$400,000).
- (ii) "Vers un agenda de relance économique", June 2010, World Bank Policy Notes.
- (iii) "The Urban Challenge" World Bank study.
- (iv) "Report on the health status of children and mothers in Madagascar and Benin on key indicators of the MDGs", Institut de Recherche pour le Développement.

## **3 CP ANALYSIS & RESULT**

### **3.1 CP Analysis**

#### **3.1.1 CP Overview**

With the on-going political crisis, the CO focused on responding to issues of disparity and vulnerability. Recommendations from the 2009 MTR were implemented throughout 2010. Programmes focused on strengthening advocacy, service delivery and community-based activities through expanded partnerships with youth, civil society and NGOs, while maintaining capacity-building activities, especially at decentralised governance levels. As a major advocacy tool, the CO developed three newsletters detailing changes in the situation of women and children during the political crisis, which were shared widely with partners.

In the Health sector, the first joint review in two years, conducted in December 2010, enabled adjustments in priority-setting for sectoral health plans. Concerns remain about the overall decreased budget allocation to the health sector and the deteriorating situation of community-based health centres, which lack essential drugs, medicines and equipment, including basic life-saving items for treatment of diarrhoea, acute respiratory infections, malaria and severe malnutrition. The HIV/AIDS National Strategic Plan was revised, with the development of an advocacy kit including key indicators on the situation of youth. UNICEF worked with the World Bank to develop a WASH strategy for

urban areas. Another partnership was developed with the Municipal Hygiene office, the national parastatal water company and local and regional NGOs to improve WASH service delivery in urban areas. The limited resources available to NGOs represent a constraint to respond to WASH needs in rural areas.

In the education sector, agreement between the MNE and local partners on the continuation of the EFA plan was re-established. This led to the Fast Track Initiative (FTI) Catalytic Fund retaining the remaining US\$49 million allocation for Madagascar for 2010-2012 and transferring US\$22 million to UNICEF for the 2010/2011 school year. The FTI funds disbursed to UNICEF enable the implementation of key activities to minimise the impact of reduced school-level resources.

In the Governance for Child Protection sector, child protection mechanisms were strongly affected by the crisis. UNICEF continued to build up strategic partnerships with community-based organisations to fill the gap created by the breakdown in public services and tackle child protection issues in communities.

### **3.1.2 Programme Strategy**

#### **3.1.2.1 Capacity Development**

The on-going political crisis enabled the CO to work closely with NGO partners, government partners at decentralised levels. In 2010, 36 PCAs were signed with 24 NGOs, for a total value of US\$8,535,647. As NGO collaboration was also identified as one of the emerging risk areas, attention was paid to mitigating risks; under HACT, 67 partners (53 governmental, 14 NGOs) were micro-assessed in 2010 and PCAs were accompanied by follow-up of micro-assessment recommendations as well as institution-building. An overall insurance plan for the CO was developed and shared with the UNCT HACT Committee.

Partners' institutional capacities were strengthened. WASH built the capacity of 20 NGOs in WASH techniques, RBM, HACT and HRAP. Collaboration by HIV/AIDS/Youth programme with a NGO partner, which received over one-third of the section's budget for life skills education, resulted in two of the NGO staff being recognised as national life skills trainers. Capacity building for decentralised education authorities through the Local Catalytic Fund strategy developed by the MoE was continued. The Construction Unit used community-based approaches for construction of child-/eco-friendly schools in 36% of the schools constructed this year. The school success contract (CPRS) approach targeted 3,210 schools in six regions to encourage participation of relevant community, district and regional actors in achieving Education for All objectives. Regional technical assistants (ATRs) in Health and Education continued building capacity among sub-national technical government service providers and stakeholders in planning, M&E and financial procedures in eight of 22 regions. regional technical assistants

Under the C4D strategy for Accelerated Child Survival Development and Protection (ACSDP) the Office worked to strengthen behaviour change communication (BCC) skills to increase the capacity of children, adolescents and women to understand and claim their rights. For Mother and Child Health Weeks (MCHW), the Office used two new approaches: a MCHW/WASH radio network was developed with 163 FM community stations, the largest collaborative radio network within all of UNICEF. This network widely disseminated messages in the areas of ECD, facts for life, and WASH. In seven high-risk districts, 208 community health workers and 1,491 community workers were trained in BCC skills for the first time.

#### **3.1.2.2 Effective Advocacy**

The CO aimed to streamline advocacy objectives and evidence-based key messages, focusing on the main challenges facing children as a result of the current political crisis and socioeconomic difficulties. Several concept notes highlighting Madagascar as a

fragile state were shared with RO/HQ and partners, including the EU Commissioner for development. The CO produced three newsletters detailing the evolution of the situation for women, children and youth in Madagascar, which were shared widely with partners.

Partnerships with private sector counterparts were developed and form a growing part of the CO advocacy campaign. This year new media was effectively combined with traditional mass media for international media mobilisation and outreach. A CO website and social media platforms were established. Data from a rapid assessment of urban poverty trends and other studies were used to reinforce high-impact advocacy on the situation for women, children and youth in Madagascar.

In Education, a gender campaign was launched in 2010 to reduce drop-out rates among girls. Child survival continues to be a top priority for advocacy with donors and other stakeholders, to prevent further erosion of the health system.

Child protection messages have drawn attention to the increased vulnerability of children in Madagascar's current 'fragile state' situation. TV spots in 2010 included promoting broadcast of messages promoting non-violence against children during the World Cup and raising awareness about trafficking of women to work overseas, particularly in Lebanon.

Advocacy messages also focused on improving access to quality services, and promoting the right of young people to be heard on issues that affect them, including protection against abuse, violence and manipulation. Madagascar sent four youth, representing thousands of youth opinions, to the African Youth Summit to raise awareness with decision-makers. During the 'Tour Cycliste de Madagascar' the CO established partnership with Malagasy athlete Rosa Rakotozafy, to launch the Sports for Development Initiative.

The CO hosted eight international media visits and a visit by the Regional Director in 2010.

### **3.1.2.3 Strategic Partnerships**

The CO continued to strategically map, assess and engage new partners at the downstream level, including deconcentrated/ decentralised authorities and NGOs/CSOs to deliver results for an increasingly vulnerable population. Focus was placed on strengthening the capacity of these new partners. Partnerships with global partners, such as Global Fund, GAVI and FTI and the private sector were also enhanced.

The Office has continued to foster a close working relationship with PARMO and PSD to ensure that locally negotiated partnerships conform to guidelines and templates, and are approved in advance. New guidelines for PCAs as per Executive Directive (CF/EXD/2009-011) were also implemented.

Highlights were the FTI second instalment (US\$22 million), backed by Education Partners' Group (co-led by UNICEF and the World Bank) and Norwegian sectoral budget support, being channelled through UNICEF. The group's strong working partnership ensured the FTI allocation for the 2010/2011 school year.

The CO strengthened communication with internationally and locally based donors, ensuring transparency and two-way dialogue at all levels. A long-fostered partnership with the Norwegian Committee for UNICEF resulted in three donor visits in 2010, including a high-level mission with a corporate partner who donated over US\$1 million to the Schools for Africa project (the highest single contribution in the Committee's history).

As per UN Policy Committee guidelines, UNICEF and its UN partners refrained from high-level policy dialogue with the Government, although some technical support was provided for technical reviews in health, education and HIV/AIDS.

UNICEF leads the UNDAF group on education and is vice chair of the UNDAF group on

governance. UNICEF also led the process of leveraging resources for the UN strategic vision. The CO leads the emergency WASH, Education, Protection and Nutrition clusters, as well as the Child Protection sub-cluster, and is a member of the Health cluster. The PCA Committee created an NGO database to map current and potential partners. The Resource Mobilisation and Private Sector Taskforce continued to map potential donors for relevant Country Programme components, with a focus on emerging donors such as China and its commercial sector operating in Madagascar.

#### **3.1.2.4 Knowledge Management**

The IMEP 2010 was designed to help assess the impact of the crisis on increasing vulnerability of Malagasy children. Of 11 surveys and studies completed this year, the Standardized Monitoring and Assessment of Relief and Transition (SMART) Survey focused on the nutritional crisis in south, and the UN Multi-Cluster Rapid Assessment Mechanism (McRAM) Urban (Antananarivo and Toliara) – Round 1 assessed trends in urban poverty since the onset of the political crisis. The results were widely disseminated among partners to encourage re-programming interventions with a sharper focus on the most vulnerable. The CO supported the development of DevInfo with the Ministry of Population and Social Affairs on child protection, and a regional database in Diana to reinforce national data collection capacity.

In an effort to systematise Knowledge Management (KM) in the Country Office, while also engaging the other UN agencies, UNICEF Madagascar spearheaded the design and implementation of an inter-Agency KM Portal known as 'HayZara' ('share knowledge'). With the support and oversight of the UNCT, UNICEF facilitated a participatory design and development process through which the HayZara Portal was conceived. The portal has three components: (i) a Knowledge Bank to facilitate access to studies, programming documents, and other key publications of the agencies and other partners, including the University of Antananarivo; (ii) Exchange Platforms to facilitate sustained dialogue amongst technical working groups and promote public engagement through virtual discussion fora; and (iii) Mapping, Visualization, and Tracking Tools to facilitate inter-agency coordination, tracking of project implementation, and identification of response to needs across key programming areas. HayZara was presented at the inter-agency Knowledge Fair on "UN Effectiveness in Knowledge Sharing" at the UN Staff College in Turin, Italy in November, where the portal was credited for its innovative approach to inter-agency programming at the country level.

#### **3.1.2.5 C4D Communication for Development**

C4D supports the creation of demand for services within programme sections and in collaboration with NGOs/CSO and mass media, to promote better self-care at the family and individual levels.

The most challenging C4D area is health. C4D capacity support is critical during campaigns such as MCHW (April and October 2010). An evidence based advocacy campaign to donors increased support for the increasingly vulnerable sectors of society - children, women, youth and the increasing poor both urban and rural. New efforts were undertaken this year to build C4D capacity amongst the para-professional cadre in the Ministry of Health system.

The use of FM radio and listening groups for both messaging and community dialogue across all programme sectors was important. In education, radio listening group activities with carefully targeted upstream advocacy communication and partnership building achieved keeping the education reform initiative on track - despite previous political opposition. Complementing radio participation is a network of Youth peer educators with a mandate to pass their knowledge of HIV/AIDS and life skills.

Youth media participation focused on radio, with video and face-to-face communication elements, through the Junior Reporters' Club network. The JRC maintains its own FACEBOOK page, and has 300 youth members trained in basic radio journalism and production skills. The network covers all of Madagascar's 22 regions. Programmes are made by young people, for young people, but evidence also reveals a wide adult

listenership. Uganda-based Straight Talk Foundation conducted a youth radio capacity assessment that will be used to develop a new radio initiative for youth in Madagascar in 2011.

A Rapid SMS assessment was conducted and a new platform for multi-sector use of SMS mobile phone technology was identified. The use of hotlines and SMS to access child protection services is being piloted. A new "Mobile Governance" joint project between UNDP and UNICEF is using SMS and mobile phone technology to poll and educate young people on selected issues. However, some challenges face joint programming: for example, the mobile governance SMS-M4D project with UNDP was delayed for over 20 months due to the political crisis and difficulties in interagency collaboration.

### **3.1.3 Normative Principles**

#### **3.1.3.1 Human Rights Based Approach to Cooperation**

All programmes use a HRBAP approach. The Child Survival Programme addresses disparities by developing community-based approaches and outreach and mobile strategies. In disaster-prone areas, the most vulnerable receive treatment free of charge. Four UNICEF Health ATRs are based in the most vulnerable regions. A Community Management of Acute Malnutrition (CMAM) approach was set up in post-emergency areas to ensure treatment of vulnerable children. WASH assists the most vulnerable households by providing free access to safe water in the capital (through water cards). In Education the focus is on ensuring access to and quality of education for marginalised children – those in remote rural areas, living in poverty, girls in areas where they are at a disadvantage, and excluded children – through the development of inclusive education. The governance programme aims to reinforce decentralised child protection networks to reach the most vulnerable children and their families and to enable child victims of violence to claim their rights and access appropriate care and services. Community-level strategies in seven regions aim to strengthen youth local governance and youth participation including life skills, and focus on most vulnerable out-of-school children and adolescents. Communities are also empowered through the CPRS approach in education, school construction or management of community-led total sanitation (CLTS) initiatives.

Several studies, such as the PCIA, monitor the potential negative impact of the crisis on the most vulnerable children. CO Madagascar organised a training, including HRBAP, for 16 UNICEF staff, and a Change Management workshop for 30 UNICEF professional staff with focus on HRBAP and equity.

The UNCT continued to support the Human Rights-based Approach through UNICEF, UN Habitat, OCHA and UNFPA's joint elaboration of the programme 'Human Security Project for the Prevention of violence and vulnerability reduction for the most vulnerable inhabitants of Antananarivo'. The Madagascar CRC report will be examined by the CRC committee in 2011.

Although planned as part of the UN Strategic Vision (2009), the OHCHR was unable to deploy a UNCT HR adviser, which affected the capacity of the UNCT to raise human rights concerns with Government.

#### **3.1.3.2 Gender Equality and Mainstreaming**

Efforts continued to mainstream gender in programming. IEC support materials targeted men's' active role in ensuring children's health. During community mobilisations, women were encouraged to actively participate, particularly in WASH radio theatre discussion groups. Women's groups were established to promote and ensure their strong involvement in water management. A KAP study will be used to verify/revise the programme approach in these areas.

The Adolescent and Youth Development and HIV/AIDS strategies included promotion of positive female and male stereotypes. Much emphasis was put on shared responsibilities regarding reproductive health issues (for example, frank discussion between partners about STI treatment or unexpected pregnancy, going for HIV testing

together) and active involvement of young men in child-rearing. Baseline data on youth will highlight particular issues/differences related to gender. Strategies are under development on how to ensure the rights of girls who give birth at an early age are not excluded from schools and/or communities.

Collection of disaggregated, gender-based data is underway to permit better understanding of trends related to gender-based violence. Gender-disaggregated data on birth registration will be maintained.

In addition to Child-Friendly Schools and the 'Big Sister' programme, which address the particular needs of both girls and boys, an inclusive education approach through 'exclusion mapping' further improved capacity to take into account gender in problem analysis at the community level and in formulating responses. The girls' post-primary education component continued its support for empowering vulnerable girls by providing incentives (scholarships, dormitories, bicycles) to continue schooling at the junior secondary level and organising communication campaigns to promote female role models. Junior secondary school action plans were improved in terms of process and methodology, to ensure that children's, and especially girls', voices are heard and reflected, and in terms of setting measurable objectives with stakeholders to reduce gender disparities. The work with junior secondary schools enabled an estimated 200 girls who had dropped out of school (including because of pregnancy) to return.

In the CO, 56% of the 105 fixed posts are held by women. Nine of 14 senior staff are female.

### **3.1.3.3 Environmental Sustainability**

Madagascar is affected by climate change and man-made environmental damage. A side-effect of the political crisis is the increased exploitation of the rainforest. The impact on the environment often affects the poorest communities that lack sufficient resources to deal with the effects and become even more vulnerable. There is widespread recognition, for example, that the construction industry has an important role to play in mitigating global warming. The impact on the country's environment through the burning of massive quantities of wood in the firing process to produce clay-fired bricks, the most commonly used building materials, is clear; Madagascar's unique biodiversity is critically threatened by continuing deforestation.

In order to address every Malagasy child's right to a sustainable environment, UNICEF Madagascar is in the process of expanding its eco-friendly pilot school project, building capacity at the Government and civil society levels to deliver schools in which eco-friendly concepts are both taught and exemplified. UNICEF is committed to developing eco-friendly construction materials to build schools. These techniques and materials will help reduce the environmental impact of the school construction plan needed to reach each year's goals.

The CO strongly advocates with all its partners to ensure that eco-friendly solutions are applied in school construction. The overall objective aims at this principle, benefiting not only the children of Madagascar but also, and especially, the environment. Disaster risks are reduced, time and money saved, child safety increased and the environmental costs of deforestation are minimised.

## **3.2 Programme Components**

**Title:** *Education for development and gender equality*

### **Purpose**

In line with MDGs 2 and 3, MAP Commitment 3 and the Madagascar Education for All (EFA) Plan, the Education for Development and Gender Equality programme contributes to UNDAF Outcome 3: to contribute to an 85% primary-school completion rate by 2012. As per the CPD and adjustments made during the mid-term review, the key outputs are: (a) 75% of primary schools in seven vulnerable regions implementing national quality standards and strategies for child-friendly schools; (b) 75% of primary school teachers

in seven vulnerable regions have relevant teaching tools and are able to use child-centred teaching methods; (c) 100 % of schools in 55% of communes have access to child protection networks and/or health services; (d) an established and functional education procurement and logistics system is able to cope with emergencies; (e) 75% increase in the number of girls in post-primary education in five targeted vulnerable districts. Result (f) of the Child Survival programme (at least 75% of families benefit from parental education in priority regions) is also addressed by the Education programme.

The programme is implemented within the broader EFA Plan partnership endorsed in 2008 by technical and financial education partners in Madagascar. Under normal circumstances, the Ministry of National Education (MNE) would be the primary implementing partner. Given present circumstances, however, the MNE remains a technical partner, while funds are transferred either through reimbursements or NGO and other non-governmental partners. The education programme had 16 NGO partners in 2010.

### **Resources Used**

The total approved budget for the programme in 2010 was US\$24,586,920, as per 2010 revised ceiling (US\$1,400,920 RR + US\$23,186,000 ORR) . The actual amount available was US\$27,178,849 (including US\$109,438 Trust Fund for JPO) with the following breakdown:

US\$1,400,920- RR; US\$25,662,478 - ORR; US\$6,013 - ORE; and US\$109,438 Trust Fund for JPO. Of the total funds available, US\$27,172,072 98 (99.98%) were used. The 2010 ORR Ceiling was exceeded by US\$2,476,478 for this programme, mainly due to the FTI Funding.

### **Donors**

The available ORR and ORE funding was contributed by the following donors: Belgian NatCom (US\$190,425); Consolidated Funds from NatComs (US\$441,089); Danish NatCom (US\$138,849); French NatCom (US\$6,013); German NatCom (US\$266,097); Japan (US\$109,438); Japan NatCom (US\$19,766); Madagascar Government construction funds (US\$241,792); Norway (US\$4,971,390); Norway NatCom (US\$832,989); Thematic Funds (US\$ 2,006,198); US Fund (US\$76,955); UK NatCom (US\$483,328) ; and World Bank-FTI (US\$15,993,600).

### **Result Achieved:**

Most significant results include:

- Agreement between MNE and local partners to continue the EFA plan, as a result of which the FTI Catalytic Fund was maintained at the \$49 million allocation for 2010-2012 and \$22 million was transferred to UNICEF for 2010/2011
- 38,585 community teachers received salaries through FTI funds managed by UNICEF (remaining months covered by MNE), ensuring full payment for 2009/2010, enabling over 4 million children to continue schooling
- In the absence of MNE school capitation grants, 10,447 schools with around 2 million children received US\$200 per school (FTI funds)
- Approximately 1,111,600 children (566,100 boys, 545,500 girls) in 20 districts benefited from a new curriculum, including the distribution of 3,677,595 manuals and training of 11,955 teachers
- 2,418 schools with around 360,000 students mobilised to develop school action plans to make schools child-friendly
- 962 lower secondary school teachers were trained to improve teaching practices for over 28,000 students, including 2940 vulnerable girls receiving specific support
- At least 36,800 children (18,600 boys, 18,200 girls) benefited from new/rehabilitated classrooms
- In response to Tropical Storm Hubert, 48 temporary classrooms were provided and 90

classrooms repaired for 10,794 students (5,466 boys, 5,328 girls). Some 328 school-in-a-box kits and 152 recreation kits benefited 26,240 students (13,290 boys, 12,950 girls).

UNICEF retained its lead role in support of EFA. The endorsed 2008 EFA Plan provided a strong basis for collaboration, while the FTI allocation enabled leveraging with the MNE to keep EFA implementation on track. A study of EFA implementation status was carried out. Consultations to adjust the implementation plan resulted in maintaining \$49 million and the release of \$22 million to UNICEF.

An ECD baseline study was completed. Development of teacher training modules for inclusive education started, and support continued to complete the new primary school curriculum.

Within the quality schools and community services component, support was expanded to 34 districts in eight regions. Some 660 new preschool teachers were trained, increasing the number of government-supported preschools. Through the school success contract programme, 2,418 schools developed action plans. 2,922 teachers were trained in active methods for teaching reading and writing skills to first and second grade students.

Notebooks and pens were distributed to 93,300 vulnerable children (47,300 boys, 46,000 girls).

Rehabilitation of 278 schools and construction of 458 classrooms benefited about 36,800 children (18,600 boys, 18,200 girls) in cyclone-affected areas and communities without schools or incomplete cycle primary schools.

In post-primary education for girls, five districts implemented strategies to boost demand for girls' junior secondary education and to improve retention. Girl-friendly school action plans were developed and 2,940 particularly vulnerable girls received support (scholarships, bicycles, dormitory). Over 6,000 adolescents participated in life skill activities. Peace education modules reached 73,956 children and youth (29,582 boys, 44,374 girls).

The political crisis has caused a setback in education. Reduced resources for education led to increased direct costs to parents. Preliminary data shows tendencies of reduced enrolment and increased dropout. As decentralised MNE budgets were reduced, maintaining capacity at decentralised levels became a challenge. UNICEF works with 16 NGOs and decentralised MNE officials to facilitate implementation of key actions, while building wider local partnerships around education. UNICEF distributed school materials to vulnerable students to reduce costs for parents, and FTI funds disbursed to UNICEF further enabled key activities to minimise the impact of reduced resources. Successful fundraising enabled UNICEF to provide considerable support to the sector, beyond the FTI-financed activities. The renewed agreement around the EFA Plan permitted a re-prioritisation of resources and adjustment of strategies, opening the way for bringing progress back on track.

Field presence to support/monitor activities was reinforced, and the number of education field assistants was increased. Overall progress monitoring is usually integrated into bi-annual joint reviews. Since joint reviews could not be organised, the EFA implementation study was carried out, which led to the renewed agreement on the EFA Plan and release of the FTI funds. A study on the impact of the crisis on education was conducted, demonstrating deterioration of education provision. These and other sector-monitoring initiatives enabled UNICEF to advocate with local partners for continued attention to the risks and needs of the education sector.

### **Future Workplan**

In 2011 UNICEF will continue serving as the implementing and supervising entity for FTI. FTI-financed activities fall into two categories: activities to ensure that the primary education sub-sector continues to function, and activities to progress towards the achievement of the education-related MDGs. Sector studies will be identified and conducted in collaboration with partners to inform future policy decisions. In addition,

UNICEF will continue to provide technical support in education reform and in the implementation of the national ECD strategy. UNICEF will also focus on Alternative Basic Education, as well as 'Children and the Environment'. The education EPRP has been updated for the upcoming cyclone season. Downstream and midstream activities will ensure vital support to school- and community-level capacity building.

**Title: *HIV/AIDS prevention and care***

**Purpose**

Despite Madagascar's low HIV/AIDS prevalence rate (less than 1%), the Country Programme includes a significant HIV/AIDS prevention programme –mainly because of high prevalence rates in the sub-Saharan region, high in-country STD rates and high-risk behaviours among youth. This component implements preventive action for adolescents to protect themselves from HIV, along with a more inclusive and holistic approach that seeks to ensure optimal safety and knowledge about life including sexuality, reproduction, participation, youth empowerment and human rights. In the light of low prevalence rates, at the MTR-2009 the decision was taken to also develop a multi- sector approach to adolescent development programming

The Adolescent and Youth Development and HIV/AIDS programme directly contributes to MDG 6, but also has indirect effects on MDGs 3, 4 and 5. This programme translates UNICEF's commitment to support Madagascar in achieving targets set in the 2001 UN General Assembly Special Session on HIV&AIDS (UNGASS) declaration, Commitment 5 of the Madagascar Action Plan, UNDAF strategic results 1; 3 and 5 and the National Strategic Plan on HIV&AIDS (NSP 2007-2012). UNICEF, guided by its human rights and holistic approach supports the government, through its partners to: empower more youth to adopt HIV and IST preventive behaviours; increase their access to youth-friendly prevention services; foster strategic partnerships and leverage additional resources for an effective national response to HIV prevention; improve youth's access to inclusive culturally and gender-sensitive information and life skills education on SRH and rights; foster advocacy through knowledge collection and sharing to mobilise support and leverage funds to address youth concerns.

**Resources Used**

The total approved budget for the programme in 2010 was US\$1,646,980, as per 2010 revised ceiling (US\$646,980 - RR and US\$1,000,000 - ORR). The amount available was US\$782,087, composed of US\$646,980 - RR, and US\$135,107 - ORR only from one Thematic PBA. Of the total funds available, US\$ 770,472 (98.51%) were used (requisition level as of 31 December).

**Results Achieved**

Nine results were planned around two main components in the 2010 annual work plan: (i) Prevention; (ii) Policy, Planning, Institutional framework and M&E. Of the nine planned results, five were fully achieved, three were mostly or partially achieved and one was not achieved. Of the three output results in the CPD in relation to HIV prevention for youth, the review indicates that two results are on track. Due to the political crisis, freezing of aid and erosion of the health system, the result related to "Access to Youth-Friendly Services" was considerably jeopardised. One of the most significant results attained was inter-sectoral coordination and joint monitoring with partners at the central level and in two regions.

The programme was instrumental in analysing and disseminating data on youth to key actors, decision-makers and organisations in Madagascar. An integrated youth plan was developed and monitoring tools drafted. The collection and use of strategic information on youth and adolescent risk and vulnerability helped develop the rationale for investing in this age group.

UNICEF advocated strongly for the inclusion of a youth component in the revised PNS, and initiated UN joint programming on youth. A youth component was included in the 10th round of the Global Fund, to review the national policy on HIV/AIDS screening for adolescents. An advocacy kit on the most disadvantaged young people (in terms of access to education, health, information, and overall development) was produced to improve understanding of the situation of youth in Madagascar.

Youth access to accurate, comprehensive and gender-sensitive information and skills increased in four priority regions where 225,000 young people (60% of girls and 40% boys are extremely vulnerable due to lack of access to services and HCPs). The life skills kit used by partners was improved in collaboration with the ministries of education, health and youth in terms of the contents on peace education, protection of the environment, parenthood, culture and media. The capacity of the national pool of 17 female and 16 male trainers in life skills was reinforced. Three hundred young peer educators (125 girls and 75 boys) were trained in two priority regions. More than 10,000 young people aged 10-to-24 years of age (37% girls and 63% boys) living around the vulnerable mining region of Betsiboka, and 1,000 employees in Tananarive were targeted through a campaigns on HIV/AIDS/STIs and reproductive health. The capacity of the confidential, anonymous HIV/AIDS hotline was strengthened, enabling it to reach 25,000 adolescents (60% girls and 40% boys) in counselling and guidance.

Due both to the national political crisis and funding limitations, the policy environment for young people and youth issues was only partially achieved. Nonetheless, a comprehensive document on "Friendly Youth Services" was developed and awaits validation by technical departments in the health, education and youth ministries.

Through a network of 1,800 young peer educators (972 girls and 828 boys), 3,600 young people aged 10-to-24 years was sensitized on issues of health and development. Implementation of HIV prevention activities among adolescents was limited by weak capacity at both the central and decentralised levels to coordinate existing interventions and plan new ones. Internal UNICEF staff shortages also hindered progress. A 30% reduction in the Ministry of Youth's budget in 2010 considerably reduced capacity to monitor activities, and limited the Ministry's ability to play a leading role in raising youth issues.

Following a substantive literature review an analysis of the situation of youth was produced to guide the development of the national and regional response strategy for 2011. UNICEF also developed a youth database using Devinfo.

UNICEF has worked in partnership and coordination with the SE/CNLS and several technical departments in Youth, Health, and Education Ministries. UNICEF co-chaired the prevention component of the UN Joint Programme on HIV/AIDS, with UNFPA. There is a need to improve overall coordination and effectiveness for achieving national objectives. UNICEF remains an active member of an HIV/AIDS and STD response forum. Three MoU were signed with private enterprises that have a large proportion of young employees to promote positive behaviour in relation to HIV/AIDS and STIs.

### **Future Workplan**

The future workplan includes: development of a UN Joint Programme on youth; implementation of the monitoring and evaluation framework of the youth action plan; further development of the national youth-friendly spaces policy; fostering coordination mechanisms at all levels and capacity building of national institutions and key partners In regard to advocacy and KM: plans include development of a youth advocacy strategy; support for research and use of data for mainstreaming HIV and adolescent issues (KAP study on adolescent pregnancies, dissemination of the synthetic report on youth, maintenance of youth data base. Finally, the component will seek to model innovative approaches for HIV Prevention and Youth development through of a kit of interventions for the most disadvantaged youth in most vulnerable districts (to improve access to information, skills, services, youth participation and empowerment).

## **Title: Governance for child protection**

### **Purpose**

In line with MDGs 1, 3, 5 and 6 and section 6 of the Millennium Declaration, as well as MAP commitments 1 and 8 and UNDAF Outcome 1, the Governance for Child Protection programme aims to help develop an enabling environment for increased realisation of child rights, including protection against all forms of discrimination, abuse, violence and exploitation. As per the CPD, the key outputs are: (a) adequate knowledge about the situation of child labour and child abuse, and related policy and legislation developed; (b) 75% reduction in the number of children in pre-trial detention; (c) 75% of communes have social protection networks active in preventing violence against children and protecting victims, and able to prevent and deal with emergency situations; (d) 95% of children of all ages have birth registration documents.

### **Resources Used**

The total approved budget for the programme in 2010 was US\$2,300,000, as per 2010 revised ceiling (US\$950,000 - RR and US\$1,350,000 - ORR). The actual amount available was US\$1,890,377, comprising US\$950,000 in RR, US\$634,937 in ORR and US\$305,440 in ORE.

#### Donors

ORR and ORE funding was contributed by: French Natcom US\$311,285; Catalytic Fund of SE/CNLS (US\$34,276); SIDA-Sweden (US\$305,440); and Thematic Fund (US\$289,376).

Of the total funds available, US\$1,889,743 (i.e. 99.97%) had been used as of 31st December 2010.

### **Result Achieved**

Of 13 planned results in the 2010 Annual Work Plan, two were achieved (15%), ten partially achieved (77%) and one not implemented (8%). The most significant results achieved include:

- 1) Establishment of a child protection data base at central level
- 2) Development of family preservation and community-based care alternatives strategy
- 3) Training of key child protection partners: 69 judges, 80 professionals from the media and CSOs on how to communicate on child protection
- 4) Child protection networks reinforced in 56 districts
- 5) 5,624 children in 42 districts, mainly from rural areas (of whom 165 were girls victim of rape, early pregnancy, prostitution, sexual abuse, early marriage), referred through CPN for appropriate care and services
- 6) 519 social workers trained in psychosocial support to child victims of abuse and neglect
- 7) Unit providing integrated services (health, psychosocial, legal) to child victims of sexual violence established in a hospital in Antananarivo
- 8) Protection working group established within BNGRC
- 9) Systematic birth registration undertaken in 701 communes for newborns, while 250,000 children, mainly from rural areas, received retroactive birth certificates.

*Specific results achieved in 2010 include:*

- Legislative and policy framework: alternative measures to detention and community-based diversion mechanisms identified through consultation process of 147 adolescents (74 girls) in four regions  
A National Plan of Action promoting family preservation, community based care

and minimum standard in institutions developed and efforts strengthened to prevent illegal inter country adoption.

- Child protection networks strengthened in 56 districts: standardised procedures and data collection tools developed, monitoring and reporting reinforced, partnerships broadened to include CSOs and CBOs. UNICEF pursued its interventions in all child protection areas, using the CPN as an entry point.
- A unit comprised of police officers and social and health workers established in a Hospital in Antananarivo to provide an integrated package of services to child victim of sexual violence. Some 476 rape cases of girl children were reported, including 74 cases for girls under the age of 10 years and 367 for girls 10-to-18 years.
- Family tracing mechanisms established in Antananarivo, in collaboration with the police, social workers and community representatives reported 878 missing children (437 girls) and reunified 347 children.
- Systematic birth registration undertaken in 701 communes for newborns; 250,000 children, mainly from rural areas, received a retroactive birth certificate.

### **Constraints, lessons learned**

Strategic partnerships with community-based organisations played an important role in preventing and protecting children from abuse and exploitation, including harmful traditional practices.

The loss of jobs exacerbated poverty within most households, leading to increased instances of exploitative child labour.

Institutionalisation of children remains the main strategy for child victims of abuse within their families.

Child protection cases remain under-reported due to social conventions, lack of awareness about existing referral systems and impunity.

### **Monitoring, study and evaluation methods**

Documentation of individual cases and child protection networks performance started. A study on twins was being edited at end-year for publication in 2011. Studies on the adoption law and abandoned children were conducted, and a national strategy on family preservation was drafted.

### **Partnerships and interagency collaboration**

Major implementing partners are NGOs/CSOs; Ecole de Magistratures and technical departments in several ministries (MOPAS, MINJUST, MININTER). UNICEF leads both the Protection Cluster and the Child Protection sub-cluster and is member of the UNDAF Governance Working Group.

Partnerships with the private sector were established to address sexual exploitation and support a free helpline service to report cases of abuse and violence against women and children.

Interagency collaboration was strengthened through joint programming efforts on human security, migrant workers and human rights monitoring.

### **Future Workplan**

The programme will focus on: 1) developing community-based diversion mechanisms and ensuring strengthened collaboration among social workers, police, prosecutors and judges; 2) reinforcing monitoring and reporting mechanism and the database to generate regular reliable reports on child protections issues in Madagascar; 3) reinforcing community-based intervention through CPN; 4) participatory, in-depth analysis of children in mining communities to ensure their equitable enjoyment of rights;

5) developing targeted interventions to reach most at-risk children; 6) reinforcing emergency preparation and response to natural disasters and political crisis.

**Title: *Policy, communication and partnerships***

**Purpose:**

The Communication, Advocacy and Partnerships for Children and Women's Rights component includes Communication, Media and External Relations (MRE); Corporate Engagement (CSR); and Communication for Development (C4D) subcomponents. The MRE subcomponent aims to increase the engagement and capacity of national media, decision-makers and other opinion leaders to promote children's and women's rights and increase the leveraging of resources for the Country Programme. UNICEF Madagascar's corporate strategy was implemented in 2010, mainly to mobilise resources to leverage results for children and establish a stronger corporate culture to develop and promote child-friendly CSR agendas.

The C4D subcomponent addresses four aspects of C4D within the African Accelerated Child Survival, Development and Protection (ACSD-P) initiative: 1) Strengthened individual and community knowledge, attitudes and skills for better care, development and protection; 2) Increased demand for effective social services; 3) Enhanced capacity of youth and other disadvantaged groups to participate in the local and national development dialogue for Madagascar; 4) an overall capacity building framework covering the three first points.

The CO operates a "one comms" approach, combining under one annual work plan activities for C4D and public media communication and external relations. The work is organised around four shared work areas – partnerships and advocacy, youth communication, social and community mobilisation and radio for behaviour change communication.

The Social Policy programme focussed its efforts on monitoring and analysing the situation of children in Madagascar in relation to vulnerability and the impact of the political crisis. It also encouraged a review of development aid to Madagascar among foreign stakeholders in light of the crisis.

The Planning and Monitoring (PM) component supports sub-regional, national, decentralised and sectoral efforts to collect, analyse and utilise social-sector data in programme planning. This component also provides technical support in planning and monitoring to the other programme sections, including capacity development of civil society partners.

**Resources Used**

The total approved budget for the programme in 2010 was US\$3,904,580, as per the revised ceiling (US\$2,954,580 in RR and US\$950,000 in ORR). The actual amount available was US\$3,140,265, with the following breakdown: US\$ 2,954,580 – RR; US\$185,685 - ORR. Of the total funds available, US\$ 3,074,953 (i.e. 97.92%) had been used by 31st December 2010.

**Donors**

The available funding was contributed by the following donors: France (US\$21,113); Madagascar/African Development Bank (US\$76,792); Norway (US\$83,595); US Fund (US\$1,300) and Thematic Funds (US\$2,885).

**Results Achieved**

UNICEF Madagascar has become a primary source of information for national and international partners on trends in vulnerability and the situation of child poverty. Evidence-based advocacy is a key strategy, for example, as demonstrated by the

dissemination of three newsletters detailing the evolution of the situation of women and children in the current political context to a wide audience of donors, partners and other stakeholders.

The capacity of national media to report on child rights violations, share good examples and encourage stakeholders to take on their duties was strengthened through training of 33 journalists. These journalists have the potential to put child protection on the national agenda, and to establish models for quality reporting and mobilise stakeholders at various levels. The 2010 training was a continuation of UNICEF's participation with other agencies in training 100 journalists in 2008 in human rights, and work with UNDP and OHCHR in 2009 on social cohesion training - a response to allegations that the media played a role in encouraging violence in 2009.

In 2010 UNICEF's annual media competition on child rights was held, inviting journalists to work on the theme 'excluded & invisible'. Visits with national media to UNICEF projects or areas where children face a certain type of challenge have been successful in Madagascar.

The CO accelerated the creation of its Country Programme website and social media platforms and hosted eight international media visits highlighting the deteriorating situation of basic social services and the impact of the political crisis on women, children and youth. In addition, several new social media platforms were established. The number of UNICEF Madagascar Facebook fans rose rapidly to more than 2,600.

The CO has been working with remote reading centres in 10 regions to disseminate the exhibition of photos from the 2009 'Eye See' photo workshops held in Antananarivo and the southwest, reaching around 10,000 youths. The national tour of the film 'Dzamomalaza and the Blue Sapphire' also reached thousands of young people across Madagascar. The strong interest displayed strengthens the idea of using large-scale outreach campaigns to support youth and children in "knowing your rights".

A corporate engagement toolkit was developed as UNICEF's proposal to the private sector, giving key data on child deprivation and guidance and ideas on CSR/CSI initiatives to improve workplace policies and encourage joint development of community outreach programmes. UNICEF led business meetings with 50 companies. One-to-one meetings were also held, and a meeting attended by 25 corporate people was organised in association with the Franco-Malagasy Chamber of commerce.

With the decline of basic social services, including the wide-scale replacement of personnel, the need to re-establish partnerships for C4D, especially at the sub-national level, has become urgent. A new C4D partnership among nurses and mid-wives was initiated through engagement with Madagascar's six paramedic training institutes.

The CO renewed the appointment of its two national youth goodwill ambassadors – one ambassador is a successful young woman student and scholar and the other a male music celebrity. Both were selected as positive and attractive role models. A new national sports advocate was appointed – a young female national athletic champion.

In Diana Region, five DevInfo databases were developed, including one for primary school mapping in the education sector. Additional technical support included a youth database for HIV/AIDS and Youth and a child protection database with Governance.

### **Future Workplan**

In line with the advocacy strategy, in 2011 the erosion of basic social services, including social budgeting for children in line with the development aid agenda, will be highlighted through a national advocacy campaign focussing on the most vulnerable areas and based on the concept of equity. The CO will continue to increase UNICEF Madagascar's visibility online and promote child rights through online platforms.

In 2011 increased efforts will be made to support the decentralisation process. An anthropological study of values and behaviour choices of the population in the South will inform a joint UN programme on the South. Further analysis of trends in poverty and vulnerability will be carried out. A collaborative review of the social protection sector is planned with the World Bank.

**Title: *Cross-sectoral costs*****Purpose**

This component aims to facilitate the implementation of other programme component results in the Country Programme.

**Resources Used**

The total available amount for cross-sectoral component was US\$1,520,118, of which US\$1,515,070 had been spent as of 31st December(99.67%). This represents 3.26% of the 2010 Madagascar CO Budget, or 3.5% of the yearly expenditure.

**Results Achieved**

In 2010, the cross-sectoral component of the Country Programme was crucial in providing efficient support to all programme sections. Together with Programme and Operations sections, it played a key role in the internal audit which took place in June/July. The CO received a 'satisfactory' audit rating in governance and programme management and a rating of 'partially satisfactory' in operations support.

In the framework of HACT, 67 micro-assessments were undertaken; and DCT over nine months were reduced to less than US\$100,000, and below 5% in the second half of the year. Support from the Operations section was particularly important in these areas. With the on-going political crisis, 2010 saw a greater focus on partnerships with NGOs/CSOs and government institutions at regional levels. This requires further capacity building and enhanced risk management. The Business Continuity Plan was updated in 2010 and the CO's Enterprise Risk Management was reinforced, with support from the RO ERM focal point.

The cross-sectoral component contributed US\$20,000 to start up the zonal office in South and ensure coverage by one operations staff member (on rotation) to strengthen administrative functions until a zonal operations officer is recruited.

**Future Workplan**

In 2011 the CO will continue to streamline work processes in the spirit of cost control, as per Executive Director's message on 22 December 2010, to keep support costs to a minimum while ensuring efficient and effective support of programme implementation. UNICEF will focus on reaching the most vulnerable and marginalised through its field operations and regional technical assistants. Risk management, including updates of the ERM, BCP and EPRP, will also be carried out.

**Title: *Maternal and child survival and development*****Purpose:**

In line with MDGs 1, 4, 5, 6 and 7, MAP commitments 2 and 5 and UNDAF outcomes 4 and 5, the Maternal Child Survival and Development programme aims to contribute to the achievement of three CPD key programmatic outcomes: reduce neonatal mortality rate by 30%, reduce U5MR by 30% and reduce MMR by at least 25%. These results are to be achieved through implementation of the Accelerated Child Survival and Development Strategy, and are reflected in four sub-components: (i) policy development in health, nutrition, and water and sanitation, with government and partners' commitment to Sector Wide Approach (SWAp); (ii) improving nutritional standards; (iii) water and sanitation; (iv) quality service delivery for children and pregnant women, focusing on implementation of "Plus" packages (Extended Programme of Immunisation - EPI, Integrated Management of Child Illnesses - IMCI, Antenatal Care -ANC) and

improved family- and community-based care. This sub-component also includes PMTCT and paediatric care, in line with recommendations from the MTR 2009.

### **Resources Used**

The total approved budget for the programme in 2010 was US\$24,042,500, as per 2010 revised ceiling (US\$4,828,500 - RR and US\$19,214,000 - ORR). The actual amount available was US\$11,942,778, with the following breakdown: US\$ 5,327,144 in RR; US\$ 4,901,340 in ORR (including US\$279,585 RR for ORR); US\$1,598,967 in ORE and US\$115,326 Trust Fund. Of the total funds available, US\$11,887,057 (i.e. 99.53 %) had been used by 31st December 2010.

### **Donors**

ORR and ORE funding was contributed by: Australia (US\$78,614); Canada/CIDA (US\$886,610); Consolidated Funds from NatComs US\$1,420; ECHO (US\$220,725); France (US\$809,606); French NatCom (US\$504,643); GAVI (US\$99); Japan NatCom (US\$152,868); Catalytic Fund of SE/CNLS (US\$65,759); Netherlands NatCom (US\$347,072); Norway (US\$176,154), Spain (US\$357,907); Thematic Funds (US\$485,397); UK-DFID (US\$844,569); UK NatCom (US\$257,230); US Fund (US\$813,281); USA (US\$238,496).

### **Results Achieved**

#### *Upstream results:*

- Updated communication/social mobilisation strategy for nutrition
- WASH norms, standards and school guidelines
- Country Assessment of essential commodities in health with UNFPA
- Technical assistance for GF Round 10 proposal (HIV/RSS)
- UNICEF-designated NSA sub-recipient: US\$6,878,749 for 2 years
- Bi-annual Mother and Child Health Week (MCHW), second round with measles.

#### *Nutrition results:*

- Some 32,500 pregnant women supplemented with iron folate in 88 municipalities presenting the lowest attendance rates for ante-natal consultations
- As in first MCHW, second MCHW reached 3,308,479 children aged 6-to-59 months (95%) and 247,155 lactating women with Vitamin A, and 2,921,440 (96%) of children aged 12-to-59 months and 430,744 pregnant women dewormed
- 7,036 children treated for severe acute malnutrition in 424 basic health centres with 67% discharged, 3,359 (67%) cured, 751 (22%) abandoned and 100 (2%) died; 701 (14%) did not respond to the treatment, and 99 (2%) children were admitted to nutrition stabilisation units.

#### *Access to water, sanitation and hygiene results:*

- Completion of 12 water kiosks for 2398 women and 3002 men in poor urban settlements
- Operationalisation of four water supply maintenance networks in most vulnerable South and East regions
- Promotion of household water treatment and storage
- Expansion of CATS to 349 villages since 2008, including 225 supported by UNICEF, reaching 40,093 men and 32,020 women with 1,789 latrines constructed, 510 of which meet JMP standards
- 3 million children reached through hand-washing with soap campaigns
- Access of 27,247 boy and 24,807 girl students to standardised water and sanitation facilities in 268 primary schools in hard-to-reach areas.

#### **Health results:**

- Purchase of routine vaccines for polio (60%), and for measles and tetanus (100%) to cover annual national needs and cold chain strengthened

- Reaching Every Village approach targeting 28 districts
- Measles vaccination campaign reached 415,792 (93%) children aged 9-to-47 months
- Routine immunisation coverage slightly improved: 75% for DTC/Hepb/Hib3 (74%, 2009) and 70% for measles (71%, 2009)
- 17,738 children under 1 and 82,371 pregnant women receiving mosquito nets with first antenatal care and completed vaccination, in malaria endemic areas
- 2,327 children under five treated against pneumonia, 1,772 against diarrhoea and 2,177 against malaria in 447 c-IMCI sites
- 89,274 pregnant women and 59,227 young people aged 15-to-24 screened on HIV/AIDS
- 32 HIV+ pregnant women and 55 HIV+ young people identified
- 100% of HIV+ children, and almost 70% HIV+ pregnant women, treated.

#### Emergency:

- Stocks for 100,000 people prepositioned
- Responses to nutrition and malaria outbreak in the South and to cyclone with free health care provided to around 76,000 children under five and 19,000 pregnant women, and 20,615 people receiving WASH interventions.

#### **Constraints and lessons learned**

Capacity building at local and NGO levels and expansion of community approaches, especially community-based distribution of Iron Folate Tablets, increased antenatal care attendance rates, early utilisation of health centre services by pregnant women and a higher compliance rate, as well as increased monitoring of open defecation sites, latrines and sanitation access through CLTS monitoring tools.

Inadequate public budgets for health, nutrition and wash; erosion of the health system and dysfunctional health, nutrition and WASH services (low motivation of civil servants and shortage of commodities) all constitute major constraints.

#### **Monitoring, studies and evaluations**

Work in these areas in 2010 included: collaboration for producing the DHS; joint UNFPA, UNICEF, WHO monitoring of impact of the crisis on the health system; joint WFP-UNICEF Comprehensive Food and Nutrition Security and Vulnerability Analysis (CFSVA+N) survey for households' livelihoods; joint Health Sector note with WB, WHO, USAID, UNFPA; joint WB-UNICEF study on WASH in urban areas; study on nutritional status of 1004 children 6-36 months receiving Ready for Use Food in Fianarantsoa, with technical support from CDC.

#### **Partnerships**

Collaboration continued with all levels of Government, UN agencies, Global Fund, Roll Back Malaria, GAVI, ADB, WB, Japanese Government, USAID, GTZ, and local NGOs

Other strategic partnerships included:

- SANTENET2/USAID: special initiative to accelerate reduction of malnutrition in eight "learning municipalities"
- UN Habitat: solid waste collection in urban areas
- WB/FID and the Antananarivo Office of hygiene: WASH in urban areas
- UNAIDS: Joint Programme on HIV/AIDS
- Private sector: JIRAMA on water provision.

#### **Future Workplan**

UNICEF will continue to combine universal and targeted interventions, supporting biannual MCHW, maternal and newborn care, and prevention and treatment of HIV/AIDS

and STIs and emergency preparation, response and DRR. Particular efforts will be needed to strengthen EPI with an equity focus, in particular in light of the introduction of the pneumococcal vaccine approved by GAVI for 2011. NSA for malaria will allow for the scaling-up of c-IMCI in six deprived regions and be used as a model for national scaling-up. Strategic partnership with SANTENET2/USAID on the integrated package of evidence-based interventions will be scaled-up through its network of community-based workers, covering about 50% of all communes.

Nutrition interventions will be scaled-up to ensure efficient integration with IMCI in communities and improved nutrition surveillance.

UNICEF will continue to focus on increasing access to water and sanitation in vulnerable urban settlements, in partnership with WB/FID and UNHABITAT. UNICEF will pursue CATS implementation-monitoring in Madagascar, and will continue to produce monthly CATS newsletter. UNICEF will take the lead in defining strategies that look beyond ODF status and expand household water treatment and storage to six additional districts. UNICEF will address WASH in climate change issues and emergency preparation, response and DRR.

Concentrated ACSD support, through the implementation of a high-impact intervention package combining health, nutrition, WASH and procurement, will be provided in the four most-deprived southern regions, as identified by the latest DHS and CFSVA+N surveys.

## **4 OPERATIONS & MANAGEMENT**

### **4.1 Governance & Systems**

#### **4.1.1 Governance Structure**

The office went through an audit exercise conducted in June/July 2010 by the Office of Internal Audit (OIA). The audit covered the areas of governance, programme and operations management. Eleven risks were identified and twelve main recommendations were issued. The CO developed an audit action plan to address the recommendations, which will be closed by end-January 2011. The CO received a 'satisfactory' audit rating in governance and programme management and 'partially satisfactory' in operations.

The Office maintained effective functioning of its 11 standing committees and nine task forces throughout the year to ensure the achievement of key results of the 2010 AMP. Weekly programme and monthly operations meetings were also carried out. The Country Management Team (CMT) held 12 regular meetings and four special meetings to validate decisions regarding specific assignments, such as the revised CPMP validation, audit preparation and audit memo review.

The CMT used 13 main Performance Management Indicators to track progress in the areas of audit, internal control, fundraising, budget monitoring, DCT, human resources, learning, ICT, supply, financial monitoring, donor reporting, administration and IMEP.

In the framework of HACT, 67 micro-assessments were undertaken; and DCT over nine months were reduced to less than US\$100,000, and below 5% in the second half of the year.

To ensure adequate internal controls, the Country Office maintained an updated Table of Authority; four revisions were undertaken during 2010.

Bank reconciliations were prepared on a monthly basis for submission to DFAM. There were no outstanding reconciling items over two months. Un-posted vouchers were cleared within one week and external expenditures downloaded upon receipt. Following the new procedures for DSA advances, all outstanding PAR accounts were fully cleared.

The EPRP was reviewed in 2010, ensuring preparedness for 100,000 persons. The Business Continuity Plan issued in 2009 was updated with the ICT requirements and the critical staff list.

To ensure adequate internal controls, the Country Office maintained an updated Table of Authority; four revisions were undertaken during 2010.

#### **4.1.2 Strategic Risk Management**

In 2010 the Madagascar CO strengthened its capacity for identifying risks and opportunities to ensure that the risks were systematically identified, analysed and managed, through regular CMT, programme and operations meetings, and quarterly, bi-annual and annual review. Specific risk-management measures were taken on a case-by-case for high-risk activities, including, for example, an independent audit of payment of teachers' salaries and school subsidies under the FTI. At least 200 schools were visited for spot checks.

Prior to the Internal Audit in June 2010, a panel comprising a cross-section of staff from Programme and Operations sections carried out an exercise to identify potential risks faced by the CO in Madagascar. The list was shared with the auditors; as an outcome of the 'satisfactory-rated' audit, the list of recommendations took the risks identified into account. Subsequently the CO has been working on minimising these risks by establishing a range of systems and procedures/rules.

In 2010, under the ERM (Enterprise Risk Management) approach, a training facilitated by the RO ERM Focal Point was carried out with over 40 staff in the CO. Following the training, the CO established its Risk and Control Library and finalised the Risk and Control Self-Assessment Report, which was shared with the RO and NYHQ. The EPRP for Madagascar was updated in 2010 to ensure a standing minimum level of readiness for emergency and crisis risks for 100,000 persons. In addition each programme component comprised preparation and response to emergencies.

Office committees, including the Emergency Task Force, the Oversight Committee for Transition and the Crisis Committee, met as and when necessary to ensure that the CO was able to respond in a timely manner to changes in internal and external operating environments.

#### **4.1.3 Evaluation**

As the CP of Madagascar moves into its fifth year in 2012, with an extension for 2013 likely, key programme evaluations will be identified at the beginning of 2011 that will inform the country programme planning process for 2014 onwards.

The IMEP included in the AMP is reviewed on a quarterly basis. Results of studies are shared at mid-year and annual reviews. The office carried out a strategic evaluation in 2010 to analyse the impact and relevance of six technical staff (Assistants Techniques Regionaux) deployed in the regions to support sub-national planning activities related to health and education. The purpose of the evaluation was to assess the relevance of ATRs in the current context and how effective their support had been. Final results and recommendations were not available by end-2010. Another evaluation targeted the effectiveness of the girl-to-girl mentorship strategy to reach more vulnerable girls in primary education. Results of this evaluation will help fine tune the girl-to-girl strategy in 2011.

#### **4.1.4 Information Technology and Communication**

Country Office ICT resources were maintained in accordance with UNICEF standards and policies. The ICT Annual Work Plan was aligned with the ITSSD global roll-out plan, UNICEF standards, ICT key-result areas, peer review and audit recommendations. These also included: implementation of a Disaster Recovery and Business Continuity Plan (BCP) and a decrease in telephone charges in 2009 and 2010. To be compliant with the future new systems, the CO already replaced 100% of all users' equipment.

In terms of infrastructure, most business applications ran without major incident during the year, and improvement was noted in parallel critical systems.

ProMs 9.1 was successfully rolled out and training in new business processes completed to enhance use of ProMs with the new Programme design.

Bandwidth upgrades were implemented for both VSAT (EMC) and ISP connectivity, in light of the migration to Microsoft Exchange Enterprise Messaging System, One-VISION ERP and improvement of Internet and Intranet speed. The ISP is now upgraded to 4 Mbps (2Mbps up/2 Mbps down CIR).

The Business Continuity site is installed with wireless connectivity from the UN house shared with UNDP.

Citrix is released and training completed for all critical staff, including the Zone office, to effectively use applications. Citrix is also used in BCP testing for critical staff to work remotely.

MOSS 100% implemented: HF Base radios were installed in the Zone Office and the CO. All vehicles are equipped with HF Radio. The Zone Office is fully functional, with an iDirect connected to a wireless network for local users.

As part of the One UN Project, the Country Office is connected to the Cisco IP Telephony used by all UN agencies. The system is technically well designed: there are no electrical problems. The other UN project related to common VHF system is now well designed and the UN ICT is working together, under the lead of UNICEF and WFP.

## **4.2 Fin Res & Stewardship**

### **4.2.1 Fund-raising & Donor Relations**

The excellent standard of donor reports was maintained in 2010: 100% of donor reports were submitted on time, and Madagascar remains the highest rated Country Office in terms of quality of donor reports, as per the latest ESARO Donor Reports Quality Assurance Assessment.

A total of US\$35.3 million of OR was mobilised in 2010 (as of 3rd December 2010), bringing the total amount of OR for the 2008-2011 Country Programme to US\$89 million, equivalent of 84 per cent of the revised OR ceiling of US\$106.1 million. However child survival and HIV Prevention and Youth remain largely unfunded.

Funds mobilised were used optimally. Almost all PBAs expiring during the final reporting period had a minimum utilisation rate of 95%.

Funds are regularly monitored to avoid unnecessary extensions of PBAs. Emphasis is placed on complying with donor conditions and full expenditure of funds before PBA expiry. A management report is generated and shared in the monthly CMT meeting and weekly Heads of Section meeting, detailing utilisation rates for PBAs, with a focus on those expiring in the following three months. Furthermore, the Budget Officer alerts and follows-up further closer to the PBA expiry date, as necessary.

The Madagascar Country Office continued its strong engagement in resource mobilisation in 2010 with a focus on innovation in addressing the fundraising challenges brought about by the on-going political crisis. The UN Strategic Vision 2010/2011 was costed at around US\$177 million; this was used for fundraising with donors in 2010.

In 2010 strategic funds mobilised included: Round 8 Global Funds for HIV/AIDS and NSA and a second instalment of FTI funds channelled through UNICEF (US\$ 22 million). US\$ 4 million in CERF funding was received at the end of the year to be allocated beginning in 2011. Private sector engagement saw eight new partnerships established, including mining, telecommunication and media companies. Emerging donors were mapped, with a particular focus on China, given its increasing interest in Madagascar

### **4.2.2 Management of Financial and Other Assets**

The overall assessment of the 2010 Audit in the area of Operations was 'partially satisfactory'. The Audit noted several positive practices, such as consistently preparing the bank reconciliation on time, updating its signatory panel and making payments per authorised staff.

The total budget of non-expendable property at the Madagascar CO is \$1,400,000 USD. A physical inventory of NEP, both at the CO and the Zone office, was conducted in the 3rd quarter of 2010.

The Property Survey Board met six times in 2010 and its recommendations were carried out.

The support budget utilisation rate was 100%, the cross-sectoral budget rate was 99% of utilization as of December 15, 2010.

In line with UNICEF change management initiatives, the CO ensured that new processes relating to CRC, Travel/DSA, HR, PCA were in place. In 2010 a total of 10 trainings were conducted to provide guidance on financial rules and regulations for programme and operations staff.

The Administration section continued to ensure efficient and effective functioning of the office administrative operations. The office space of the Annex building was restructured to ensure a more practical utilisation of space. A new warehouse was acquired close to the office, with space of 1750 m<sup>2</sup>. Approximately, 400m<sup>2</sup> will be used for archiving Office documents.

In terms of vehicle management, the office has a total of 28 vehicles of which six are in the newly established zone office in the south of Madagascar. Six vehicles were equipped with a HF radio Mobile station and six with VHF Radio Mobile kit in the 3rd quarter of the year.

#### **4.2.3 Supply**

In 2010, supply covered \$8.3 million, excluding PS and GAVI supply inputs – a 2,5% increase over 2009. Vaccines, medical supplies and therapeutic foods amounted to roughly \$1 million, procured through PS. Installation of \$2.3 worth of solar power systems for the MOE was being finalised at year-end. The growing trend of PS procurement was disrupted by the current donor embargo against the Government.

The CO maintains 27 LTAs for the procurement of supplies and in-country logistics and five LTAs for UN agencies. 496 POs were issued against 350 PGMs (supply requests) raised in 2010. Offshore and local procurement accounted for 40% and 60% of total procurement.

Logistics remains the most challenging operation due to both poor infrastructure and in-country logistical capacity. The CO maintained 12 LTAs with local trucking companies and standby arrangement for emergency use of helicopters and fixed-wing aircrafts. Some 333 trucks of all types were deployed to transport 1,075 tonnes/2,948 cubic m of supplies, at a cost of US \$274,000.

In 2010 logistics successfully supported CO emergency operations, two nationwide vaccination and measles campaigns and an LLIN campaign. Ten tons of nutrition supplies and equipment for 20 WASH solar pump installations were delivered to the South. Educational supplies worth US\$3.5 million were sent to 20 vulnerable CISCOS. In both 2009 and 2010, support was given to the construction of over 500 classrooms in child-friendly schools.

UNICEF maintains two emergency warehouses where UniTrack is fully functional. Stock reports are provided to programme sections on a weekly basis. The CO maintains \$1.6 million worth of supplies, of which \$1.1million is prepositioned for emergency response as minimum stock level. The UN logistics cluster, led by WFP, was activated and fully functional in 2010.

The on-going political crisis limited UNICEF's capacity building initiatives to the disintegrating health commodities supply systems. A lead essential health commodities project proposal is pending, due to lack of donor financing. In collaboration with Nutrition, Supply engaged in a market-shaping activity to facilitate access of children to RUTF and reduce the cost of warehousing and long delivery lead-time. A local producer was certified as a UNICEF supplier of RUTF by the SD Quality Control Section.

#### **4.3 Human Resource Capacity**

In 2010, a total of 53 staff were recruited: 32 on fixed-term and 21 temporary appointments. A total of 218 SSAs (International and National) were also carried out.

Following the 2009 MTR, the CO had requested additional human resources in support of programme results. Five new posts (2 IP, 1 NOC, 2 GS6) were approved; one IP post was upgraded from L3 to L4.

The HR section carried out recruitment for funded positions. Recruitment activities also included all the vacant new posts (International and National), as well as those vacant due to transfer or separation; and TAs for the new Zone Office. DHR support to select a candidate directly from the NETI programme was useful and time saving.

Staff certified in the new CBI technique assisted recruitment. The recruitment plan was shared on a regular basis with Heads of Sections.

A higher level of completion rate for 2009 PERs was possible through close monitoring, as this was a key Management Performance Indicator assessed by the CMT. E-PAS was a challenge; however 2010 work plan outputs were completed on time.

Recently a session on PERs was conducted by Human Resources to refresh staff and for newcomers. Guidelines on E-PAS were shared with IP staff.

Staff have benefited from various trainings (individuals, including stretch assignments and group activities) through local, regional and global workshops and missions. Five staff (IP and National) from Programme/Operations supported the Haiti CO, each for approximately three months.

#### **4.4 Other Issues**

##### **4.4.1 Management Areas Requiring Improvement**

Cost saving was a challenge in 2010, as the CO pays a contribution of 34.5% of the overall costs of UN common services and premises - the highest contribution amongst all UN agencies. The CO spends nearly US\$500,000 on rent, common services and running costs. Part of this large amount can be attributed to the lack of space at the Common UN House, forcing the CO to lease adjacent premises for its operations sections, which costs an US\$160 000 for rental, security, cleaning and other services .

The CO looked at opportunities to automate many of its daily requests, such as travel requests, IT equipment and User Access requests.

##### **4.4.2 Changes in AMP**

The 2011 Annual Management Plan and Country Programme Management Plan will continue to include actions to address change management, especially the Revised Programme Structure, with the introduction of Management Results in ProMS 9.1, Enterprise Risk Management as follow up of ERM training in November 2010, and the Business Continuity Plan, given the volatile political situation in Madagascar. The management plan for the new Zone Office in Ambovombe will be described in detail in next AMP and CPMP.

## **5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS**

### **5.1 List of Studies, Surveys & Evaluations:**

- 1. Water, Sanitation and Hygiene assessment in urban area in Madagascar*
- 2. Standardised monitoring and assessment of relief and transition (SMART) Survey*
- 3. Pilot study of Result-Based Approach in three regions*
- 4. Studies on the cause of abandon of children and the application of law on adoption*
- 5. Evaluation on the implementation of technical regional staff (ATR)*
- 6. Child Poverty and Disparities in 5 countries in Indian Ocean*
- 7. Patterns, Features and Impacts of rural-urban Migration in Antananarivo, Madagascar*
- 8. Study on the situation of public primary schools and lower secondary schools in the context of crisis in Madagascar*
- 9. Peace and Conflict Impact Assessment (PCIA)*
- 10. Development of Young Children from 0 to 6 year-old and Parental Education in Madagascar*
- 11. Madagascar, FTI Action Plan 2010-2012*
- 12. Evaluation on girl-to-girl mentorship strategy*

13. *UN Multi-Cluster Rapid Assessment Mechanism (MacRAM) Urban (Antananarivo and Toliara) – Round 1*

## **5.2 List of Other Publications**

1. *Mother and Child Health Week (April and October 2010)*
2. *Mother and Child Health Week (April and October 2010)*
3. *Combating chikungunya fever (emergency response)*
4. *Combating chikungunya fever (emergency response)*
5. *Girls' Education (Awareness-raising on Girls' Education)*
6. *Girls' Education (Awareness-raising on Girls' Education)*
7. *Girls' education (Awareness-raising on Girls' Education)*
8. *Children's story books (series of 4 titles)*
9. *School supplies for vulnerable children for the start of the school year*
10. *Youth consultations on Juvenile Justice (first printing)*
11. *Dzaomalaza and the blue sapphire (production of the film and dissemination)*
12. *DHS (Demographic and Health Surveys) 2008/2009*
13. *Vaccination against Measles*
14. *Constructing Child & Eco-Friendly Schools in Madagascar (first printing)*
15. *Children's story books (series of 10 titles)*
16. *Child protection in communities*
17. *Toolkit on child protection (first printing)*
18. *Private Sector Toolkit*
19. *Corporate Social Responsibility in Madagascar*
20. *Children's photographs: cyclones and the political crisis*
21. *Junior Reporters' Clubs*
22. *Birth registration*

## **6. INNOVATION & LESSONS LEARNED**

**Title:** *New Social media and mobile for development (M4D) applications*

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### **Abstract**

New social media is transforming the mass media landscape, threatening the former dominant role of traditional mass and news media in shaping national and global opinion. Country programmes have a responsibility to explore the effective use of this platform for rights advocacy and to ensure an increasing presence and voice in this media for UNICEF and the women, children and youth that it serves. There is a concomitant rise in mobile phone use as a potent channel of two-way communications for behaviour and social change as well as project management. This innovation explores the application of the two platforms in a fragile state programme context of Madagascar.

### **Innovation or Lessons Learned**

#### *New social media*

Given the current political context in Madagascar, the CO accelerated its move to a dedicated website and social media platforms – FACEBOOK, Twitter and Scribd – in order to more vividly and directly tell the emerging story of the Madagascar crisis, since children, youth and women are paying a high price for the national and international standoff. Declining basic social services, deteriorating educational opportunities for youth, a severe outlook for new gainful employment and an increase in exploitative and abusive behaviour toward the young are some of the key 'costs'. The development of web platforms also helped the Office to fine-tune its evidence-base documentation for independent public access and consumption.

*Mobile Phone Platforms – mobiles for development (M4D)*

The CO used mobile phone SMS technology and channels to reach out to young people for message dissemination and thematic polling. It is exploring the integration of Rapid SMS processes as a regular part of programme management and monitoring, with one common software platform for SMS applications that can be customizable for all programme sectors, offering a menu of CPBL functions [C=Collect (core module ), enabling SMS data collection and processing; P=Poll allowing for the creation or import of opinion and other information from SMS recipient groups; B = Broadcast – simplest module – allowing programmes to “broadcast” text messages to groups of contacts for any purpose (currently used for event-specific activities such as MCHW) and a proposed multi-platform FFL messages “broadcasting” and “listening” project and “mobile governance” joint SMS M4D youth engagement programme with UNDP and the African Youth Forum AU summit 2010; and L=Listen module manages ad hoc incoming messages that would otherwise be lost]. The CO is now sourcing appropriate international and national technical partners to develop the software platform, and by using international M4D experience, devising effective and relevant texting messages and text data management processes for CPBL functions.

The CO also expanded contacts with traditional communication channels – international, radio, press and BBC, CNN, Al Jazeera and global agencies such as Bloomberg, Reuters and IRIN.

### **Potential Application**

The potential for scale-up for both platforms is enormous – all UNICEF COs benefit from reliable web access, allowing for the creation and use of social media. The ubiquitous presence of the mobile phone in both developed and developing countries and the explosion in software technology for many development-centred purposes, including behaviour change communication and information services, opens a vast new interactive communication horizon.

### **Issue/Background**

The international community is unaware of the deepening effect of the crisis on UNICEF's mandated populations, so UNICEF needs to explore innovative means to supplement the traditional advocacy media channels. With the significant growth of mobile phone - 5 million mobile phone users in Madagascar - they represent a powerful interactive communication potential that can be explored to accelerate better access to high-quality self-care information and to strengthen programme and project remote monitoring capabilities.

### **Strategy and Implementation**

*New social media* –Strategies focused on establishing a FACEBOOK platform and a SCRIBD document sharing account. A CO website was launched. The FACEBOOK site initially launched information on eco-friendly schools, linked to current global interest in responses to climate change and Madagascar's status as an environmental “hotspot”. FACEBOOK and SCRIBD also highlighted the negative effects of political violence on Madagascar youth.

*M4D* - The CO assessed UNICEF's innovative experiences in Rapid SMS and M4D technology. A "new protocol" which is an evolution of the original Rapid SMS facility, was developed to have one common software platform for SMS applications that can be customizable for all programme sectors, enabling SMS data collection and processing and allowing for the creation or import of opinion and other information from SMS recipient groups. Programmes can broadcast text messages to groups of contacts for any purpose, providing a dedicated channel for receiving spontaneous messages from the public.

### **Progress and Results**

The CO website was officially launched in November with 12,675 hits in the following month, averaging 399 hits a day. Pages from the website appear frequently in Google Alerts for "UNICEF Madagascar". Just under 3,000 'reads' of 18 documents uploaded on SCRIBD were recorded. Facebook reached 2,574 fans who show high levels of engagement with the content posted. There is an above-average level of feedback on posts. Currently there are 34 TWITTER followers and the number is growing.

The CPBL framework provided the Office with a conceptual and working framework for its intended M4D. Rapid SMS initiatives were applied for event-specific activities, such as MCHW and multi-platform FFL project, a youth engagement programme with UNDP and the African Youth Forum. .

The use of M4D and Rapid SMS technology demonstrated its potentially effective role in the Country Programme. However, the development of a flexible, customizable CPBL platform will take dedicated expertise and staff resources. These results validate UNICEF's innovation unit findings of past Rapid SMS monitoring application pilots.

This initiative has helped to build strong relationships with Madagascar mobile phone carriers, as part of the framework for engaging the private sector in improving corporate social responsibility in Madagascar.

### **Next Steps**

For social media channel development, the CO will look more closely in 2011 at the integration of office platforms, expand to video-sharing and explore linkages with other parts of the UNICEF social media system. It will also institutionalise three monthly online "customer survey" processes to help to continuously fine-tune the platforms drawing power.

For M4D - M4D Platforms - the CO is now sourcing appropriate international and national technical partners to develop the software platform, and by using international M4D experience, to devise effective and relevant texting messages and text data management processes for CPBL functions for the following programme applications: FFL dissemination, community radio project monitoring and nutrition surveillance and project monitoring.

## **7 SOUTH-SOUTH COOPERATION**

UNICEF Madagascar has established contact with the Straight Talk Foundation in Uganda to develop a similar multimedia youth communication platform. This includes newspaper press, radio and environmental and social/behaviour change (SBC) communication media.

During the 2009 MTR, it was decided to strengthen adolescent- and youth-related programming in Madagascar. In light of the political context and the on-going political crisis, it was recognised that a decentralised approach, through closer work with NGOs/CSOs, was crucial. Straight Talk Foundation has a historical association with UNICEF Kampala and a strong track record in sustained youth communication over 16 years. Partnership between the CO and Straight Talk Foundation in Uganda was also based on opportunities to capitalise on Madagascar's strong oral communication culture. UNICEF's SBC programme relationship with 165 FM community radio stations, as well as the popularity of the UNICEF sponsored national Junior Reporters Club Network, were other important reasons for the partnership.

Straight Talk conducted a youth media assessment and feasibility study and developed a roll-out plan for participatory youth radio, which UNICEF is currently implementing. A new production approach for radio programmes has been disseminated and is being used by the JRC network – the "narrative journalism" approach, using the compelling true life stories of young people to inform, educate, dialogue with and persuade influential others sectors of society.

UNICEF has also identified media-oriented NGOs in Madagascar who are potentially willing to partner with UNICEF and the Straight Talk Foundation.