

1. EXECUTIVE SUMMARY

The year 2010 saw UNICEF Yemen Country Office (YCO) confronting multiple complex emergencies within an already challenging development setting. Conflicts in northern and southern governorates, Man-made and natural disasters resulted in several massive population displacements, which together with an influx of refugees and undocumented migrants, disrupted UNICEF's regular development programme. The emergencies revealed some shortcomings including restricted humanitarian access, and high rates of malnutrition in children under-5 years of age among displaced communities in the north. Although disturbing, these findings served as opportunities for YCO to advocate and ensure necessary remedial measures.

Among the greatest achievements of 2010, is how through UNICEF's advocacy work, the Government of Yemen (GoY) has for the first time recognized malnutrition as a top national priority. The National Nutrition Strategic Plan (2011-2015) commits the government to a comprehensive, multi-sectoral response. Consequently, with UNICEF assistance, TFCs were operational in all 21 governorates and OTP centres were operational in all 333 districts by December 2010, reaching approximately 11 percent of estimated SAM cases in Yemen. Although an impressive achievement, addressing the underlying causes of malnutrition remains a key challenge.

The year 2010 also saw the graduation of Yemen from a low-income country to a middle-income country, according to the World Bank (WB). In Yemen, where 47 percent of people live on less than \$2 a day, such rankings obscure the myriad ways in which wealth gains fail to reach the most disadvantaged.

Due to depleting oil reserves, Yemen currently is undergoing a difficult transition to diversify from a petroleum-dominated economy. Reductions in fuel subsidies amid the global economic and food crises elevate the importance of well-targeted social protection mechanisms. In 2010, UNICEF initiated partnerships with the IMF and the WB, as well as the Yemeni Social Welfare Fund, to help shape the social policy agenda and ensure that the most marginalized are buffered from such shocks.

For YCO, 2011 will be a bridge to a radically revised country programme in 2012, one that will place the equity agenda front and centre – targeting not simply those who will help us most easily reach MDG targets, but ensuring that in reaching those targets, the impact of disparities is mitigated.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

While global media attention has been almost exclusively focused on the presence of the Al-Qaeda network in Yemen, 2010 presented a more complex series of challenges confronting Yemen highlighted the precarious situation of Yemen's most vulnerable populations especially children.

From the 2009 outbreak of violence in the northern Sa'ada Governorate, until a ceasefire in February 2010, as many as 342,000 Yemenis to become internally displaced, approximately 70 per cent of whom are children and women.¹ Despite the ceasefire, humanitarian access to affected populations remained limited to a 7 km radius around Sa'ada City, resulting in a deepening crisis among displaced communities. Deprivations have hit children hardest: screening for malnutrition in five districts in Sa'ada Governorate revealed that in the worst-affected areas, three out of four children aged 6 to 59 months suffered from global acute malnutrition (GAM).² Problems such as early marriage, child labour and rates of domestic violence also appear to have increased alarmingly among the displaced population.³ Impact of the conflict extended to three neighbouring governorates, where access to basic services has become increasingly limited due to damage to infrastructure and the withdrawal of humanitarian personnel

from areas of fighting. Rising tensions in the southern governorates of Abyan, Al-Dhale and Lhadj, prompted interruptions to health and education services, increasing the vulnerability of children in particular. Against this worrying backdrop, government regulations on the activities of local and international NGOs, introduced in late 2010, threaten to further reduce access to crisis-affected areas, which could result in devastating consequences for the already struggling communities.

While such problems are exacerbated by conflict, their origins lie in the pervasive vulnerabilities among the general Yemeni population, approximately 44 percent of whom are under the age of 14, pose a challenge. Across Yemen, for example, 15 percent of children under five suffer from GAM, while one in three newborns are underweight.⁴ While high, national averages often obscure gaping inequalities between social groups or across regions, inequalities that are directly linked to concentrations of poverty among Yemen's most disadvantaged. A recent WFP survey revealed that approximately one-third of Yemenis are food-insecure, and two-thirds of the food-insecure are concentrated in only five governorates.⁵ Such inequalities hamper achievement of the Millennium Development Goals (MDGs), as evidenced by a 2010 study showing that while the wealthiest 20 percent of Yemenis have already achieved MDG 4 regarding under-five mortality, the poorest 20 percent experience nearly 120 deaths per 1,000 live births.⁶ pervasive and multiple deprivations reduce a population's resilience, and make them more vulnerable to crises such as natural disasters. The logic here is that if populations' coping mechanisms were stronger, flooding or other phenomena would be challenges but would not escalate into a disaster. Lack of coping mechanisms has its root cause in underdevelopment prior to the crisis.

Yemen's slow progress on achieving the MDGs stems, in part, from gender disparities and some social practices that undermine the status of women and girls. The issue of child marriage, for instance, touches upon a range of disadvantages for girls, including high rates of maternal mortality and disproportionately high illiteracy and school dropout rates. Some positive developments include the integration into the civil service late December, of 1,000 female teachers in rural areas, 377 of whom were trained and financially supported by UNICEF. An approved National Nutrition Strategy and incorporation of nutrition and food security in the new DPP signal official recognition of malnutrition as a national development priority. Entering the final year of the current country programme, UNICEF looks to capitalize on gains such as these, which help ensure that Yemen's most marginalized benefit from progress in achieving the MDGs.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

UNICEF's performance in 2010 was influenced chiefly by the following: the declaration of a ceasefire by the government of Yemen in February after six months' protracted conflict in Sa'ada, resulting in an uneasy peace and slow return of 342,000 IDPs; the volatile situation in the southern governorates posing security threats a deteriorating socio-economic situation resulting from the continuing food, fuel and financial crisis which has worsened conditions for forty percent of the population already below the poverty line, placing those on the margins of it at high risk; and the challenge to ensure a balance between the regular programme and improving office preparedness and response to emergencies.

On the positive side, success was achieved along several fronts. The consolidation of strategies adopted to address service delivery for IDPs in camps and accessible locations, systems strengthening and new partnerships forged with INGOs and local NGOs/CBOs have resulted in improved capacities among affected communities, including youth, to deliver and use available basic services. Increased advocacy and resource mobilization efforts through the media, including its coverage of visits of National

Committees (UK and Icelandic) and private actors (Procter & Gamble) contributed to greater visibility and awareness of the impact of the humanitarian crisis on Yemen's children and women, particularly in the areas of child malnutrition and child protection. Importantly, UNICEF's component of the 2010 UN Consolidated Appeal was fully funded (123%). This in turn had a ripple effect on the regular programme with substantial contributions from the EC for juvenile justice and nutrition (\$10 million).

A key challenge in 2010 was the lack of humanitarian access to most of Sa'ada governorate as well as to southern governorates. This prevented humanitarian actors from accurately assessing needs and capacities on the ground and to implement and monitor the delivery of services to the most vulnerable. Another challenge facing Yemen Country Office (YCO) in 2010 was to ensure that adequate staff and resources were available to sustain timely preparedness and responses in evolving contexts, while not jeopardizing the quality and implementation of the regular programmes with wider coverage.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

Through the annual workplanning process, YCO engaged at central and governorate levels with key sectoral partners to identify areas for ongoing CD in routine areas as well as in fields which have seen new developments, e.g. CMSAM, ECD, juvenile justice, PSS, and gender mainstreaming. The identification of CD needs for emergency partners is done within the clusters. Interventions have included capacitating partners in new issues such as engendering cluster responses, MRE, community-based PSS techniques, and sharing good practices in country co-ordination mechanisms.

The situation in Sa'ada compelled the adoption of different strategies for service delivery: 1) delivery of basic services in a camp environment through the government and NGOs; 2) strengthening existing service delivery systems to accommodate higher demand from IDPs living among host communities, including areas where government efforts to establish camps were not welcomed by local communities; 3) working through local and international NGO partners to access IDPs in remote or inaccessible areas as well as Houthi-controlled districts in Sa'ada.

Key results in systems strengthening include the construction and formal handover of a water scheme in Al-Mazraq, which now serves camps 1 and 3 as well as IDPs outside camps and neighbouring host communities. Local authorities have been assisted to operate and maintain the system, which is more cost-efficient than water trucking. Other examples are support to government schools serving IDP children, training of government staff in CMSAM and PSS, and training of CBO youth volunteers in hygiene promotion.

Periodic rapid assessments in Sa'ada undertaken by joint UN-NGO teams and/or NGOs alone, have highlighted an acute lack of services due to destruction of facilities and no functioning local authorities. Assessments used as a basis for CD include the UNICEF-supported nutrition assessment among U5 children in Sa'ada and a Child Protection in Emergencies (CPiE) assessment; the latter indicated the need for strengthening referral and social support systems. The assessment conducted by the end of 2010 for the Joint UN-WB Initiative for Sa'ada is a pilot for transitioning from humanitarian to early recovery and longer-term development needs.

3.1.2.2 Effective Advocacy:

August marked the launch of the first Inter-Agency Comprehensive Child Protection Assessment in Conflict-Affected Governorates by UNICEF and the GoY. The main objectives of the report included the identification of the major child protection risks and challenges amongst affected and displaced children as well as identifying national and international responses and gaps in this area. The contents of the report received considerable media coverage, both locally and internationally.

Half a million children, including refugee, internally displaced and other war-affected children, were targeted in a major Back-to-School campaign organized by the Ministry of Education (MoE) and UNICEF and other development partners, launched in October. Around the same time, UNICEF supported the Ministry of Public Health & Population (MoPH&P) on a weeklong campaign to immunize 1.7 million women of child-bearing age against tetanus. The aim of both campaigns was the achievement of a more sustainable and equitable progress towards reaching the MDGs for Yemen by the 2015 deadline by targeting every woman and every child in Yemen, with an emphasis on reaching marginalized and vulnerable communities.

Staggering rates of child malnutrition, as indicated by a UNICEF-supported screening conducted by the MoPH&P in Sa'ada during the summer of 2010, prompted the YCO to sound a loud alarm with a press release in October. All parties to the northern conflict were urged to ensure immediate access for humanitarian actors so vulnerable children could be provided with necessary life-saving assistance. This advocacy effort sparked significant local, regional and international media interest and attracted attention from donors.

In addition to these major advocacy initiatives, YCO has issued several press releases advocating children's rights (e.g. protest against armed occupation of schools in Sa'ada in May and death penalties for children in Yemen in December), published human interest stories and given several interviews to local and international media.

Little advocacy work was undertaken during the first half of the year due to the absence of a Chief of Communication, and the transition between Representatives. A more strategic approach to UNICEF's advocacy will be pursued in 2011, as advocacy efforts have been relatively ad hoc so far.

3.1.2.3 Strategic Partnerships:

YCO continues to have partnerships with CSOs, particularly to reach communities in programme areas where services do not exist through the regular systems, such as peer education and life skills, or to reach marginalized groups who are not able to avail of existing services e.g. awareness of HIV/AIDS among vulnerable youth with a view to change behaviour and provide access to VCT services. In tackling FGM/C, intensive awareness-raising has been undertaken in collaboration with local NGOs, religious leaders and the MoPH&P. In juvenile justice, national NGOs carry out lobbying and sensitizing communities on violations and limited service delivery.

YCO continued its cooperation with various NatComs throughout the world. Martin Bell, UNICEF Humanitarian Ambassador, visited Yemen in August through the UK NatCom. His visit was followed by a successful fundraising campaign in the UK. Negotiations are also underway with the Icelandic NatCom about possible partnership following its visit. A successful media visit from the Saudi subsidiary of Procter & Gamble put the humanitarian situation in Yemen in the spotlight in several Gulf countries.

In emergencies, strong partnership has been maintained with key government and non-governmental agencies, mainly through the cluster approach. In Hajjah, UNICEF continues to work with international NGOs (e.g. Oxfam on WASH), local NGOs (e.g. Al-Khair on hygiene promotion) and governmental partners (e.g. Ministry of Social Affairs on PSS and recreational activities). In Sa'ada, partnerships have been forged with the Sa'ada Women's Association and Yemen Women's Union on WASH. This cooperation is set to include cooperation on child protection and education in 2011. In western Sa'ada, UNICEF formed partnership with two local NGOs, Al-Amal and Razeh, on WASH and education. New and successful partnership was developed with SHS (local NGO) when assistance was provided to people displaced after clashes in southern Yemen.

All the partnerships are reviewed by UNICEF's internal processes before funds are disbursed. Long-term implementing partners are being identified by staff in the five focus governorates, and subsequently assessed from the programmatic and financial aspects before standby partner agreements are signed. Capacity-building is planned for those with potential to deliver services in emergencies.

3.1.2.4 Knowledge Management:

UNICEF has taken up a leading role in moving forward the preparation process for the National Demographic Health Survey, which had come to a halt at mid-year, and provided technical support to the development of questionnaires. Survey implementation will start in January 2011. UNICEF facilitated the participation of two government officials in a regional workshop on child mortality estimations, to build capacity to monitor progress on strategies to reduce infant and under-five mortality.

The results of the child labour survey that is conducted by the Central Statistical Organisation (CSO), with support of ILO, the Social Fund for Development (SFD) and UNICEF, will be released in early 2011. UNICEF supported the pre-testing of the questionnaire, training of data collectors and supervisors, and facilitated the participation of CSO staff in an international training on child labour-focused data processing and analysis.

Six studies, surveys and evaluations have been completed with UNICEF support. All of them were undertaken with the involvement of local institutions, either as the lead agency or in joint collaboration with UNICEF or recruited consultants. Evaluation standards and lessons learned from functional evaluation societies were shared with members of the Yemen Evaluation Society, through a workshop facilitated by the chairman of the Moroccan Evaluation Association.

Two good examples of enhanced use of existing data series to serve the information needs of partners can be found in 2010: The National Women Committee has enhanced its capacity to collect and generate disaggregated data on gender based activities at governorate and district levels. A statistical team manned by the CSO and line ministries produced child-focused statistical templates that present an overview of the situation of Yemeni children. These will serve as input for a Child & Youth Yearbook.

One of the findings of the Real-Time Evaluation of UNICEF's Response to the Sa'ada situation in Northern Yemen (RTE) is that the YCO has various institutional mechanisms for identifying lessons, but few structured follow-up processes. The office developed suggestions on how obstacles to structured follow-up can be addressed in both the regular and emergency programme. These proposals will be introduced in the course of 2011.

3.1.2.5 C4D Communication for Development:

All the programme sections engaged in various C4D projects in 2010.

As in previous years, child participation programmes on IDD, WASH-in-schools, "Sponsor-a-Child" and MNH were carried out in child-friendly schools in targeted governorates. Almost fifty thousand male and female students were reached through these awareness-raising programmes, the object of which is to mobilize children to be agents for change through the dissemination of basic information and messages to peers, families and communities. The EmONC fund initiative and the network of community communicators (volunteers who provide education on various issues, e.g. women's rights and nutrition) were expanded to five new districts in the targeted governorates. Technical assistance was provided for the finalization of IYCF promotion in preparation for the national launching of breast feeding week in October 2010.

During 2010, 125 imams and 80 women preachers from targeted districts were trained on issues related to the importance of girls' education and how it impacts the health, nutrition, education and economic status of their future family. Prominent religious leaders were invited to make deliberations on Islam's role to promote education. Extracts from the Quran and Hadith were drawn upon during the training and participants developed plans to promote girls' education in their communities through Friday sermons and discussion groups with men and women. This is an important initiative as imams and preachers have a strong influence in Yemen, particularly in rural communities where religion plays a key role in people's lives.

Community-based interventions for FGM abandonment, established in 2009, were scaled up this year through partnership with five local NGOs in the governorates of Hodeidah,

Al-Mahra, and Aden. This initiative has equipped 3306 (2628 females, 678 males) religious leaders, female religious preachers, local council members, social workers, health care workers, midwives, female teachers, and female school students with knowledge and information on FGM/C hazards.

Direct involvement of IDPs in relief activities has proved to be an effective means in the promotion of improved hygiene practices, as well making a sound foundation for behavioural change. The far majority of IDPs had never used latrines but started to do so in the camps.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

CRC/CEDAW principles are applied to reach the most vulnerable children in the five targeted governorates and through national programmes in immunization, nutrition and education. In 2010, UNICEF was obliged to specifically target the governorates of Hajjah and Amran as they host the highest concentrations of IDPs.

In keeping with its two-pronged strategy and CCC commitments, UNICEF supports IDPs residing in Amran, Hajjah and Sa'ada. The Al-Mazraq water scheme is gradually being made accessible to IDPs outside the camp and host communities. Community schools that originally had 300-400 children are now in some cases accommodating up to 2,000 IDP children, 70 percent of whom had never attended school. UNICEF's advocacy on behalf of 63 children from marginalized groups in a transit camp in Amran who were initially refused at local schools, led to their acceptance as part of the "Back to School" campaign initiated in October. Unregistered under-five children in Amran transit camp are being issued IDs by the Ministry of Social Affairs (MoSAL). Local NGOs/CBOs volunteers from the IDP communities are supported in providing ongoing hygiene and sanitation promotion in the camps.

From November, UNICEF has supported the departure centre in Harad with 10,000 litres of water daily, where 3,000 Ethiopian migrants deported from KSA await phased repatriation. UNICEF, HCR, IOM, the government and a local NGO reached agreement that women and minors from this group would be hosted at the Harad Child Protection Centre.

UNICEF has continued its advocacy through press releases as well as lobbying government and donors on issues related to the unacceptably high rates of under-five malnutrition, the prevention of executions of juvenile offenders, the need for humanitarian access to provide impartial service delivery including application of international humanitarian law, and the impact of landmines and UXOs on children. UNICEF also supported reporting on CRC and the Optional Protocol on Child Recruitment, and training on MRM.

3.1.3.2 Gender Equality and Mainstreaming:

Overall, given the depth and complexity of the issue, UNICEF's regular programmes are not yet adequately gender-responsive. Education is the most focused on addressing disparities with its emphasis on increasing girls' access and retention in school. Factors constraining gender-responsive programming include the lack of gender-disaggregated sectoral data from central to district levels to properly inform programmatic design and implementation; the lack of knowledge and awareness among staff and counterparts on analysis of gender gaps and practical tools to integrate gender issues; and the prevailing misperception that gender relates only to women and is alien to indigenous cultural values and norms.

With the revitalization of UNICEF's Global Gender strategy, MENARO is supporting YCO - as it is also developing its new CP for 2012-2015 - to better address gender concerns within its programmes. Since October, technical support is provided to start engendering the emergency response - in keeping with IASC cluster requirements - and working through the emergency clusters that UNICEF leads.

Using participatory methods, capacity gap analysis is being conducted among key cluster and sub-cluster stakeholders in four main areas: knowledge/awareness, capacity to act, learning, and challenges at state, organizational and community level to identify current and desired practice to support gender equity in UNICEF-led clusters. By the end of 2010, the exercise was completed in the Nutrition, WASH, Education and Child Protection sub-clusters in Harad, Sa'ada and Aden with enthusiastic participation of over 150 stakeholders from government, local and international NGOs and UNICEF field staff. The richness of the discussions was evidence of participants' willingness in all three locations to discuss gender issues frankly. The recommendations from the sub-clusters, highlighting common themes and issues will be shared with clusters at the national level in January 2011. Orientation will be provided on the use of appropriate tools to ensure gender responsive planning, programme design, implementation and monitoring and resource mobilization documents.

A similar exercise is envisaged in 2011 to engender the new country programme and build internal and counterpart capacities on gender responsive programming principles, especially in preparation for the new CP.

3.1.3.3 Environmental Sustainability:

3.2 Programme Components:

Title: *Young child survival and development*

Purpose:

The YCSD programme aims to strengthen the coverage and quality of basic health services through improving access to and utilization of life-saving interventions to address the main causes of high infant and child morbidity and mortality. The focus of the programme is on community-based interventions supporting families to adopt appropriate practices for maternal and child health, better parenting, infant feeding and care-seeking practices. The YCSD programme comprises the following components: i) Maternal and newborn health (MNH); ii) Child health (immunization). The YCSD programme aims to strengthen the coverage and quality of basic health services through improving access to and utilization of life-saving interventions to address the main causes of high infant and child morbidity and mortality. The focus of the programme is on community-based interventions supporting families to adopt appropriate practices for maternal and child health, better parenting, infant feeding and care-seeking practices. The YCSD programme comprises the following components: i) Maternal and newborn health (MNH); ii) Child health (immunization, IMCI); iii) Nutrition (micronutrients, CMSAM and IYCF); iv) Water and sanitation; v) communication for behaviour change.

Resources Used:

Total approved for 2010 as per CPD: US\$ 7,095,800

Total available for 2010 from all sources:

RR: US\$3,319,317

OR: US\$1,149,543

EOR: US\$7,125,992

Total: US\$11,594,852

In US Dollars

PBA Reference	Donor Code & Name	Amount
GS/2009/0114-00	UNICEF (FOR GR ALLOCATIONS ONLY)	75,000.00
KC/2010/0054-00	Micronutrient Initiative Formerly IDRC	216,803.86
SC/2007/0189-00	CIDA/HAND	9,199.71
SC/2007/0830-00	United States Fund for UNICEF	6,977.48

SC/2008/0031-00	Micronutrient Initiative Formerly IDRC	191,317.11
SC/2008/0785-00	Consolidated Funds from NatComs (for budget allocation purpo	661,421.92
SI/2007/0052-00	The GAVI Fund	250,000.00
SI/2009/0040-00	The GAVI Fund	30,657.73
SM/2009/0332-00	USA (USAID) OFDA Office for Foreign Disaster	41,364.60
SM/2009/0390-00	French Committee for UNICEF	148,146.74
SM/2009/0403-00	SIDA - Sweden	1,015,236.27
SM/2009/0469-00	European Commission/ECHO	371,266.92
SM/2009/0472-00	The United Kingdom of Great Britain and Northern Irel	108,348.28
SM/2009/0473-00	The United Kingdom of Great Britain and Northern Irel	149,536.00
SM/2009/9906-00	Global - Thematic Humanitarian Resp THEMATIC FUND	150,000.00
SM/2010/0032-00	USA (USAID) OFDA Office for Foreign Disaster	373,840.00
SM/2010/0062-00	UNOCHA UN Office for the Coordination of	530,011.66
SM/2010/0063-00	UNOCHA UN Office for the Coordination of	559,672.13
SM/2010/0065-00	The United Kingdom of Great Britain and Northern Irel	385,843.54
SM/2010/0066-00	The United Kingdom of Great Britain and Northern Irel	385,843.54
SM/2010/0150-00	Australia AusAID	39,576.05
SM/2010/0285-00	USA (USAID) OFDA Office for Foreign Disaster	1,401,900.00
SM/2010/0343-00	UNOCHA UN Office for the Coordination of	15,000.00
SM/2010/0344-00	UNOCHA UN Office for the Coordination of	280,406.17
SM/2010/0407-00	The United Kingdom of Great Britain and Northern Irel	1,170,000.00

Result Achieved:

The precarious health and nutrition status of children and women in crisis directly relates to development challenges throughout Yemen. UNICEF partnered with the government to support development of stronger delivery systems, focusing on the underserved, through finalization of the health sector plan, the five-year strategic plan, and the national nutrition strategy. UNICEF contributed to improved access to life-saving services by expanding IMCI to all districts in the five focus governorates. Three rounds of integrated child health outreach activities carried out in underserved areas resulted in 27 percent increase of national EPI coverage (PENTA3/ OPV3). The EPI coverage as of end of October reached 80 percent and expected to reach 90 percent by the end of 2010. Field testing and review of new CHW guidelines was completed; this will help in promoting appropriate home care and care-seeking behaviour. An MNTE campaign was conducted in October reaching 75 percent of the targeted CBAW. UNICEF and UNFPA supported finalisation of the national RH strategy and successfully incorporated home-based maternal and neonatal care as its main component as well as the development of a five-year action plan.

The reporting mechanism on malnutrition has improved. This is manifested in the significant increase of numbers of children referred by volunteers (over 15,600 wasted children enrolled in the CMAM programme with 57% cure rate and 0.5% case fatality rate). During the breast-feeding week, messages were disseminated through mass media and house-to-house counselling, targeting pregnant/ lactating mothers in the five focus governorates. UNICEF delivered nutrition supplies worth \$1,502,381 in 2010, and issued an order worth \$1,160,320 to be delivered by mid 2011. Technical assistance was provided to MoPH&P to introduce standardised technology in all salt-producing factories.

An IDD scale-up plan was finalised targeting all the sixty factories in the country to introduce an appropriate iodisation technology and to intensify supervision/ monitoring of salt production sites.

Around 20,700 people now have better access to improved water supply since the completion of four (out of six planned) water schemes in targeted rural areas. UNICEF supported the development of a new statistical package which will help the Rural Water Authority in monitoring water projects and their impact at the community and the household levels. Hygiene promotion efforts as well as the Global Hand Washing Day (GHWD) were very much focused on school children; 74 schools (out of the 84 planned schools) have actively participated in the GHWD activities, and mass media tools have aimed to reach each school child.

UNICEF facilitated procurement services of different quantities of OPV, BCG, Measles, Pentavalent, and Pneumo for a total amount of \$10,417,819; this has contributed to raise the U2 coverage to about 90 percent. UNICEF also facilitated procurement of 2.08 MT of Potassium Iodate worth \$61,000 which will contribute to sustaining the annual requirement of sixty salt producing factories.

Critical constraints vary, based on the nature of the sub-programme. Funding gaps, especially for child health and MNH, have been a key concern. Insufficient national capacity and coordination among stakeholders, including among government departments, is another factor. The inclusion of all stakeholders in any activity is not always ensured which impairs achievements. Some delays were caused by insufficient commitment by partners in fulfilling their obligations as per agreed schedule. Availability and distribution of commodities to end-users is at times hampered due to logistic and security constraints.

Private sector partners have increased their contribution this year, especially in supporting WASH activities, e.g. through provision of soap and cleaning materials. Soap manufacturers provided hygiene materials to targeted school children.

UNICEF continued to respond to the Sa'ada emergency to ensure adequate health, WASH, and nutrition for children and women. Despite several achievements, important health and nutrition indicators show worrying trends. Nutrition Status Assessment of U5 in western districts of Sa'ada indicated that SAM is 17% (compared to the rest of the country with SAM rates between 2-3%), highlighting the importance of guaranteeing access of affected malnourished children to health, nutrition and targeted food distribution services. UNICEF supported over 100,000 IDPs and vulnerable host communities through provision of one or more of the basic humanitarian WASH services. Over 40,000 people (at least half of them children) have been supported regularly by safe drinking water inside and outside IDP camps.

Future Workplan:

UNICEF plans to scale-up nutrition services to all communities in emergency affected northern governorates and double the total number of CMAM facilities in the rest of the country, through fixed and outreach CMAM services, strengthening the Nutrition Information system and securing the in-country logistics, and adopting appropriate salt iodisation technology to achieve adequately iodised salt at production sites. In WASH, the focus will be on three areas: WASH in schools using schools as entry point to encourage behavioural change at community level, water quality at community/ household level in most vulnerable rural areas, community-led total sanitation approach to eliminate or significantly reduce open defecation.

Title: *Basic education and gender equality*

Purpose:

The programme aims to increase equitable access to and completion of quality basic education, targeting the most vulnerable. The programme is in alignment with the National Basic Education Development Strategy and aims to ensure that 90 percent of girls complete grade six in five targeted governorates, and score satisfactorily on minimum learning achievement tests. Interventions on early childhood care and development are at two levels: at central level on legislation and policy development and at community level on the improvement of child care practices and school readiness. The programme relates directly to MDGs 2 and 3.

Resources Used:

Total approved for 2010 as per CPD: US \$3,963,400

Total available for 2010 from all sources:

RR: US \$897,535

OR: US \$1,913,425

EOR: US \$1,007,796

Total: US \$3,818,756

In US Dollars

PBA Reference	Donor Code & Name	Amount
SC/2003/9901-88	Global - Girls Education (Thematic	399.37
SC/2006/9901-83	BASIC EDUCATION AND GENDER EQUALITY	941,221.00
SC/2007/0879-00	Netherlands	384,080.13
SC/2008/0528-00	United Arab Emirates	587,722.79
XI/2007/0045-00	Japan	138,380.87
SM/2009/0403-00	SIDA - Sweden	350,000.00
SM/2009/9906-00	Global - Thematic Humanitarian Resp THEMATIC FUND	188,589.25
SM/2010/0342-00	UNOCHA UN Office for the Coordination of	469,206.58

Result Achieved:

A total of 50,000 students and 1,606 teachers in 97 schools benefited from the Child Friendly School (CFS) programme in 2010. Teaching skills of 570 teachers and school management teams in the CFSs were upgraded by training them on a newly developed set of training manuals. In addition to child-centred methodologies, the training addresses the CRC and violence in schools.

The managerial skills of 97 school principals and 291 administration staff were augmented through training, as reflected in the annual school plans that were prepared. Over half of the schools have developed and are now implementing plans to improve sanitary facilities for boys and girls.

School management was strengthened by the establishment of school committees in all 97 targeted schools to help ensure that school improvement plans are in place and implemented. Mothers have become more aware of their daughters' educational needs by becoming members of the Mothers' Councils, which traditionally have been male-dominated. Student councils that were formed are now participating in activities such as gardening, clearing of play areas, etc. Gender sensitization has been included in all training packages. School hygiene and sanitation was improved with new facilities built in 61 schools to ensure that girls and boys have separate latrines. This was coupled with an annual grant of \$1,000 for each school to facilitate school management and school committees to implement their school improvement plans.

Enrolment rates for girls in CFSs have kept pace with those of boys – no small feat when compared to national figures. Nationally the female enrolment percentage per 100 males is 73 compared to 88 percent in the programme locations. This is partly due to the increase of female teachers in rural schools. The GoY have now integrated into the civil

service some 1,000 female teachers in rural areas, 377 of whom were trained and financially supported by UNICEF for a period of three years. Presence of women teachers encouraged parents to send their daughters to school and improved retention of girls.

In all, 1,050 preschool age children in 35 communities benefited from ECD classes added to primary schools in their location. These children received basic knowledge and skills and are better prepared for school. Another strategy for getting children ready for school is in its second pilot year in Taiz. The pilot programme – Child-to-Child - is designed to increase the successful transition of young children into primary school. A new strategy for ECD has been prepared and is now ready for introduction at all levels.

For the third subsequent year, UNICEF supported the MoE in reviewing its education programmes with international partners through the Joint Annual Review (JAR) meeting in May. This is an annual exercise in which the MoE reviews all its programmes to identify their achievements and challenges. UNICEF also leads the Development Partners in Education Forum; other members are USAID, World Bank, DfID, GTZ and Save the Children. This role presents UNICEF with the opportunity to advise and influence investments in education and leverage for additional resources for the sector. UNICEF also co-leads the Education Cluster with SC. This cluster now meets regularly along with officials from MoE.

A Back-To-School campaign was launched to increase awareness on the importance of education as one of the basic child rights and strengthen partnerships and collaboration to support Education for All, targeting half a million children, including refugee, internally displaced and other war-affected children. Other educational interventions include the provision of learning and teaching materials, training of teachers and set-up of temporary learning spaces to enable around 80,000 primary school age children in conflict-affected areas to receive basic education. A total of 1,970 teachers have seen their communication skills improved and their professional development enhanced enabling them to better deal with the psychosocial needs of children affected by the conflict.

Internal movements, distribution of supplies and monitoring of the programme were hampered by civil unrest and the resulting insecurity in some areas. Lack of operational funds in schools restricted their ability to meet some of their needs, such as transport of textbooks, paying additional teachers, buying learning materials, and carrying out simple maintenance of the school building.

Future Workplan:

In 2011, the programme will mainly focus on the CFS initiative with the aim to improve access to out-of-school children and at the same time increase retention by improving the quality of education. Successful experiences will be consolidated and areas of focus include: Positive school management; Safe and healthy school environment; Quality participatory teaching-learning processes; Gender equity and sensitivity.

Title: *Child protection and HIV prevention*

Purpose:

The child protection programme aims to strengthen the protective environment for all children and youth through advocacy, policy refinement, legislative reforms and development of national capacity to monitor, analyse and report violations of child protection rights. Children and young people in urban centres will contribute to their own development and protection through HIV life skills education and services.

Resources Used:

Total approved for 2010 as per CPD: US \$2,725,000

Total available for 2010 from all sources:

RR: US \$1,076,181

OR: US \$1,533,181
 EOR: US \$601,902
 Total: US \$3,211,264

In US Dollars

PBA Reference	Donor Code & Name	Amount
SC/2006/9904-40	CHILD PROTECTION: PREVENTING/ R	3,977.34
SC/2006/9903-00	HIV-AIDS AND CHILDREN	337.12
SC/2006/9905-00	POLICY ADVOCACY & PARTNERSHIP	145.43
SC/2009/0556-00	Swiss Committee for UNICEF	196,744.73
SC/2009/0860-00	European Commission/EC	1,281,976.25
SC/2010/9904-00	Global - Child Protection THEMATIC FUND	50,000.00
SI/2007/0164-00	UNAIDS	1,675.25
SM/2009/0334-00	Ireland	11,235.43
SM/2009/0403-00	SIDA - Sweden	155,000.00
SM/2009/9906-00	Global - Thematic Humanitarian Resp THEMATIC FUND	79,370.58
SM/2010/0138-00	Australia AusAID	197,399.80
SM/2010/0345-00	UNOCHA UN Office for the Coordination of	158,895.95

Result Achieved:

The UNICEF-EC funded project of strengthening the juvenile justice system in Yemen 2010-2012 was launched this year. Some of the major legislative, policy work, institutional development and capacity building achieved in 2010 included the review of prison law and submission of its recommendations to the Parliament; government approval of the by-laws of child care institutions and evaluation of the legal aid experience for juveniles in contact with the law; establishment of two family courts and child protection networks in ten governorates; development of operational guides and organization of various trainings for 380 judges, prosecutors, lawyers and social workers to enhance capacity in providing legal and social protection services focusing on children in contact with the law, particularly girls, child victims of trafficking and forced early marriage; 143 cases were represented and offered free legal assistance.

Capacity-building on the use and application of electronic system on civil registration was supported for 250 officials. A birth registration campaign was launched, targeting some 14,245 children in contact with the law and other vulnerable children, including street children and orphaned children.

A protection mechanism for unaccompanied children from the Horn of Africa was initiated and an evaluation of the child trafficking project was conducted.

Community-based interventions on FGM/C abandonment expanded through partnership with five local NGOs in three governorates, equipping 3,306 (2,628 females, 678 males) religious leaders and preachers, local council members, service providers and students with knowledge and information on FGM/C hazards.

Peer education and outreach activities for HIV prevention in four governorates continued through support of governmental and non-governmental partners in establishing school and community-based interventions. A total of 117 NGO staff, community leaders, child care-centre managers, social workers, principals, parents' groups, and local councils were reached with training and advocacy sessions on adolescent participation, HIV prevention, and child rights. The 97 networking youth forums comprising 1,380 peer educators trained this year as well as those trained in previous years have been an opportunity for adolescents to exchange experiences. Through these forums, 110,000 young people were reached with HIV and life skills messages.

Critical shortage of funds for specific thematic areas and for emergency response necessitated using RR funds for emergency, affecting the regular programme. Despite extensive efforts, political instability led to delays in ratification of national child legislation - including minimum age of marriage - by parliament consistent with international standards. Initiating dialogue with both government and non-state actors on the use and recruitment of children by armed forces and groups has so far not been possible. However, efforts made by the Representative in involving the RC/HC to strategically address the issue are promising.

The need to address the lack of data and accountability, promoting monitoring, reporting and advocacy on child rights and establishment of complaint mechanisms was another focus area. This included initiating a juvenile justice information system in Ministry of Justice, enhancing the capacity of three NGO partners as well as the role of media in promoting child justice, strengthening the role of children in monitoring and advocacy through the child parliament, and the production and wide dissemination of materials for media on child justice issues. Results from the above efforts include joint UNICEF-partner press releases highlighting child protection concerns, convening of a special Child Parliament session to advocate for child rights, and the launching of an advocacy campaign to end the juvenile death penalty in Yemen. The last issue is currently being taken up at higher levels.

Partnership with the SFD was initiated to strengthen birth registration in four governorates, in addition to continued work with a wide range of Ministries, UN agencies and international and local NGOs.

UNICEF strengthened its leadership role in CPIE through conducting an inter-agency assessment, training of partners on CPIE and development of EPRP plans at national and local levels. A UNICEF-led child protection sub-cluster is functional at national level along with three sub-national working groups.

UNICEF with MOSAL and other partners provided access to PSS activities for 283,070 (128,104 females, 154,966 males) conflict-affected children. Over 11,813 children (5,272 females, 6,541 males) have been identified with protection risks (5,413 children either referred to services or provided direct support). MRE Campaigns were implemented in IDP areas reaching 28,000 people.

Future Workplan:

In 2011, implementation of programme activities will continue with a focus on system building and preparation for the development of the new country programme, 2012-2015 UNDAF, change management training and implementation of the 2011 CAP.

Title: Social policy, planning, monitoring and evaluation

Purpose:

This programme component seeks to strengthen the institutional capacity of partners at all levels to continue building positive social policies aimed at poverty and disparity reduction. The main expected results are: i) Disaggregated data is utilized for rights-based social outcome monitoring and influencing social policy in favour of children and women, ii) The capacities of local institutions and communities strengthened for child focused rights-based planning, monitoring and evaluation.

Resources Used:

Total approved for 2010 as per CPD: US \$713,400

Total available for 2010 from all sources:

RR: US \$728,044

OR: US \$106,825
Total: US \$834,869

In US Dollars

PBA Reference	Donor Code & Name	Amount
SC/2006/9905-00	POLICY ADVOCACY AND PARTNERSHIP	106,825.00
XI/2008/0029-00	Netherlands	315,614.82

Result Achieved:

While the GoY still grapples with weak data collection, analysis systems and technical capacity, the year 2010 saw resolution or completion of a number of crucial studies and milestones that provided much-needed evidence for child-focused policymaking. Primary among these achievements was the launching of a new Demographic and Health Survey in December 2010, after more than a year of delay. Important innovations to this survey are the inclusion of child-focused questions, as well as data availability at sub-national level, which will support better-targeted interventions enabling a more robust equity-focus to future programming.

In cooperation with the Yemeni Higher Council for Motherhood and Childhood, UNICEF completed a Child Poverty Study, as part of a broader global UNICEF effort to track poverty through a deprivations lens, rather than using an income-based measure. This is an important distinction in a context where deprivations such as lack of access to safe drinking water and completing basic education do not directly correlate with income. The results of the study will inform UNICEF's future work on child-friendly budgeting and social protection, starting in 2011 and continuing into the upcoming country programme.

In support of UNICEF's response to the Sa'ada situation, a real-time evaluation (RTE) was conducted with broad involvement of key stakeholders, including national and international NGOs, government partners and UN agencies. Organizational learning stemming from the RTE is primarily being followed up through a new emergency coordinator, in cooperation with SPPME section. One of the critical outcomes of the RTE is the need for more effective emergency preparedness. Following official management response to the RTE, YCO has begun implementing recommendations, including pre-positioning of needed emergency supplies, the recruitment of a dedicated information management specialist to support UNICEF-led clusters, focused training on gender-sensitive programming in emergency response, and identification and training of needed local NGO partners.

Some challenges remain. Support to the nascent Yemen Evaluation Society, including a two-day workshop on evaluation standards and best-practices in cooperation with the Moroccan Evaluation Society, unfortunately has not led to the formal establishment of the Society that was expected to serve as a vehicle for strengthening quality and utility of evaluations in Yemen. The initiative has stalled due to lack of commitment on the part of national partners, pointing to the need to strengthen UNICEF will intensify advocacy efforts to support its creation and to underscore the importance of evaluation as a policymaking and programming tool. The development of a Yearbook to serve as a monitoring tool for the National Strategy for Children and Youth (NSCY) has been slow due to a delay in data collection. A significant sub-achievement, however, is that line ministries have - for the first time - reported on activities that contribute to achieving NSCY targets, providing insight into areas of progress and areas that lag behind.

A persistent challenge to evidence-based policymaking in Yemen has been the lack of consensus on the data and analysis employed to define specific social problems, including the prevalence of FGM/C, child labour, human trafficking, and early marriage. As YCO looks toward the development of a new country programme that stresses the importance of evidence in all aspects of programming and policymaking, SPPME will focus in 2011 on gaining consensus on best-practices for data collection, analysis and knowledge management with key GoY and ministry partners, NGOs and INGOs, as well

as UNCT partners. This initiative builds upon the GoY's recognition of the need for an improved evidence-base for decision making, noted within the upcoming 4th DPPR. This recognition derives directly from UNICEF's advocacy and support to MoPIC, which was strengthened in response to weaknesses outlined in the Mid-year Review. Consensus-building on evidence capitalizes on the foundation laid in 2010 with training and systems-building of six pilot ministries to develop and use DevInfo databases. Through the consensus-building workshops, DevInfo Yemen, an online database which includes the DPPR and MDG databases among others, will strengthen the GoY's emphasis on evidence-based policymaking and bolster advocacy efforts in support of child rights by offering a common platform and agreed-upon baselines for key indicators on children's and women's access to critical social services and realization of rights.

4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

Office objectives and priorities are defined in the AMP. The emergency response is included as a priority among the key annual management priorities and results. UNICEF has participated through its cluster leads and emergency focal points in the development of the UN contingency plan for the South of Yemen. A Real Time Evaluation of UNICEF's preparedness and response to the Sa'ada situation - the first of its kind among UN agencies - was conducted between July and August 2010, with the involvement of diverse stakeholders. This was concluded with two workshops benefiting fifty programme staff and proposing recommendations for follow up. Monthly emergency management team and programme group meetings where emergency issues are also raised, help in integrating emergencies in regular programming.

The establishment of a Programme-Operations working group in mid 2010 is a significant initiative. This group comprises different programme sections and key staff from Operations as well as Staff Association representation. The main objective is to review the key gaps and constraints in work processes and propose solutions for improvement. Recommendations presented by the working group serve as the basis for the office improvement plan.

The CMT membership was revised in May 2010 to be more focused. The main objective of this change is to ensure that the other governance structures in the office report on issues to the CMT, based on selected indicators. This has given more authority to the different committees within the office to conduct their work.

4.1.2 Strategic Risk Management:

The office conducted a risk assessment exercise in February 2010 to identify risks and opportunities within the working environment in Yemen. The number of participants in the exercise was relatively small considering the total number of staff in the office. Most staff, especially those from the field, were at the time busy with emergency response operations in different locations. The office, nevertheless, ensured that the recommendations of the exercise are reflected in the revised table of authority. The office Business Continuity issues are kept up to date. This was the result of the security situation in Yemen which on several occasions obliged the staff to work from outside the office premises. Therefore, key staff members were provided with required equipment to enable them to smoothly operate remotely from a different location. The office was temporarily relocated to a different location for a two-month period in 2010 to allow the implementation of security mitigation measures to the main building. This gave the office a valuable opportunity to test its plan to respond to changes in the operating environment. The relocation was carried out smoothly and successfully with minimum interruption of activities.

4.1.3 Evaluation:

A total of three evaluations were conducted in 2010, all of which were planned in the beginning of the year as part of the IMEP. They included two programme evaluations, and a real-time evaluation of UNICEF's emergency response to the Sa'ada situation (RTE). Progress on implementation of studies and surveys is monitored through quarterly status reports that are shared with all programme staff.

YCO continues to depend heavily on resources from outside Yemen for the conduct of evaluations. An evaluation of the programme to combat child trafficking was conducted by an independent consultant from Sudan, and the evaluation of the Getting Ready for School programme was commissioned by the Evaluation Office, but with data collection in the field conducted by a local consultancy group. One of the challenges faced is the limited availability of qualified Arabic-speaking evaluators. To have local and international consultants working together, as in the RTE, has worked well. Strengthening in-country research capacity will continue to be a priority for UNICEF. Efforts towards rejuvenating the Yemen Evaluation Society have delivered mixed results. Follow-up to findings and recommendations is in different stages. A team from the Child-to-Child Trust visited Yemen to review recommendations and follow-up on the implementation. A workshop will be organized in early 2011 which, together with relevant stakeholders, will review and identify appropriate response to the results of the child trafficking evaluation. Findings and recommendations of the RTE have been shared with the UNICEF emergency team through two internal workshops, which were used to prioritise and update recommendations, assign responsibilities and track progress in implementation. Follow-up will be assessed during regular meetings of the emergency management team. Also, emphasis was put on organisational learning throughout the evaluation exercise and learning exercises were organised with two cluster groups (education and child protection). A management response is available for the RTE but not yet uploaded to the global tracking system. A management response for the two programme evaluations is yet to be developed.

4.1.4 Information Technology and Communication:

The office ICT staff provided technical guidance and advice to programme colleagues in all initiatives to introduce computerised systems to monitor the situation of children and women. The introduction of a juvenile justice information system in the Ministry of Justice is one example of this collaboration.

The office provided remote access to almost all ICT resources through Win-Term and CITRIX portal over public internet connections without a need to establish secure tunnelling systems such as SSL/VPN or Business Everywhere. Cisco IPsec Client is installed on all mobile/remote users; this system is replacing SSL-VPN and Business Everywhere currently provided by SITA. All ICT supplies required for the upcoming rollout projects such as Windows 7, Office 2010, and Microsoft Exchange Server, were procured through UNICEF Global LTA.

Unfortunately Yemen lacks recycling centres for safe disposal of ICT equipment. This poses great challenges, especially for disposal of laser printers toner cartridges. UNICEF is currently negotiating with the authorized dealers of HP to return the used cartridges for safe disposal.

The ICT infrastructures (Servers, Desktops, Laptops, Switches and Network Printers) are in compliance with the latest UNICEF standard.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

YCO sent out 92 percent of its donor reports on time (21 out of 23). Most were of satisfactory quality. The 2010 HQ donor report audit exercise recommendations for YCO will help improve future submissions.

YCO has to date mobilized 73 percent (\$27.7 million) out of a CPD ceiling of \$38 million for 2007-2011. Donor funding available in 2010 included thematic funding for education from Dubai Cares, the Netherlands Government and Netherlands NatCom; for protection from European Commission (EC), Swiss NatCom and for YCSD from EC, Consolidated Funds, GAVI and Micronutrient Initiative

Of the 2010 CAP appeal of \$9 million, the office mobilized \$11.1 million (123 percent) from DFID, AusAID, OFDA/USAID and CERF with nutrition and WASH, as life saving programme areas, receiving 67 % and 27.9% of the funding respectively. Education and child protection received much less by comparison, 4.5% and 3.7% respectively. YCO received an EPF loan of \$1.0 million for Child protection, and to fund the Security officer and Emergency specialist posts.

All emergency and regular PBAs expiring in 2010 are over 95% and 97% utilized respectively. Rover Briefing Book is extensively used to monitor use of funds. Only two PBA extensions were requested out of 21 PBAs expiring end 2010.

As the Gulf countries are the biggest bilateral donors to Yemen, UNICEF is working with initiatives like the Friends of Yemen to position itself as an honest broker which can be trusted to leverage and use bilateral funds with transparency within the system. YCO is also exploring funding opportunities to leverage funding MDTF modalities planned with OECD and WB contributions.

4.2.2 Management of Financial and Other Assets:

The office expects to be on the list of the Office of Internal Audit as the last internal audit was in May 2005. Since 2005 the office was audited twice by the UN Board of Auditors (external audit) in April 2007 and May 2009.

The CMT reviews periodically the status of the budget utilization reports, donor reports, liquidation of cash assistance and bank reconciliations. Through this process, CMT ensures that all difficulties are addressed in a systemic and timely way to achieve efficient financial management of resources.

YCO has expended 100% of its RR from 100% obligated funds. 90% of PBAs have been utilized in their original duration; 99% of OR-E PBAs were used in their original duration; YCO had 1% outstanding DCTs over 9 months.

4.2.3 Supply:

Supply plans for the regular country programme were completed in March 2010 for \$3.0 million worth of supplies and equipment. However, this estimation increased to \$5.0 million as the continuation of the Sa'ada emergency compelled UNICEF to support over 100,000 IDPs and vulnerable host communities through the provision of WASH, nutrition and education supplies. Vaccines, pharmaceuticals, medical supplies and test kits were bought for government through procurement services. In June, MOPH&P asked UNICEF to recall Pentavalent vaccine worth \$1.0 million due to short expiry. This was resolved successfully. Under GAVI, Yemen received vaccines worth \$11.4 million.

Major gaps were observed in the planning of supplies and preparation of PGMs to start the supply process. An emergency plan was not in place, leading to ad hoc requests for immediate procurement of supplies. To overcome this gap, Long Term Arrangements (LTAs) were established in August with key suppliers and service providers for hygiene kits, silver filters, transport, clearing and forwarding, thereby facilitating timely delivery of goods and services. Close interaction with Supply Division led to 80 percent TAD being met; with good planning, there is room for improvement.

Local procurement mainly consisted of hygiene kits, stationery, printing, ICT material and WASH supplies. A market survey is scheduled for 2011.

Meetings were held with UN Agencies on LTA sharing and logistics. UNICEF procured H1N1 vaccine for the UN.

Most UNICEF supplies are consigned to the government, stocked in their warehouses and distributed to end-users. At times, there are delays in distribution. UNICEF is now

identifying a warehouse to pre-position its emergency supplies. A pre-feasibility study on delivery of basic commodities at community level is underway.

In-country logistics and delivery to end-users remains challenging, as they require obtaining check-point and security clearances. Shipments take 1-3 months for clearance through various line ministries, delaying implementation.

Following the Category Management Workshop, YCO will strategize procurement of key supplies to increase efficiency in work processes. Time and staff constraints need to be addressed to improve end-user monitoring.

4.3 Human Resource Capacity:

The staff structure of the office was reviewed using a results-based approach as part of the MTR process in 2008. This has led to the identification of gaps in capacity and skills required across the programmes and Operations. The review resulted in the creation of twenty additional posts including specialised technical posts in nutrition, WASH and child protection as well as strengthened national capacity internally at central level with M&E, Supply, Info/Communication and life skills posts and in the field with health officers. In 2010, the PBR approved a L-4 Field Co-ordination post under the DepRep, which integrates emergency oversight. In Operations a key post was created to lead the HR section. The office held a workshop on UNICEF HR policies during December 2010, facilitated by colleagues from DHR, NYHQ and MENARO. All staff with supervisory responsibilities attended the training. This is a new training package introduced by DHR and being tested through pilot countries. It is expected to enhance office ability to manage HR issues efficiently.

The office conducted PAS training for all staff in the last quarter of 2010, prior to the end-of-year PER discussion. All staff were encouraged to use the PAS process to engage in honest and constructive performance evaluation, with a focus on achieving the CP results.

The office managed to fill the staff gap during the emergency response by depending on seconded staff from other UNICEF offices within the region as well from standby partners to meet immediate needs. Standby partners have supported staff in communications, child protection, information management, education and cluster co-ordination, with timely assistance from EMOPS Geneva. This provided the office with the required time to complete the recruitment process of approved posts. This has continued to contribute to savings which have been used to recruit emergency staff, especially for field locations. Staff has been oriented on the revised CCCs and basics of EWEA, DRR, and early recovery.

The list of local counsellors, developed by the UN Physician, was shared with all staff. The use of this service is offered also through the UN Dispensary to maintain high level of confidentiality.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

The procurement of two duplex laser printers has enabled saving on the cost of paper as well as of toner.

The accommodation of additional staff within the existing building is another example, especially given that part of the building had to be vacated due to security risks. Additional savings were made by hosting another UN agency (UNAIDS) and sharing the cost of rent and utilities.

On the telecommunication front the office managed to achieve considerable reduction in the total expenditure of international phone calls by using VOIP. The upgrade of the office PBAX with software which enables hosting phone conferences has achieved saving in total cost of phone bills plus the saving due to rationalization of internal travel.

4.4.2 Changes in AMP:

The 2011 Annual management plan will be prepared in consultation with all staff to ensure ownership of this critical management tool. The revised programme structure with PCR/IRs and results-orientation will be reflected in the AMP. This will include the use of indicators as reflected in the Office management report produced by HQ.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. *Getting ready for school: A Child-to-Child Approach*
2. *Needs assessment of child care institutions*
3. *Real-Time Evaluation of UNICEF's Response to the Sa'ada Conflict in Northern Yemen*
4. *Nutrition status assessment of children aged 6-59 months in Razeh, Ghammer, Munabih, Al Thaheer and Shada districts of Sa'ada Governorate*
5. *Inter-agency Comprehensive Child Protection Assessment in Conflict Affected Governorates in North Yemen*
6. *Evaluation of the Government of Yemen's Programme for Combating Child Smuggling*

5.2 List of Other Publications

1. *Film for the prevention of iodine deficiency disorders in the community*
2. *The National Life Skills and Peer Education Youth Manual*
3. *Breast feeding, Infant Young Child Feeding (IYCF) and Iodine Deficiency Disorders training manual (IDD)*
4. *TV flashes on hand-washing, maternal health, and breast-feeding*
5. *Documentary of activities at community level for Hand Washing Day 2010*
6. *The National Training Curriculum on PMTCT*
7. *Real-Time Evaluation of UNICEF's Response to the Sa'ada Conflict in Northern Yemen*

6. INNOVATION & LESSONS LEARNED:

Title: *Linking WASH Emergency Response to Recovery and Development*

Contact Person: Ghassan Madieh (gmadieh@unicef.org)

Abstract:

The purpose of sharing this experience is to emphasize how even in dire developmental settings, humanitarian action offers opportunities for re-building existing or creating new services for improved and expanded coverage of the underserved population.

Two good examples of the above in relation to WASH interventions can be shared:

- 1-Water quality control
- 2-Rural sanitation

In order to have effective and sustainable WASH interventions, which can ensure long term benefits and link to more rapid recovery, YCO introduced a water quality control system within its initial humanitarian action. Similarly, hygiene promotion was a major challenge given that only half the country's population uses improved sanitation facilities. However, community participation, where both IDPs and host communities developed a sense of ownership, motivated them to operate and maintain the sanitation system. This has proved to be an effective way to promote sustainable, improved hygiene practices that extends through recovery and into development phases.

Innovation or Lessons Learned:

i) Several WASH interventions implemented as part of the emergency response, have proven to have a good link to recovery and development, with the potential to jump-start the recovery process and provide long-term, sustainable benefits. The most salient example is that of the water quality control system that has contributed to a reduction in outbreaks of disease. While water safety is as important as water quantity in all settings, extra care has to be (and was) taken in emergency situations due to the vulnerability of the people served and the complexity of the surrounding environment.

ii) Direct involvement of IDPs in relief activities proved an effective means for promoting improved hygiene practices. The involvement of IDPs in the construction of latrines contributed to the adaptation of the design to local circumstances, as well as providing a good foundation for behavioural change with regard to hygiene and sanitation. Based on communication with IDPs, it is highly likely that people will emulate this experience or find other durable solutions for building and managing sanitation facilities and observing sanitary practices when they return to their villages and homes. .

Potential Application:

Several of the experiences from IDP camps in emergency-affected governorates in Northern Yemen can be applied to regular development settings in Yemen.

The water quality control and monitoring system which proved to be crucial in reducing morbidity could be replicated in the rest of the country.

Community participation in hygiene promotion, which was successful in achieving improved sanitation, could be an excellent tool to improve the very low sanitation coverage in the country, for instance, in small communities or schools by involving students in WASH activities.

The YCO has gone through a continuous process of learning to adapt the design of latrines and water points to local circumstances. One of the lessons learned from this experience is the development of the family latrine: A simple and cost-effective latrine that takes into account cultural sensitivities (such as privacy) and is easy to construct, maintain and can be applied to other emergency settings.

Issue/Background:

An estimated 62 percent of the country's population has access to safe drinking water, and 52 percent to adequate sanitation. Additionally, water quality control, including monitoring and treatment, is not systematic in most urban and rural areas. The challenges of ensuring water quality control and access are exacerbated during emergencies.

Strategy and Implementation:

The strategy focused on the introduction of life-saving solutions that can improve health status of the targeted population in a sustainable way. While water safety is a prevalent problem throughout Yemen, health risks for IDPs, especially inside crowded camps, are elevated vis-a-vis other settings due to the fast-paced spread of water-borne diseases. Applying the same local procedures for water quality control in non-emergency settings would have catastrophic results, given that many water sources, shallow water wells in particular, are contaminated. The General Authority for Rural Water Projects (GARWP) is the responsible party for water quality control, including testing and disinfection.

IDPs have been directly involved in latrine design and construction. It was a challenge to convince families in the beginning about the benefits of the proposed latrine type, given the prevalence of open defecation. However, the programme capitalized on the fact that the presence of family latrines addresses cultural sensitivities and protection needs of IDPs, especially those of women and children. Hygiene promotion volunteers further contribute to hygiene promotion and the use and maintenance of latrines.

Progress and Results:

Adequate and safe drinking water is supplied to over 35,000 IDPs inside and outside of camps in Harad and Amran through a well-managed water supply system. Water quantity meets SPHERE standards for each IDP in the camp, ensuring the provision of at least 20 litres per capita/day. Water coverage in the camp can be considered to have reached 100%. Safe drinking water is also provided to the host communities in Harad via the newly-established water system in the area.

Sanitation facilities are available and used, with each family having its own latrine. A total of 2,130 family latrines have been constructed with the participation of IDP communities. This has resulted in a sharp decrease in the incidence of diarrhoeal diseases and the absence of any significant outbreaks of water-borne diseases.

Many of UNICEF's emergency activities focus mainly on two of the main IDP camps in Harad that were created in response to the situation in Sa'ada. As IDPs and host communities outside camps receive either partial or no services, it is likely that the overall humanitarian response exacerbated social tension. The piped water system is one of the few humanitarian interventions that have benefited the host population and IDPs.

Next Steps:

Addressing WASH in schools and health facilities in Sa'ada and in neighbouring governorates hosting IDPs are the next steps planned. As many schools in Sa'ada, Hajjah, and Amran still host IDP children, the pressure on education and WASH resources is increasing. In Sa'ada town at least 16 schools need rehabilitation and extension works on the school latrines. Water supply to schools is becoming an issue that affects not only children's health, but hygiene and the proper utilization of sanitation facilities as well.

7. SOUTH-SOUTH COOPERATION:

As part of capacity building of General Authority for Rural Water Projects (GARWP), a study tour to Khartoum and Nyala was arranged by YCO in cooperation with UNICEF Sudan in May 2010 to enable GARWP's technical and management staff to learn from Sudan's experience with managing emergencies. A MoU was signed between GARWP and the Public Water Cooperation of Sudan, focusing on capacity-building, exchange of learning and experience, and provision of expertise. Another key result of the study tour is that GARWP decided to establish a WASH emergency unit.

As a result of close cooperation with the Yemeni's Prison's Authority/MoI and the Yemeni, Ethiopian and Nigerian Ministries of Social and Foreign Affairs and with the successful collaboration between UNICEF, UNHCR and IOM in Yemen, Ethiopia and Nigeria, over 155 unaccompanied or separated children (123 boys and 32 girls) from the Horn of Africa were identified, provided with interim care and repatriated to their countries of origin. Strong collective advocacy efforts signalled the release of some 75 of these children (44 boys and 31 girls) from the prisons of Taiz and Hodeidah, as well as provision of special protection measures for other migrant children.

A mechanism is being established for dealing with children who cross irregularly the Yemeni territory - mainly aiming to cross to KSA - and who need special care and protection due to their exposure to a high level of risk and vulnerability. Notably, the protection provided by the GoY for the above groups of children was remarkable, especially as it entailed dealing with them as children in line with international standards. Similar protection support was provided by the Governments of Ethiopia and Nigeria.