

Executive Summary

2012 was a transition year in many respects for UNICEF Algeria.

First, it marked the inception of its new 2012-2014 Country Programme, with programmes structured around upstream policy interventions and a strong focus towards knowledge creation and dissemination around children and adolescent issues in country; a reflection of the high-middle income status of Algeria.

2012 also marked the 50th anniversary of Algeria as an independent nation, along with the 50th anniversary of UNICEF's presence in Algeria. This coincided with parliamentary elections which saw women representation rise to 32 per cent of the said assembly, bringing Algeria to one of the foremost countries of the world in this regard. The preparations for said elections, ensuing change of government cabinet, and the fact that all but one of UNICEF's partners at the ministerial level was replaced in the newly established cabinet meant a slight slowdown in programme implementation.

The above temporary challenge was compounded by staffing transitions within UNICEF itself, with the positions of representative and deputy representative being filled later in the year, whilst UNICEF Algeria also struggled to fill the position of Education Specialist and Youth Officer, which equally created human resource capacity constraints.

Such challenges nevertheless did not prevent UNICEF Algeria and its partners to move forward towards a number of key achievements within the objectives of its CPD (Country Programme Document).

Among those was the finalization of a ground-breaking juvenile justice training programme specifically dedicated to judges in-training with a view of ensuring that the best interest of the child will be foremost in all future judgements.

Another key achievement was the production of a social protection roadmap, established with the leadership of the Secretariat of State for Prospective and Statistics. This tool outlines key steps and proposed strategies towards strengthening the coherence, effectiveness and efficiency of sizeable existing social transfers in country, and should guide UNICEF's work in this regard over the coming two years.

Furthermore, UNICEF closely supported a participatory survey around youth vulnerability in Oran with the support of a local NGO (SDH- Sante Sidi El Houari). By youth, with youth, for youth, the survey results were discussed within the regional assembly in an open forum, strongly supporting the concept and value of youth participation in both private and public fora.

Two other significant milestones consisted of the finalization of the national response strategy towards children deprived of parental care, as well as the adoption of the national strategy around the elimination of mother-to-child transmission of HIV.

In addition to SDH, the National Commission on Human Rights was another critical partner to UNICEF in 2012. First supporting the CRC (Convention on the Rights of the Child) periodic review in June, and then launching the first national debate around the concluding recommendations of the committee. The Commission also supported the drafting of a decree which is hoped to support the creation of a fully independent institution mandated to monitor children's rights in country in 2013.

Country Situation as Affecting Children & Women

Due to its geographic position as crossroad between Sub-Sahara and Europe, Algeria has traditionally hosted sub-Saharan migrants. Following the Arab spring, however, and the continued Mali and Syria crises, a national research centre (CREAD **(1)**) labelled the new form of migration to the country as mainly "crisis related" **(2)**. Subsequently, as of December 2012, the Minister of Interior estimated a population of over 60,000 migrants in country **(3)**. Whilst limited in terms of aid requirements thus far, this may result in new humanitarian and security challenges for the country in the medium term particularly if the on-going Mali crisis fails to find a sustainable resolution, possibly resulting in significant population movements towards

Algeria.

In this context of regional instability, Algeria initiated significant political reforms in 2012. Five organic laws were reviewed and adopted relating to: elections regime; associations; women representation in elected assemblies; political parties; and information.

Legislative and local elections were held in May and November. Women representation in parliament increased from 7.71 per cent **(4)** to 32 per cent **(5)**. A new government was appointed in early September with new Ministers in all social sectors, initiating a new Government action plan with an emphasis on social cohesion and economic development, with specific references to equitable development needs throughout the country, and the centrality of youth for the future.

To sustain such renewed commitment, Algeria will continue to rely on its domestic capacities, with an average growth rate of 3per cent since 2007, a GDP per capita at US\$ 5,330 in 2011 and an external debt at 3.5 in per cent of GDP **(6)**; 10per cent of which is already devoted to finance social transfers **(7)**.

Yet further focused investments will likely be welcome.

The current 22.4per cent unemployment rate for 16-24 years old induces frustrations and vulnerabilities amongst youth and parents' communities. Furthermore, 26per cent of the 15-24 year olds are neither in the education system nor in the labour market which increases their exclusion, vulnerability and ability to be reached **(8)**. The current economic framework relies heavily on the prevailing oil share in the economy (37per cent of GDP and 98per cent of exports **(9)**) and offers very limited diversified job opportunities for youth other than public service; increasing the risk for them to rely on the informal economy market where abuse of rights will be extremely difficult for institutions to detect, or youth to report.

The infant mortality rate (IMR) decreased from 26.2 per 1000 in 2007 to 23.1 per 1000 in 2011. This reflects too slow a reduction trend for Algeria to achieve the MDG target in 2015 (15.6/1,000) **(10)**. The neonatal mortality rate is estimated at 16.7 per 1000 in 2011 which represents about 72per cent of infant mortality **(11)**. The maternal mortality rate (MMR) is issued on a yearly basis by the Ministry of Health, and is estimated at 73.9 per 100,000 in 2011; a worrisome figure at odds with other social indicators for the country which generally positively compare with most other MENA countries **(12)**. In the Health sector, bottlenecks are related to disparities in access to and quality of health services coverage especially in some regions of the South and Highlands as mentioned in the Algeria report to the CRC **(13)**.

Enrolment rate at preparatory school (5 year olds) increased dramatically from less than 10per cent in 2002-2003 to more than 75per cent in 2008-2009 thanks to significant efforts in offering classrooms for such age group by the Ministry of Education **(14)**. Nevertheless, important disparities exist in the quality of education provided for the 3-6 year old group. Lacking a nationwide early childhood development (ECD) national policy, offer of kindergarten facilities remains spread between various ministries and a range of private schools, with no agreed curriculum for children or for teacher training, while access to preparatory school is still optional.

Reported net enrolment rate in primary school is over 98per cent. However, the enrolment rate of the 6-16 'compulsory' years is only 88.5per cent, with drop-out rates increasing from the middle to secondary school with a transition rate of 66per cent **(15)** at the national level and important regional disparities (51.2per cent in the Great South and 64.8per cent in the North Centre) **(16)**. Inclusive education is still very low with only 807 disabled children enrolled in ordinary schools **(17)**.

Data on children victims of abuse and exploitation remains very limited. The latest statistics provided by the child protection section of the Police report 1,573 children (of which 906 were girls) victims of abuse in 2010. Seven hundred and sixty-three children were deemed in danger and placed into protection facilities in 2010 **(18)**. These few data show the difficulty in access to reliable statistics in child protection despite Government efforts to put in place national strategies against violence and exploitation.

Algeria presented the 3rd and 4th State Report to the CRC Committee in June 2012. The Committee acknowledged progress made by Algeria but recommended paying further attention to issues such as budget

allocation and the evaluation of the National Action Plan for Children, the child protection code and the independent institution on child rights monitoring. The Committee also stressed the importance of reviewing and withdrawing interpretative declarations.

Country Programme Analytical Overview

2012 was marked by the beginning of a new three year Country Programme in Algeria. Designed around four programme components (Strengthening of institutional policies attentive to children, Improvement of evidence based knowledge on the situation of women and children, Social and cultural norms affecting women/children and cross cutting issues) it aims to create and disseminate knowledge around children and adolescent issues; support evidence-based advocacy informing upstream policy interventions; and pilot sustainable 'models' at the local level through geographic programme convergence where inequalities and disparities are the highest.

The mix of intervention strategies between data creation and dissemination of key surveys/studies, focused pilot projects, and advocacy towards national policy and decision makers grounded in both appears to prove effective thus far.

For instance, national partners are fully engaged in the positive outcomes brought by the UNICEF-supported tool regrouping all performance indicators of the education system, which will support the detection of early drop-outs, insufficient transfer rates, and other issues through a significant improvement of the national education management and information system.

There was similarly a strong buy-in by multiple ministry partners around the in-depth data gathering work necessary to support the production of a comprehensive roadmap towards efficient social protection mechanisms.

Finally, strong national leadership continues around the implementation of a 30,000 households survey which will create an updated and detailed equity mapping of all key social data in country, and will therefore offer the perfect tool for national decision makers in terms of the required investment cases to tackle existing disparities.

Engaged annual reviews supported the continued relevance of the country programme whilst highlighting the need to strength three programme components: integrated early childhood development; quality education and capacity development for education personnel; and social protection.

The UNICEF programme in 2013 shall therefore pursue the following main priorities:

Health: Focus on providing technical support around reduction of infant and maternal mortality through two main audit studies related to maternal and infant deaths.

Education and early childhood development: Support the development of an intersectoral early childhood development national strategy and implementation framework. Strengthened focus towards quality education will target learning outcomes through extensive training on competency based curriculum, education information management system, and violence in schools.

Youth and adolescents: 'by, with and for youth' - participation remains the core of youth interventions, including in policy review and evaluation. Evidence-based knowledge will be also created through the implementation of a specific national youth survey.

Protection/Social Protection: will mainly focus on the analysis of the social protection mechanisms at the decentralised level, while in the framework of the social protection reform, an evaluation of the coherence of social protection programmemes will be carried out with an expectedly strengthened partnership framework through the establishment of horizontal cooperation between Algeria and Brazil on this theme.

Knowledge management: will build heavily on the national household survey results to create a range of

equity mapping sectoral profiles to offer comprehensive information around existing disparities both to rights holders and decisions makers.

Humanitarian Assistance

UNICEF presence in the five refugee camps aims to support UNHCR's overall mandate and multi-sector lead around humanitarian assistance provision to Saharawis population.

UNICEF continues to pursue its unwavering support towards Saharawi children around health, education and for youth. Specific interventions target:

- 1) In health: immunization training, cold chain support and social mobilization to improve vaccination coverage, as well as a range of on-the-job training and provision of technical material to support neonatal and maternal deaths prevention
- 2) In education: provision of basic school furniture to reach 100per cent of the needs of primary school children. Additional support in the field of education quality is envisaged through provision of teacher training on the competency-based approach to progress in learning outcomes.
- 3) The current context of instability in Northern Mali and the continued unresolved Saharawi situation explain the special attention needed to promote sport and other forms of constructive participation and activities specifically for Saharawi youth.

UNICEF continues to be concerned with significant fundraising difficulties, linked to a range of factors including UNICEF not being the primary funding recipient for the refugee response, donor fatigue, and the current global economic crisis, hitting key European countries, among others.

Effective Advocacy

Partially met benchmarks

The UNICEF 2012-2014 country programme positions knowledge creation and dissemination at the heart of programme effectiveness, positing that firm, credible data, is at the core of effective advocacy, both with decision makers and rights holders.

A significant portion of UNICEF Algeria work thus revolves around participatory process with national partners aimed to gather credible data through qualitative and quantitative approaches, with an ultimate objective to influence policy decisions and budgeting in favour of the most vulnerable children.

One example is the participatory study, by youth, on youth, for three vulnerable districts of Oran, and perceptions of youth vulnerability and expectations. The compelling methodology and constructive feedback obtained was subsequently presented to the highest level of regional decentralized authority, before a 100-strong audience inclusive of all heads of administrative sectors. This was a critical step not only because it initiated an open dialog between regional authorities and the local NGO involved in providing support to vulnerable youth, but also because it helped embed the concept and the added value of youth participation in fora generally considered a domain of public administration alone.

Equally critical is the national household survey currently being undertaken with the leadership of the Ministry of Health. Covering 30,000 households, this survey's results will provide decisions makers with a detailed sectoral mapping of where inequities in access to and quality of care may persist in country, offering a solid base to decide upon the required investment cases to be made in the respective social sectors over the coming years.

UNICEF Algeria collaborated closely on common advocacy themes with national partners specifically around child rights issues. In 2009, UNICEF initiated a dialogue with the National Commission on Human Rights around embedding CRC principles in public policies.

A national conference was held to debate the issue. This helped identify priority actions to achieve a progressive harmonization of national policies against CRC principles and rights.

Following this event, a follow-up committee was set-up to monitor the implementation of the conference recommendations. The committee is chaired by the Human Rights Commission and includes Ministries, NGOs, UNICEF and UNHCR. Along with the Human Rights Commission itself, the committee was instrumental for the presentation of Algeria's 3rd and 4th State Reports to the CRC Committee in June's plenary session. Following the CRC formal report, the committee successfully advocated with the National Commission to launch the first national debate around the concluding recommendations of the CRC committee. This allowed for a very engaged debate around key areas of action for the coming years, which the organizing committee agreed to address with relevant national institutions.

Finally, the Commission supported the drafting of a decree to support the creation of a fully independent institution mandated to monitor children rights in the country in 2013. Such an institution will, in the coming years, hopefully evolve into one of the main advocates for children in Algeria.

Capacity Development

Initiating action to meet benchmarks

Capacity Development was an important approach of Algeria's country programme, (CPD). In 2012, several programmes supported capacity development efforts. Three examples in the education, health and juvenile justice sectors are worth mentioning.

With respect to quality education, the Algerian education system was lacking a comprehensive evaluation framework supporting a continuum of performance monitoring indicators. Thus, a tripartite agreement between UNICEF, the Ministry of Education and the National Education Research Institute was established to develop a comprehensive set of performance indicators to be used as a 'dashboard' for measuring and evaluating the performance of the Algerian education system not only against its own performance indicators but also international comparators.

The process was supported and validated by the International Institute for Peace Education (IIPE) affiliated with UNESCO and specialized in Education planning tools and performance review, therefore guaranteeing the quality of the management tool and its conformity with international standard indicators.

The process was further strengthened through capacity building training sessions for statisticians and school inspectors on the use of the monitoring indicators. The Ministry of Education is now committed to replicate the training in 2013 without UNICEF's financial support.

The partnership between UNICEF and the National Judiciary Training Institute is another example of capacity development embedded in the development of a specialised training programme for judges. This unique programme aims to promote a deep understanding of children and juveniles' issues enabling judges to ensure that the best interests of the child will be foremost in all future judgements. The specialised training programme advocates for the children's rights at all stages of the juvenile justice system and embeds the Beijing international standard rules in the curriculum. UNICEF will pursue its support to the National Training Institute in 2013 with a view to finalize the training content now that the structure is agreed upon, after which the institute has already committed to manage the training launch with its own resources.

Capacity Development was also reflected in humanitarian intervention for the Sahrawi population in Tindouf. As a result of enduring efforts deployed over the last three years, and mainly thanks to the support of the French National Committee for UNICEF, over one hundred health staff in charge of immunization have been equipped with the competencies required to appropriately deliver the required vaccines to under-five children. Such capacity development efforts for health personnel will continue in the forthcoming years around the issue of neonatal and maternal care, again with financial support from UNICEF's French National Committee.

Communication for Development

Partially met benchmarks

Communication for Development proved to be an extremely relevant approach in the framework of the new CDP and in support of programmes, especially in local contexts and UN joint projects. C4D efforts supported three key results:

- i) the mobilisation of partners around the importance of issues directly linked to the protection of mother and child health and women's literacy;
- ii) reaching the most vulnerable communities residing in remote rural areas of the country by using charismatic female religious leaders to deliver social communication messages and,
- iii) using evidence-based information to identify the causes of inequities, local practices and norms.

All of the three above-mentioned results were reached thanks to over three years of engaged action at the local level in specifically designated areas of the country seen as disadvantaged (a specific focus was made around Djelfa, Charouine, Tipaza and Constantine areas), and in collaboration with national partners, namely ONAEA (Office National d'Alphabetisation et d'Enseignement pour Adultes) and the Ministry for Religious Affairs.

The latter had created a specific cadre of staff called 'mourchidates', women alumni with four years of university training in religious affairs; initially with a view to engage women around religion at the local level. The mourchidate have therefore been one of the key C4D medium for UNICEF in rural as well as hard to reach urban communities, often with great success, around literacy campaigns, breastfeeding as well as access to school.

Thanks to its past experience, UNICEF was able to make the most of the above-mentioned key results in support of a joint UNCT (United Nations Country Team)-Government programme in the Daira of Djelfa, a disadvantaged and remote department of the Algerian highlands.

A comprehensive consultative and a participatory planning process initially took place with all stakeholders involved, including local authorities and civil society, started in 2011. This engaged considerable time and human resources but ensured strong local ownership, and a deeply rooted understanding at the local level of UNICEF's commitment to vulnerable children over the long run.

As a result of this process, two main interventions were planned and delivered: i) a specific study on early childhood care practices in the local context in view of the future opening of three ECD centres specifically targeting the women's children to enable them to access the literacy/training classes; and b) technical support and expertise for the identification of essential family practices in Djelfa in order to develop radio special broadcasts specifically targeting women and girls.

Given the encouraging results resulting from the joint programme, a similar process is currently being duplicated in the Daira of Charouine; a remote and poor department in the deserted South of Algeria. There, within the framework of a 'sensitisation campaign', the mobilisation of 600 illiterate women to attend literacy courses was made possible.

In a very different context - at the national level and in a rapidly, evolving urban setting - UNICEF also devoted efforts around initiating a national C4D campaign in support of breastfeeding week.

Service Delivery

Partially met benchmarks

Considering the high-middle income status of Algeria and the significant financial and knowhow resources it is able to devote to the benefit of its population, service delivery is in principle not a programme strategy deemed as effective for the successful delivery of the UNICEF 2012-2014 programme.

The only exception to this thus far has been around the provision by UNICEF Algeria to the full vaccine

requirements for under-five children living in the Saharawi refugee camps around Tindouf. Over the last four years, and thanks to the generosity of the UNICEF France National Committee as well as ECHO, UNICEF has provided and supported distribution of the vaccines on a yearly basis, considering the inability of the Saharawi authorities to finance such costs.

It is, however, expected that in 2013-2014 UNICEF will be able to identify a more sustainable alternative, considering the fact that funding for such vaccines has to be secured a yearly basis from extra-budgetary resources; creating a real risk for Saharawi children should UNICEF Algeria prove unable to identify such funding sources in any given year.

Strategic Partnerships

Partially met benchmarks

On a day-to-day basis, UNICEF Algeria continues to have strong partnerships and close collaboration with key ministry partners including the Ministry of Foreign Affairs, Education, Health, Solidarity and Social Welfare, Youth, Justice, State Secretariat for Prospective, Communication, and Religious Affairs.

Beyond such positive bilateral collaboration, a range of additional partnerships are particularly noteworthy in the context of the current country programme. They include:

- i) A multi-stakeholder partnership chaired both by the Ministry of Health and gathering representatives of Ministries, NGOs, and international partners (UNICEF and UNFPA), set-up to contribute to, provide oversight and coordinate the MICS4 survey to promote the quality and the credibility of data provided by the national household survey (MICS) and guarantee their optimum use at all levels.
- ii) A strategic multi-sectoral and inter-ministerial working group around social protection, chaired by the State Secretariat of Prospective. The group worked closely to produce a multi-year roadmap around the necessary steps and proposed strategic engagement avenues to strengthen the coherence, effectiveness and efficiency of social protection mechanisms in country. It is hoped that on-going initial discussions around South-South cooperation with Brazil on the same issue may in the medium term contribute to the substance of such a roadmap, as experiences in Algeria may in turn be used by Brazilian partners as needed.
- iii) A technical cooperation with UNESCO through its affiliated institution, the IPE (International Institute for Peace Education), to develop a critical tool to help strengthen the Education Management and Information System performance on national as well as international education indicators. It is hoped that once effectively established and used in all schools in the country, the tool will play a critical role in identifying early drop-outs, key areas/schools where too frequent repetitions may indicate urgent issues of quality, violence in schools or other issues affecting children.

A focused partnership with an energetic local NGO (SDH - Sante Sidi El Houari) based in Oran around the added value of youth participation in public life, whether through formal or informal mechanisms. The tireless engagement of youth in their neighbourhoods and the quality and credibility of all the documents they have thus far produced with SDH's collaboration and guidance continues to act as a great role model both for other youth groups and a sustainable engagement avenue for national authorities. UNICEF is now working closely with two other Alger-based NGOs (the National Scout Movement (SMA), and a child protection NGO network (NADA) to replicate such constructive engagement models with national partners at the capital level.

Knowledge Management

Partially met benchmarks

Knowledge management (KM) is a key programme component of the Algerian country programme with the aim of creating and disseminating knowledge around children, adolescents and women's issues, especially the most vulnerable.

A dedicated Programme component result is related to KM with the final objective of placing this knowledge at the level of decision and policy-makers as well as rights holders.

The main knowledge activity undertaken in 2012 was the national household survey (MICS4), implemented by the Ministry of Health with financial and technical support from UNICEF, and a UNFPA contribution.

Year 2013 will build on the household survey results to create a range of equity mapping sectorial profiles, to offer comprehensive information around existing disparities both to rights holders and decision makers. MICS4 data will also be used in the equity analysis and Multiple Overlapping Deprivation Analysis (MODA) in 2013.

Another critical innovation for UNICEF Algeria was the development of a Youth survey module designed to complement the above household survey and covering youth participation and development addressing 10-24 year old young people. The survey's modules will be used in the Youth post-MICS survey in early 2013. The results will address major data gaps in related youth and adolescent participation issues and will be brought to the attention of decision-makers as youth has been given high national priority by the Head of State and Government.

An innovative approach was also used to conduct a youth vulnerability analysis. The analysis was undertaken in partnership between UNICEF and a local NGO Santé Sidi El Houari, in three of the most disadvantaged neighbourhoods of Oran. A mix of young academic students and youth coming from the targeted neighbourhoods were involved in the research. These young people were trained by a UNICEF expert on participation and focus group interview techniques in order to conduct the data collection and interviews. The outcomes of the analysis were shared with local authorities in a public forum where youth could further express themselves.

Studies and knowledge products are disseminated systematically and shared via international or national networks. They are also disseminated through communication partners such as media, debated at national conferences with the participation of researchers, academia and officials from relevant ministries. The study on child-sensitive social protection has been disseminated through international bulletins such as the 'Centre for Social Protection newsletter' in order to share knowledge on Algeria's experience with international community.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

UNICEF's active participation in the follow-up committee chaired by the National Commission on Human Rights presents a unique opportunity to advocate for the implementation of the CRC. UNICEF contributed to the reflection on setting-up a national independent observatory for the promotion and protection of child rights. The committee is currently drafting a presidential decree that will be submitted in early 2013 to the Secretary General of Government.

Once created, this mechanism will be responsible for monitoring the CRC and the situation of child rights and should report directly to the Head of State. On 19 December, 20th anniversary of CRC ratification by Algeria, a national workshop was held to disseminate and debate the recommendations of the Committee on the Rights of the Child to Algeria during the Session of June 2012. This was the first time that CRC recommendations were debated publically, with the participation of Government and civil society partners as well as UN agencies. The workshop report was presented to the Head of State by the president of the National Commission on Human Rights (NCHR). Furthermore, the NCHR, at the request of the follow-up committee, sent a formal letter to the Prime Minister in order to reactivate and publicly debate the draft child protection code that has been frozen since 2006.

Gender Equality

Mostly met benchmarks

UNICEF Algeria produced in November 2011 a comprehensive Situation Analysis which systematically looked at individual sectors with a gender lens. This helped structure the 2012-2014 country programme, significant portions of which are specifically designed to attempt to address/mitigate gender gaps and/or issues in various sectors, notably education, health care, and youth, among others.

The focus on knowledge management throughout the country programme aims to reinforce knowledge and gender related concerns, and it is hoped that the on-going national household survey will in that matter be a knowledge creation milestone which will go a long way in highlighting issues of access to services/employment and issues of violence which may be largely related to gender.

At a much more localized level, and in partnership with seven UN agencies and twelve ministries, UNICEF engaged in a joint programme for gender equality and empowerment for women, financed through Spanish MDG gender funds, in the Wilaya of Djelfa (one of the most disadvantaged areas of the country on most social issues) located in the country's highlands. The joint programme aimed to provide a comprehensive multi-sectoral range of programme support to this area with a specific objective around gender empowerment, access to literacy, and work.

Such a joint programme in the given area was most welcome by UNICEF, who had been actively engaged around women's empowerment issues with the same geographic focus since 2005; facilitating the opening of five separate community centres, and then liaising with national partners from ONAEA (National Adult Literacy Training body) and the Employment Ministry to offer to interested women both literacy classes and short training courses designed to help open employment opportunities (mostly self-created).

Considering the multi-faceted nature of the joint programme, and the range of partners involved, a comprehensive consultative process characterised the process from its inception, starting with its initial conception oriented towards the active engagement of civil society and in particular women's organizations and local political authorities and decision makers. The active participation of all stakeholders from planning to implementation phases created a strong sense of ownership and commitment.

Persisting low national adult literacy indicators (specifically among adult women) and the specificity of the socio-economic context, prompted UNICEF's involvement in two main interventions for the programme: a) a specific study on early childhood care practices in the local context of Djelfa in view of the future opening of three ECD centres specifically targeting the women's children to facilitate their access to literacy/training classes; and b) technical support and expertise for the identification of key child-care and child-rearing practices in Djelfa in order to develop radio special broadcasts specifically targeting women and girls around facts for life.

Subsequent to the joint programme's very encouraging results, UNICEF and UNDP agreed to duplicate all programme activities in the Daira of Charouine, another extremely disadvantaged area located in the South of the country.

Environmental Sustainability

Initiating action to meet benchmarks

Within the frame of the humanitarian support for Saharawi children, UNICEF deployed its regional Water and Sanitation Specialist through a joint UNHCR-ECHO-UNICEF mission to undertake a sectoral review of the water and sanitation sector in Saharawi refugee camps.

In this framework, UNICEF provided a range of technical guidance specifically around most effective practices for water and sanitation in the context of schools, in support of UNHCR's overall refugee mandate, keeping in mind the significant constraints in terms of sufficient access to water for all, and equally critical sustainability

of current interventions and proposed strategies. UNICEF is currently discussing with ECHO the effectiveness of existing WASH interventions in schools, and possible additional support that may be required.

South-South and Triangular Cooperation

A social protection roadmap was developed and agreed with the Secretariat of State in charge of Prospective and Statistics to generate evidence and policy options to inform a social protection reform by the end of 2014.

Within this roadmap, the Secretariat of State welcomed UNICEF's offer to facilitate a South-South cooperation with Brazil on their social protection model and experience with "Bolsa familia" and other useful tools and methodology that may contribute to making existing social protection mechanisms in Algeria more coherent and efficient.

UNICEF proposed to facilitate the cooperation between Algeria and Brazil which could possibly be structured through a tripartite MoU on social protection between the two countries and UNICEF.

The purpose of this cooperation is to "Contribute to the reflection initiated at country level by Algerian institutions on social protection reform through the creation of a dialogue forum, experience sharing and capacity development interventions in the frame of South-South/Horizontal Cooperation between Algeria and Brazil with a view to optimize the effectiveness and efficiency of social protection schemes in country." Formal discussions have taken place with the Secretary of State in charge of Prospective and Statistics, the Embassy of Brazil and the UNICEF Office in Brazil to organize a first study mission in Brazil as a starting point to a medium-term process of cooperation, hopefully leading to a follow up expert mission to Algeria by Brazilian counterparts.

Narrative Analysis by Programme Component Results and Intermediate Results

Algeria - 0120

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

 On-track

PCR 0120/A0/05/001 By 2014, improve access of children, including adolescents (girls and boys) and women, the most disadvantaged and the vulnerables to social services and quality as a priority for urban poor and in the Central Highlands and the South through institution strengthening.

Progress: In terms of geographical coverage, the urban outskirts of Algiers and Oran are targeted for youth and quality education interventions; the remote and disadvantages highlands of Djelfa and Charouine in the south are and will be benefitting from joint UN supported programmes, including community sensitisation campaigns, women's literacy interventions and early childhood development care. The humanitarian response towards the Sarhawi population of Tinduf is benefitting from the finalisation of the immunisation strategy, including capacity development on administrative and technical management of the vaccination programme as well as performances and practices related to the vaccination itself. In education UNICEF, the Red Crescent and UNHCR provided support for quality school furniture and adapted leisure and sport equipment for children aged 3-16.

The main outcome of the effective collaboration with UNAIDS resides in the finalisation of the national strategy for the elimination of mother-to-child transmission of HIV. The strategy is being operationalized in six health facilities with the view to expand coverage in 2013.

Another key accomplishment, established with the leadership of the Secretariat of State for Prospective and Statistic, was the production of the social protection roadmap, which will guide UNICEF's work in social protection throughout the all Country programme cycle. In the same programmatic framework UNICEF has provided technical expertise and guidance for launching and facilitating South-South cooperation between Algeria and Brazil that will effectively materialize in 2013.

Two noteworthy milestones consisted in the finalisation of the national strategy towards children deprived of parental care, and the development of a specialised training programme for judges in training with the view of ensuring the best interest of the child at all stages of the juvenile justice system.

With respect to quality education, specific training on DRR (disaster risk reduction) skilled 400 teachers and school inspectors in emergency and preparedness response to natural disasters. While, youth participation remains the core of the youth and adolescent programme strongly supported by C4D interventions..

The Government reshuffle represented the main constraint common to all UNICEF supported programmes producing delays in implementation.

 Constrained

IR 0120/A0/05/001/001 The international norms and standards on health of mothers and newborns are adopted into four zones sanitation pilots in the Highlands, southern and urban areas in the North.

Progress:

It is through advocacy, perseverance, technical expertise and knowledge that after four years UNICEF, in collaboration and partnership with UNAIDS and the MOH, finalized the National Strategy for Elimination of Mother-to-Child Transmission of HIV.

Once the strategy was approved its immediate operationalization permitted the establishment of six regional centres in northern, southern, eastern and western regions of the country where health screening of pregnant women and care for all HIV-positive mothers before delivery was provided.

Some of the planned activities in HIV prevention, as well as the development of the strategy itself, required additional funding that were acquired through the development of donor proposals.

A recent assessment conducted by the Government on the status of MDG 4 and 5 reported that Algeria most likely will not be at the RDV of 2015, thus UNICEF and the Ministry of Health have enhanced their efforts in the development and implementation of strategic interventions aiming to accelerate the reduction of maternal mortality and to facilitate the implementation of standards related to perinatal mortality. A comprehensive

strategy to reduce maternal mortality will be based on 'real causes and specific moments' of occurring maternal deaths. An audit on maternal death will be the tool used to gather the relevant information.

The support of the Algerian Government and the good coordination with the Ministry of Health and its newly established management formed the bases of a quality partnership that will be further improved in the framework of the AWP 2013.

 On-track

IR 0120/A0/05/001/002 The programme of social welfare and social budgets are oriented to reduce the difficulties of access for most vulnerable, boys and girls, inter alia, those living in poor households and not insured.

Progress:

A social protection roadmap was agreed with Government and includes dialogue, knowledge sharing, capacity development, and evidence generation activities to inform the social protection reform. It aims to enhance coherence, integration, equity, and child-sensitive social protection. The roadmap has been designed following the dissemination of the national research study on child-sensitive social protection and a consultation with key ministries. As part of the roadmap, an evaluation of non-contributive social protection coherence was launched and results are expected for 2013. South-South cooperation between Algeria and Brazil in social protection has been initiated under high level leadership of the Secretary of State in charge of Prospective and Statistics. Key senior officials have participated in a regional conference on equity measurement and agreement has been reached that Algeria will host a regional conference on social protection in 2013 to share experiences between MENA countries.

UNICEF has provided technical expertise and guidance to national partners and is facilitating horizontal cooperation with Brazil.

A Steering Committee composed by ten Ministries, and headed by the Secretariat of State in charge of Prospective and Statistics, is a key body for the coordination of the social protection roadmap. It is also the forum of dialogue and knowledge sharing. The Secretariat of State reports directly to the Prime Minister which creates opportunities to endorse the outcomes of social protection initiatives.

The Government's reshuffle in September and the change of the Prospective Minister have delayed implementation of the social protection roadmap. While it has been endorsed by the former Minister, it was important that the new Secretary of State endorses it as well as it is a plan that intends to influence a reform.

 On-track

IR 0120/A0/05/001/003 Local and central government decision-makers and civil society develop good practices on adolescent and young people involvement in social policies that affect them in the Highlands, southern regions and areas of urban poor.

Progress: Participation forms the core of the youth and adolescent programme. In 2012 the programme invested in capacity development of national counterparts.

Several training sessions on the 'Right to Participation' were organized targeting both officials from the Ministry of Communications and professionals working for the national television and Algerian radio. Both trainings focused on knowledge delivery around the right to participation of children and adolescents and its pragmatic integration in the formulation of media programmes and services addressing children and adolescents. The second training session involved a specific module for training media to incorporate adolescents and youth in TV and radio.

The evaluations done at the end of the two trainings sessions revealed that the participants acquired knowledge of the CRC and specifically on the 'right to participation' and equally important, the training deepened participants' knowledge in the techniques of positive engagement of young people in the work of

professional communication and media.

'Interviewing techniques and animation programmes for children and adolescents' was the subject of other capacity building interventions meant to facilitate access of children and adolescents to media and improve the space, quality and relevance of media programmes targeting children and young people.

The mentioned interventions, conducted in partnership with the Ministry of Communication have undoubtedly contributed to increasing the interest of the Algerian media in youth issues and children rights and will culminate in 2013 with the creation of a children/adolescent TV programme in both Arabic and French.

 Constrained

IR 0120/A0/05/001/004 The norms and standards of quality education, including those related to inclusive education and preparation for the natural disasters are adopted in targeted areas in the South, Highlands and for the urban poor in the North.

Progress:

The improvement of the quality of education under the main pillar of inclusiveness, access, quality of teaching and learning, were addressed by UNICEF in partnership with the Ministry of National Education through the following main interventions:

- 1) The delivery of specific training on DRR to 416 teachers and school inspectors in 16 of the most at-risk Wilayas, as Algeria is a country prone to earthquakes. The UNICEF supported training was then coupled with 'first aid' training and delivered to students by the Ministry of Education.
- 2) In the areas where disparities in education are the highest, the Ministry of Education identified twenty primary schools to serve as 'model schools' in preparatory education, targeting specifically 5 year old children. UNICEF has provided the selected classes with a quality package including equipment for teachers and pupils, pedagogical materials for teachers, and ECD kits. Monitoring progress in learning outcomes and access will be assessed next year, once the children are enrolled in primary education.
- 3) As Algeria does not possess a national policy for ECD, UNICEF was asked to start supporting the development of an ECD strategy which, by nature, will be multisectoral. To do so, UNICEF has contracted a national research centre that will conduct an in-depth desk review, including the legislative framework on early childhood development; a national overview on educational and health services addressing the needs of children birth to 8 years; the structures and mechanisms existing at community level vis a vis ECD issues and care; and the qualification of care givers amongst other relevant and evidence based information. The findings of the study form the foundation for the development of the strategy but also serve to push for the institutionalization of preschool education.

 Constrained

IR 0120/A0/05/001/005 A working model adopted on social protection and justice for children consistent with regional norms and international standards and adapted specifically in the South, the Highlands and large urban poor areas.

Progress: Two main achievements in the field of juvenile justice and children deprived of family care have been realized while a comprehensive study including the mapping of social protection mechanisms at the decentralized level informing the effectiveness and efficiency of local protection services was launched. In partnership with the National Judiciary Training Institute a specialized training programme dedicated to judges in-training was finalized for 20 judges.

The 8 month training programme was translated into English and it is a unique experience in the MENA region. Next year will be dedicated to the development of the modules and to scale up the training.

The second main achievement was the finalization of the national response strategy for children deprived of parental care that will be officially launched by the Ministry of Solidarity and Social Welfare in early 2013.

Partners such as SOS Kinderdorff and Handicap International were associated throughout the process and will continue contributing in the implementation phase.

UNICEF provided a training on the Convention of the Right of the Child to 30 professional protection staff and social workers with the support of International Civil Service. The training's positive evaluations confirmed the active involvement of the participants discussing subjects such as the system of the Kafela in the context of

international adoption and its limitations and risks.

 On-track

IR 0120/A0/05/001/006 The skills of staff and health managers delivering programmes of immunization, maternal health and neonatal health reach high levels of quality standards and health facilities are equipped with the necessary equipment to effectively implement programmes of immunization, maternal and neonatal health in the five refugee camps.

Progress:

Continuous on-the-job training and the provision of capacity building interventions has supported UNICEF's vaccination programme in the five refugees camps in southern Algeria. The global immunization strategy was finalised according to quality standards and included support for administrative and technical management of the vaccination programme as well as improved practices related to the vaccination itself.

As a result, 100 health personnel were trained and 35 vaccination centres were equipped on proper techniques and vaccine safety. Post-training evaluations showed substantial improvement in cold chain management as well as in the technical skills related to vaccination of personnel. Amelioration in monitoring and recording were also noted. UNICEF's support facilitated the analysis and identification of gaps in the existing programme, as well as an opportunity to advocate and sensitize the Sahrawi authorities on the importance of routine immunization.

The Algerian Ministry of Health with its experts in vaccination and in maternal health were of a considerable support in the implementation of the programme in favour of the Sahrawi refugees and facilitated UNICEF supported interventions and the deployment of technical expertise.

 Constrained

IR 0120/A0/05/001/007 The educational skills of teachers in pre-primary, primary and middle are upgraded in their pedagogy appropriate to local culture and traditions and an environment-friendly hygiene education in schools are reinforced in the five refugee camps.

Progress: Education in the five refugee camps where the Sahrawis population is concentrated remains critical, both for teachers and students. At the beginning of the school year, pupils and students were lacking basic school supplies such as exercise books and pencils while teachers required basic didactical manuals. Furthermore, leisure and extra curricula activities were not implemented due to the unavailability of sports equipment. In response to this, UNICEF, in collaboration with the Red Crescent and UNHCR, provided support to 32,000 children aged 3-16 by providing quality school supplies. In addition, adapted leisure and sport equipment were made available through the provision of ECD and recreational kits for girls and boys.

A first step taken in 2012 to improve the quality of education for the Sahrawi teachers was the provision of manuals, DVD and CDs to help improve the language abilities. This will be completed in 2013 by appropriate in-service teachers training sessions.

A mission assessing water and sanitation in schools was also conducted resulting in a set of operational recommendations for the different actors involved in the education sector in Tindouf.

Despite the evident donor fatigue affecting chronic emergencies, UNICEF remains committed to fundraise for Sahrawi children through multi-sectoral proposals which will include actions for education and ECD.

 No Progress

IR 0120/A0/05/001/008 Adolescents and young people in the five Sahrawi refugee camps gain life skills, including on HIV/AIDS, protection and participation.

Progress: UNICEF's support to the Sahrawi population was limited to two main sectors, namely health and education. The needs of adolescents and youth are also evident. UNHCR, the UN leading agency for humanitarian response in Tindouf, has requested UNICEF to intervene for this specific vulnerable group of children and youth, increasingly at-risk due also to the bordering conflict of Northern Mali. An in-depth technical assessment and appropriate programmatic response is planned for early 2013.

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

 On-track

PCR 0120/A0/05/002 By the year 2014, knowledge on the situation of children, including adolescents (girls and boys), as well as on the most disadvantaged and most vulnerable will be available, accessible.

Progress: Creation and dissemination of knowledge around children, youth and adolescents is central to this programme component. For UNICEF Algeria results and achievements are also at the heart of effective advocacy both with decision makers and rights holders, with an ultimate objective to influence policy decisions and budgeting in favour of the most vulnerable children. It is in this context that three main achievements contributed directly to inform the situation of children, youth and adolescents, notably: 1) the development of an evaluation framework supporting a continuum of performance monitoring indicators. A tripartite agreement between UNICEF, the Ministry of Education and the National Education Research Institute was established to develop a comprehensive set of performance indicators to be used as a 'dashboard' for measuring and evaluating the performance of the Algerian education system not only against its own performance indicators but also international comparators. 2) The implementation of the national household survey, MICS4 and its innovative youth module on participation in collaboration with the Ministry of Health and with financial support from UNFPA. The results will serve as a main source of information on the situation of children and women, equity and multidimensional poverty analysis and MDG reporting. The stand-alone youth survey will generate specific knowledge on youth in their different environments including school, family, society and community. 3) The 'Youth Vulnerability Analysis' was conducted in partnership with a local association specialised in youth issues, SDH Oran. The participatory analysis and its compelling methodology incorporated youth as principal investigators in data collection and interviews trained by a UNICEF expert on active participatory research methodology, participation and focus group techniques. 'By, with and for youth,' the survey results were subsequently shared with the regional assembly in an open forum inclusive of all heads of administrative sectors where youth were given space to talk.

UNICEF actively participated in a multi-sectoral committee coordinated by the National Commission for the Promotion and the Protection of Human Rights to follow-up on the recommendations of the national conference on 'CRC in public policies'. UNICEF is also a member of the sub-group that is working on a presidential decree for setting-up a national observatory on promotion and protection of child rights.

 On-track

IR 0120/A0/05/002/001 There is improved knowledge generation, dissemination and use on the well-being of infant, childhood and adolescents survival, development, protection by poverty quintiles, their geography and socio-economic disparities.

Progress: The national household survey, MICS4 was conducted in 2012. The results will serve as a main source of information on the situation of children and women, equity and multidimensional poverty analysis and MDG reporting. The particularity of this MICS, and certainly an innovation region wide, is the stand-alone youth survey using Youth MICS modules and other Youth and Adolescents modules designed by the office in 2012. The youth survey will be implemented in early 2013, targets the 10 to 24 year olds and intends to analyze development and participation of young people in different environments (school, family, society, community).

MICS4 is implemented by the Ministry of Health with technical and financial support from UNICEF and UNFPA. The Steering committee meeting was opened to all Ministries, NGOs, UNICEF and UNFPA. The fieldwork survey started in October 2012 and is expected to be completed by end January and results are planned to be released in June 2013.

UNICEF actively participated in a multi-sectoral committee coordinated by the National Commission for the Promotion and the Protection of Human Rights to follow-up on the recommendations of the national conference on 'CRC in public policies' and follow-up on the recommendations of the CRC to the State Party during the Session of June 2012. UNICEF is also a member of the sub-group that is working on a presidential decree for setting-up a national observatory for the promotion and protection of child rights. The draft decree will be finalized at a February working meeting. A dissemination workshop of the recommendations of the Committee on the Rights of the Child to Algeria was held with a debate on key issues related to general measures of implementation, child protection systems and the rights of children with disabilities.

 Constrained

IR 0120/A0/05/002/002 Improved knowledge and use on institutional and social resources towards teenagers, young people for development programmes.

Progress: In the framework of an active and strategic partnership with a local NGO Santé Sidi El Houari, specialised in youth issues and operating in Oran, a youth vulnerability analysis was conducted using an innovative participatory approach in three of the most disadvantaged neighbourhood of Oran. A mix of young academic students and youth coming from the targeted neighbourhood were involved in the research. The young people were trained by a UNICEF expert on participation and focus groups techniques in order to conduct the data collection and interviews.

The outcomes of the analysis were shared with local authorities in a public forum where youth could further express themselves.

'By, with and for youth,' the survey results and findings provided information on unexpected realities (need of increased state presence, lack of knowledge on HIV prevention) and results were shared with the regional assembly in an open forum where youth were given space to talk and to be heard.

Specific knowledge on youth will be generated by a national youth survey using also Youth MICS modules designed by the office in 2012. The results of the youth survey, expected in 2013, will provide much need information adolescent development and participation in different environments including school, family, society, community.

 On-track

IR 0120/A0/05/002/003 Research - action on the quality of education informs the national programmes on the enrolment, repetition and achievement levels in targeted regions of the South, Highlands and urban poor zones

Progress:

Several studies have been conducted in the last year for the Ministry of Education and in partnership with the National Institute of Education Research and the International Institute of Education Planning. These studies were conducted to generate knowledge, information and evidence on the effectiveness and efficiency of Algeria's education system, in order to influence policy and raise awareness for quality education for all children, girls and boys. For example, the 'study on the costs and impact of support actions to the education of children' informed the Ministry to improve the access schooling rate by fixing objective criteria for the allocation of the subvention of 3000 DA to the family and school furniture for an equitable distribution among the different levels of education.

In the framework of improving education quality and specifically with respect to monitoring the Algerian education system, the Ministry of Education was provided with a main 'operational tool' grouping all performance indicators which will help education planners and statisticians in the early detection of key barriers hindering learning outcomes. The study is accompanied by capacity building training sessions for 180 education managers/statisticians from all the 50 departments of education in the country. The Ministry of National Education has also requested UNICEF's expertise to produce the numerical application of the performance indicators' tool allowing real-time monitoring of the Algerian school system in 2013.

 Constrained

IR 0120/A0/05/002/004 Research - health action informs national programmes and policies on integrated development of the young children, and on the nutrition of women of childbearing age in targeted areas south, Highlands and urban poor

Progress:

In 2012, UNICEF planned to support the strategy of action research in perinatal, maternal mortality, and infant mortality supported by a qualitative survey on prenatal pregnancy. Technical support for the implementation of a system for auditing maternal and neonatal deaths in priority areas of Southern,

highlands and Northern disadvantaged areas is to be provided. Although there has been willingness on the part of the Ministry of Health, some implementation bottlenecks are yet to be overcome.

No Progress

IR 0120/A0/05/002/005 Analysis of the barriers and bottlenecks informs the national strategies, policies and the programmes of support relating to the social rights of children and adolescents.

Progress: Two major bottleneck analyses have been integrated into the social protection roadmap developed in partnership with the Secretariat of State in charge of Prospective and Statistics and a multi-sectorial committee. They relate to 'Financial barriers to access child and maternal health care access by uninsured families in the context of financing health sector' and 'Policy options to reduce transport barriers to access health care and compulsory education in remote areas'. According to the social protection agreed timeline, these two important activities are planned to start by the end 2013.

PC 3 - Social and cultural norms relating to children

Constrained

PCR 0120/A0/05/003 By the year 2014, the knowledge of families will be improved on health, maternal nutrition, childhood development, protection including on adolescence with a focus on the participation rights of adolescents for bringing about lasting change of behaviour to help such development.

Progress:

C4D efforts supported three key results: 1) the mobilisation of partners around the importance of issues directly linked to the protection of mother and child health and women's literacy; 2) vulnerable communities residing in remote rural areas of the country were reached using charismatic female religious leaders, the 'mourchidates', to deliver social communication messages; and, 3) the use of evidence-based information to identify the causes of inequities, local practices and norms.

The outcomes of UN joint projects implemented at local level have also contributed to the realisation of this result devoted to behavioural change by promoting gender equality. The UN joint project funded by the MDG-gender Spanish funds targeted extremely disadvantaged areas of the country, such as Djelfa, Charouine to address gender related concerns. It resulted in comprehensive and active consultative process amongst stakeholders involved, including several UN agencies and Ministries, civil society and local political authorities. This created a strong sense of ownership and commitment. UNICEF engaged in two main interventions: 1) a specific study on early childhood care practices in the local context of Djelfa and Tipaza in view of the future opening of three ECD centres specifically targeting the women's children so as to enable them to access the literacy/training classes; and, 2) technical support and expertise for the identification of essential family practices in Djelfa in order to develop radio special broadcasts specifically targeting women and girls.

Often, local and international events and or specific interventions were used to advocate against harmful social norms and misconceptions. Two reportages were produced and disseminated in partnership with Algerian TV and the Ministry of Communication, both providing a positive image of youth, by putting them at the 'centre of action' while responding to two major emergencies that affected Algeria (the flood and Boumerdes earthquake).

While the day of the African child was celebrated under the theme 'The Rights of Children with Disabilities', the debate that took place confirmed that much remains to be done to address the rights of this group of children.

Constrained

IR 0120/A0/05/003/001 Mothers, fathers, families and children targeted by communication strategies in young child and maternal health and nutrition in the targeted regions are reached through appropriate messages and communication aids including television, radio, mosques, health centres, ICT and schools.

Progress: Health, nutrition and Early Childhood Development were supported by C4D interventions.

A communication strategy focused on the use of mass media to disseminate messages about the importance of exclusive breastfeeding was developed and shared during breastfeeding week. Both national television and radio has broadcast messages and conducted interviews to technical personnel to raise awareness about the importance of this practice.

In the framework of the development of the ECD integrated strategy the knowledge of parents and families around the holistic development of 0-8 aged children will be targeted through appropriate messages and interventions including parental education and community debates, among others. The strategy is still under development and its operationalization is planned for 2013.

A national training programme was developed to strengthen the capacity of 300 Mourchidat (female religious counsellors) covering the 5 regions of the country in order to disseminate messages on key issues directly linked to the protection of mother and child health.

In addition, two training sessions were held in Constantine and Adrar, targeting 180 Mourchidat to improve interpersonal communication skills and the capacity of the Mourchidats to advocate for mother's and children's health.

The capacity development process of this important group represented by the female religious leaders started in 2009 and culminated with the creation of a network of 48 focal points, 1 per Wilayas, to serve the communities.

 Constrained

IR 0120/A0/05/003/002 Mothers, fathers, families, children, adolescent boys and girls targeted by various communication messages and strategies are enabled to participate and optimally contribute to various developmental goals, especially in the communities which are most disadvantaged and vulnerable.

Progress: The C4D and youth programming worked hand in hand because of the inter-related nature of the participation of children and young people in the longer term goals of the community.

The results of the 2009 UNICEF KAP study 'on the Right to Participation of Adolescents' were utilized to inform the process of developing a strategy addressing parents on caring for adolescents.

This process was initiated with the establishment of a technical committee working on the content of the strategy itself and identifying the messages to be conveyed to parents in order for them to gain an enriched knowledge about adolescents and participation. The document is represents a first step in a more comprehensive plan for engaging adolescents and their parents.

UNICEF in partnership with Algerian TV and the Ministry of Communication produced and disseminated an audiovisual document in Arabic and French to promote the positive image of thousands of youth engaged in two main humanitarian responses; the floods of Bab El Oued, a popular neighborhood of Algiers and the earthquake of Boumerdes.

A documentary highlighting the results of the KAP survey on the right to participation of adolescents in Arabic and French was also produced and disseminated.

 Constrained

IR 0120/A0/05/003/003 Local actors and civil society develop good practices of social dialogue on key issues of children, women as well as encourage participation and civic commitment of adolescents, children in women in the most vulnerable regions

Progress: UNICEF is currently engaged in the implementation of a common UN programme for gender equality and the empowerment of women. Seven UN agencies and a dozen Ministries are involved in its implementation.

UNICEF has participated in all phases of the project from its conceptualization to its implementation. In 2012, a training programme for illiterate women in Djelfa was established and early childhood development community centres were set up in Djelfa and Tipaza.

A combination of good practices interventions including the provision of literacy, artisanal knowledge and early childhood development care resulted in a winning model for empowering women of the rural areas. A large consultative process and its implementation mainly involved UNDP, four different Ministries at national and local level and several local NGOs bringing strong ownership and the commitment of the different institutions involved in the project.

This experience will be duplicated in another joint programme of the Government and UN system, in the Daira of Charouine, located in a remote and rural area south of Algeria.

The principal constraint in implementation was related to the delays in the receipt of funds.

 Constrained

IR 0120/A0/05/003/004 Increase the proportion of decision-makers, families, children, adolescents and young people who are aware of the rights of the child and women as provided for in CRC and CEDAW.

Progress: Promoting and advocating for children's rights is one of the strategies of the Algeria country office. Several activities were completed such as the production of a PSA and a poster on children's rights to celebrate the Day of the African Child and the anniversary of the CRC.

Often, international events are used as opportunities for advocating or for 'giving voice' to sensitive or forgotten issues around children and youth. For example, the Day of the African child was celebrated under the theme "The Rights of Children with Disabilities," with the collaboration of the Ministry of Family and Women Condition, the Algerian Muslim Scouts, and the participation of institutions, NGOs, children and adolescents. A debate took place to discuss the rights of children with disabilities in Algeria. Recommendations were made to improve the access of children with disabilities at schools and promote their rights, in particular at the local level.

The 20th anniversary of the ratification of the CRC by Algeria was an opportunity to mobilize various partners around an information day on 'media and child rights'.

The national radio with its 48 local channels, three national channels and the television continues to promote the CRC principles to the population, with the support of UNICEF.

PC 800 - Cross-sectoral costs

 Constrained

PCR 0120/A0/05/004 Cross sectoral costs to support the overall country programme

Progress: 2012 was marked by the start of the new 2012-2014 UNICEF Country Programme. The annual reviews taking place with UNICEF's main partners confirmed the relevance of the CP and recommended minor adjustments already reflected in 2013 annual work plan, namely, an increased focus on integrated early childhood development, quality education and capacity development for education personnel, and social protection.

The slowdown in programme implementation affecting the first semester of the year was mainly due to a complete reshuffle of the Government cabinet, and the fact that all but one of UNICEF's partners at the ministerial level were replaced. A staffing transition within UNICEF itself, with the positions of representative and deputy representative being filled in the 2nd semester, and the vacant positions of the Education Specialist and Youth Officer also affected programme implementation.

In terms of coordination, UNICEF is part of the joint MDG gender funded UN project representing a good model of coordinated partnership with the stakeholders involved including several UN agencies, local and national authorities and local associations. The project will be duplicated in another location of Algeria. Efficiency in coordination is also seen in the collaboration with UNAIDS as indicated by one of the major

achievements of 2012; the finalization of the national strategy for elimination of mother-to-child transmission of HIV.

The M&E strategy of the new Country Programme 2012-2014 has been also developed and cleared by the Regional Office. Formal discussions took place with the Secretariat of State and the Ministry of Foreign Affairs to implement the M&E strategy under the technical leadership of the Secretariat of State. However, the main constraint that has delayed its implementation is the non-signature of the Country Programme Document as well as the rolling work plans in 2012. Performance indicators are almost all related to local interventions in targeted wilayas of the South, Highlands and poor urban areas and need to be updated through local surveys and studies. This will be done in 2013.

UNICEF has also benefited from a fairly important presence in the media, TV, radio and major national newspapers being mentioned in more than 89 articles through the 5 main newspapers in the country. Potential new partners from the private economic sectors were identified and contacted to support some projects at the local level while others approached UNICEF to discuss future collaboration such as with Cevital Groupe, Unilever and BNP.

 Constrained

IR 0120/A0/05/004/001 The planning of sectoral and cross-cutting activities is rooted in effective coordination that enhances the effective delivery of the UNICEF supported programme.

Progress: 2012 marked the start of the new 2012-2014 UNICEF Country Programme, which is structured around upstream policy interventions, knowledge creation and information dissemination on children and adolescent issues in Algeria, as well as the piloting of new replicable models in local context. Despite some major results, the CDP suffered for not being officially signed. Nevertheless, informal annual reviews were undertaken bilaterally with each ministry partner. These technical meeting confirmed the relevance of the actual country programme.

In terms of coordination, UNICEF is part of the joint MDG gender UN programme that represented a good model of coordinated partnership with other UN agencies and local authorities. The project will be duplicated in another location of Algeria in view of its good initial results. Efficiency in coordination is also seen in the collaboration with UNAIDS as indicated by one of the major achievements of 2012; the finalization of the national strategy for elimination of mother-to-child transmission of HIV.

Another example of improved and structured coordination was seen with UNHCR, the leading agency in the humanitarian response to the Sahrawi population, where UNICEF is actively engaged in health and education.

 Constrained

IR 0120/A0/05/004/002 Progress results of the components of programme of cooperation is systematically monitored and evaluated for appropriate timely mid-course adjustments.

Progress:

The M&E strategy of the new Country Programme 2012-2014 was developed and cleared by Regional Office. Formal discussions have taken place with the Secretariat of State and the Ministry of Foreign Affairs to implement the M&E strategy under the technical leadership of the Secretariat of State.

Performance indicators are almost all related to local interventions in targeted wilayas of the south, highlands and poor urban areas. These need to be updated through local surveys and studies which have been planned in 2013. Budget shortfalls at the beginning of the year didn't allow the office to undertake these monitoring activities, but these will be conducted in 2013.

 On-track

IR 0120/A0/05/004/003 Advocacy efforts and partnership initiatives are forged to give greater visibility to the issue of disadvantaged children and families, with further improving the leveraging potential of partnership for improved results for the most disadvantaged children in the country.

Progress:

UNICEF benefited from an important presence in the media, TV, radio and newspapers throughout the five most important national newspapers. UNICEF was mentioned in more than 89 articles. UNICEF national goodwill ambassadors have been very active, and this has enhanced the visibility of UNICEF and child advocacy.

The participation of the UNICEF Representative in a large number of events, TV and radio programmes, and his meetings with ministers and other personalities, were also opportunities to advocate for child rights.

The celebration of the UN day was also an opportunity to be visible among the UN system.

The office is also making efforts to disseminate studies conducted with partners and press releases on various issues related to children at both the national and regional level.

For the first time, the office organized jointly with Algerian radio the national media award for child rights. This initiative has attracted a number of communication specialist, TV and radio producers and journalists.

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

The ACO representative initiated a comprehensive round of meetings with all ministry partners, but also with all multi-lateral and bilateral aid agencies, as well as the majority of Algeria-based key donors, including emerging donors.

ACO initiated the production of a fundraising toolkit to provide a much needed tool to summarize its programmatic engagement in country, as well as its funding needs over the CPD duration.

Effective Governance Structure

2012 was a challenging year with regards to effective governance structures, particularly as Algeria Country Office management was not fully on board until October 2012. The first semester was therefore a transition period in terms of governance structures.

A number of structures/mechanisms were established during the year to improve governance mechanisms and performance review systems. These include:

- A monthly CMT (Country Management Team) as per statutory meeting membership. Taking into consideration the difficulties in programme implementation and the funding situation, as well as the challenges of Vision implementation over the first three quarters of the year, the Algeria CMT systematically reviewed in plenary a) all Manager's Dashboard alerts; b) a full status of budget implementation; and c) a full status of programme implementation progress. Quarterly Joint Consultative Committee (JCC) meeting.
- Two separate meetings on the Office Improvement Plan (OIP), one of which was a half day full staff retreat following the last global staff survey results.
- In order to optimize information sharing, and as part of the OIP recommendations, all staff weekly stand up meetings were established.
- The representative initiated yearly one-on-one meetings with each staff member around the mid-year review period to allow for a direct unsupervised interaction with the head of office to discuss both on-going performance as well as staff morale.

Significant time was equally devoted to clarify both with staff and partners UNICEF's position, programme engagement level and intended sectoral commitments in support to Saharawi children in camps around Tindouf in the deep South-Western area of the Algerian territory. Considering some miscommunication on this issue with some partners over previous years, UNICEF's representative made sure to meet with all involved partners during his first mission, and then initiated comprehensive debriefings both in Tindouf and in Algiers with the lead response agency (UNHCR) representatives, as well as UNICEF staff, to make sure that the organization's position and response capacity on the matter was understood by all. UNICEF Algeria's representative then requested each of the programme sections to ensure a minimum of two missions per year to Tindouf and the camps to regularly undertake additional assessment and programme oversight alongside the programme officer already permanently posted there.

Finally, a half day staff retreat was dedicated to review the accuracy of the 2011 Risk Control Self-Assessment. The Risk control library together with the Risk profile have been updated taking into consideration changes in the internal and external operating environment. The ERM matrix was further discussed and endorsed during a CMT meeting.

Strategic Risk Management

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

- a) Build the full team's understanding and ownership around UNICEF's expected programme results.
- b) Make of one and all effective advocates for UNICEF with partners, making sure that staff is in a position to respond to intended programme objectives even if not directly linked to one's programme, and are able to explain issues/constraints if and when faced with queries.
- c) Ensure that issues that could be key opportunities or risks to UNICEF were fully understood by all and acted/mitigated against. As a rule, the office management endeavours to establish best and worst outcome options and prepare the team for either, so as to mitigate potential risks appropriately.

Furthermore, the office is working at institutionalizing a set of communication engagement points within each

of the ministry partners at the level of head of section, deputy representative and head of office respectively. This aims to avoid a full communication gap in case of communication challenges with the day-to-day counterpart, as well as offer an alternative communication pathway should there be issues that may need to be raised at management rather than technical level.

UNICEF Algeria fully updated its business continuity plan in October 2012 to maintain and/or strengthen its operational response capacity should it be faced with a crisis situation impacting on its operational capacity. The plan will be tested through a two day simulation in 2013, which will look into both programme response as well as effective operational readiness in the fields of ICT, finance, administration, and human resources. In the meantime, two alternative office locations have already been identified as part of the BCP operational continuity requirement.

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

In response to the December 2007 bombing of the common UN premises which killed 17 UN personnel, UNICEF Algeria was part of the UNICEF offices within the MENA region deemed a priority for premises security upgrade. This upgrade aims to deter as well as mitigate against a similar incident in the future. UNICEF Algeria successfully completed such upgrades by year end, inclusive of a strengthening of access controls, extended standoff between premises and street, blast-resistant upgrades to both windows and walls, and a range of other measures.

Finally, UNICEF Algeria also intends to communicate more actively in the coming year around its programme activities and expected impact for the most vulnerable children and women in the country, as an additional risk mitigation around possible negative perceptions of the UN's work in the country.

Evaluation

As a key element of knowledge creation and management, as well as a central tool both for learning and decision making, be it for aid partners or national counterparts, evaluations play a critical role within UNICEF's 2012-2014 Country Programme.

For the first time, UNICEF was approached by Government partners to support two major evaluations of national policies and/or programmes –around social protection schemes and effectiveness of existing youth-oriented programmes- with a stated objective of strengthening the coherence, efficiency, and ultimately the impact of related programmes.

To optimize both evaluations' value-added and credibility, it was agreed that a mix of international and national evaluators would be used to conduct the evaluations, to ensure independent and impartiality of evaluation findings.

Both bodies of work are extremely important to UNICEF Algeria as they will play a key facilitation role towards reaching the stated objectives of its country programme in their respective sectors.

Beyond the expected quality of its methodology and findings, it is hoped that the youth evaluation will further reinforce the central tenet around the centrality and added value of youth participation in all matters of both private and public life.

The social protection mechanisms evaluation, on the other hand, carries great potential in the opportunity it offers to assist in making existing social transfers more coherent and effective for vulnerable children and women in the country, and in the medium term to possibly impact positively around reasonable efficiency gains in such transfers, thereby creating additional fiscal space that could be used to the benefit of other vulnerable children.

It is understood that both evaluation conclusions will be accompanied by appropriate dissemination processes, to optimize the findings' impact on decision makers and rights holders.

In order to support all knowledge management work in the office, including all evaluation related issues, UNICEF Algeria revived an internal 'Monitoring and Evaluation cluster' designed to ensure both coherence and quality control of all on-going/anticipated UNICEF M&E work in country. All terms of reference of researches and evaluations are thoroughly reviewed by the M&E Cluster and evaluations, and then systematically submitted to the Regional Office M&E Chief and appropriate sectoral advisor as per agreed clearance procedures.

An Integrated Monitoring and Evaluation Plan (IMEP) is updated at least twice a year at the mid- and end-year reviews, and shared with Regional Office colleagues.

Effective Use of Information and Communication Technology

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

With a view to optimizing cost efficiency around ITC, both day-to-day connectivity needs and business continuity requirements, UNICEF Algeria provides its intercom facilities to UNAIDS which is sharing the premises with UNICEF. The office equally offered to cost share a critical business continuity tool through a joint MOU with UNDP and 5 other UN agencies (UNIFEM, UNIDO, UNFPA, UNDSS and UNIC) for sharing the iDirect system designed for providing backup connectivity in the case of a total failure of Internet services over Algerian local infrastructures. This, however, remains on-hold pending potential relocation of the agencies to an alternative location.

The office maintains multiple means of connectivity to ensure business continuity requirements, such as two dedicated links to IPS for corporate traffic and for http traffic; one BGAN terminal for limited data/voice and fax services; 4 thurayas sets for emergency use (Representative, Deputy Representative, Operations Manager, Programme Officer in Tindouf); one iDirect VSAT, kept commissioned with minimal bandwidth plan (64KX64K) which can be increased at the onset of an emergency.

With the same perspective of mitigating connectivity challenges when responding from remote locations, Blackberry service was made available to critical staff (Representative, Deputy Representative, Operations Manager, Communication Officer, ICT Officer, and the Programme Officer based in Tindouf), while VPN (remote email access software) was configured in all laptops and CITRIX is still implemented to provide SMs with remote access to corporate applications and shared folders.

DRP and BCP ICT components are kept up to date to meet business requirement. Signed copies are shared with the Regional Chief of Operations and the Regional Chief of ICT.

As part of the environment friendly initiative, the office promotes the use of shared network printers and use of duplex printing. A new windows 2008 Hyper V cluster was deployed to safeguard and improve availability of LAN resources. LAN servers were migrated to the Hyper V environment in order to lower the power consumption and the cost of hardware. All laptops that have crossed their end of life-cycle were replaced with the latest standards.

The Office is fully compliant in terms of ICT-MOSS. All staff members were provided with VHF handhelds. Staff movement within and outside the city is monitored by UNDSS Radio room which is operational 24/7.

As part of the BCP, the Representative's residence has been identified as an alternate office. A WiMax connection at 1Mb is up and running, free of charge, and can be upgraded when needed to accommodate further bandwidth as needed. Furthermore, all critical staff were provided with a multifunction printer

(fax/scanner/printer/copier) for their residence so as to facilitate work from home should security constraints prevent staff movement to identified alternative office locations.

Fund-raising and Donor Relations

Considering the arrival of country representative by mid-year, coinciding with the summer period, holy month of Ramadan and a change in all UNICEF Ministry partners within the new government cabinet subsequent to the May parliamentary elections, the office faced sizeable pressure towards ensuring an optimal use of funds. Algeria CO management and the wider CMT therefore dedicated significant efforts towards monitoring and oversight of funding management by all programme sections leading to a 97.5 per cent average utilisation of OR grants by year end, and only one donor report not sent on time (one week delay).

The delay between the departure of the former Algeria representative and arrival of the new one led to a situation of extremely limited funding available to a number of programme sections in 2012.

In order to mitigate such constraints, three strategies were pursued by ACO management throughout the year:

1) Actively engage with MENARO and key HQ units (namely the MICS unit) colleagues around specific sectoral funding needs and exchange of ideas of options to help fill such resources gaps where possible. The MENARO team proved both responsive and fully engaged, and were able to support tremendously in assisting ACO being one of the recipients for significant thematic and set aside funding for end 2012/2013 for the sectors of education, youth and emergency health care.

2) Upon arrival, the ACO representative initiated a comprehensive round of meetings with all ministry partners, but also with all multi-lateral and bilateral aid agencies, as well as the majority of Algeria-based key donors, including emerging donors. This proved extremely helpful. First, in offering an excellent multi-faceted briefing to the newly arrived representative. Second and most importantly, in making UNICEF a visible aid partner, and laying out clearly UNICEF's key programming engagement avenues in country, while understanding how these linked, or could fit, with multi-lateral and bilateral development plans. It appears that a number of partners were largely unaware of UNICEF's programme content in country, and all warmly welcome the initiative to reach out and create such an initial link.

3) ACO initiated the production of a fundraising toolkit to provide a much needed tool to summarize its programmatic engagement in country, as well as its funding needs over the CPD duration. It is expected that the tool will be completed by end February 2013 and should then ground a proactive fundraising outreach towards a range of key donors and UNICEF national committees.

Management of Financial and Other Assets

Given post vacancies within ACO senior management structure, as well as significant security upgrades to the premises which imposed extremely constrained working conditions on all staff, the first semester of 2012 revolved mainly around engaging discussions with national counterparts around the proposed substance of the two-year revolving programming workplans, based on the newly agreed CPD, as well as initiating programme activities considered affordable at that stage; bearing in mind that no fundraising strategy had been pursued since the departure of the previous representative.

The arrival of the new representative was an opportunity for ACO to review the draft workplans, clarify proposed resources distribution against sets of programme activities included therein, and establish monthly CMT meetings. This however coincided with a slowdown in programme implementation, due to the summer holiday period, combined with the holy month of Ramadan, as well as parliamentary elections in May which led to a change of cabinet in early September resulting in the arrival of new counterparts in all UNICEF ministry partners. The last quarter of the year was therefore exceptionally intense for UNICEF ACO in terms of programme delivery and management of financial resources.

In order to ensure sustained quality as well as timely programme implementation, a monthly CMT (Country Management Team) systematically reviewed a) all Managers' Dashboard alerts; b) a full status of budget

implementation; and c) a full status of programme implementation progress. During Q4, a detailed action plan was mapped out against available grants to maximize funding use and make sure that no expiring grant would be left unutilized.

Thanks to such concerted action and focused oversight mechanisms, ACO was able to use 61.56 per cent of allocated Regular Resources (RR); 97.5 per cent of extra-budgetary resources for 2012 (OR); and 100 per cent of Institutional Budget (IB).

UNICEF ACO also organized a specific staff retreat around optimum management of the new electronic management software (Vision). As a result of the training, dedication of national 'super users' and the tremendous support offered by the SMEs (Subject Matters Experts) remotely, the office fully met the set deadline for bank reconciliations submissions and year-end closure. The Operations Sections was also able to offer remote support to the Morocco Country Office to complete the November Bank Reconciliation and Year-End closure clearing of accounts. No outstanding DCT was registered.

Bank optimization remains a concern and the office is still having difficulties with replenishment that takes no less than a week, and very often from 8 to 15 days.

UNICEF Algeria is looking forward to a planned 2013 Audit which will help in further strengthening existing financial management oversight and quality assurance mechanisms.

Supply Management

Supply activities have increased from US\$ 857,941 in 2011 to US\$1,117,920 in 2012. It is noteworthy however that the new software management system used by UNICEF (Vision) defines consultancies and corporate/institutional contracts as 'supply' inputs of UNICEF programming. These represent US\$806,692 (72 per cent) of the total supply component for 2012.

The above is consistent with the high-middle income status of Algeria, wherein UNICEF's added value revolves mostly around the technical expertise and best practices programmatic approaches it can offer, and not, for the most part, hardware supply components that the country is well equipped to procure and purchase on its own.

A large portion of the actual 'supply' component, beside the above-mentioned consultancies, actually relates to supplies purchased by UNICEF in support of its programme outreach towards refugee Saharawi children, including vaccines and cold chain equipment, as well as other medical equipment, and a range of school supplies.

For the limited amount of supplies purchased in support to the Algerian country programme, they are generally distributed to end users immediately, with the only exception being a range of Educational and Recreational kits for which The Ministry of Education provided space in their warehouse to store, and which will be distributed in the first quarter of 2013 to various IP (Ministry of Education, NGOs, and Ministry of Solidarity).

In 2012, the office made extensive use of Long term Agreement (LTAs) with a range of service providers, to minimize transaction costs. These encompassed cleaning services, security services, duplication work, travel agency, hotel, and car rental. LTAs were shared with all UN agencies as part of expanding UN Common services efficiency.

In order to strengthen UNICEF office supply staff capacity to utilise institutional contract effectively, the Operations Assistant attended the Corporate/Institutional services training workshop held in Copenhagen in September, and subsequently briefed all programme and operation colleagues upon her return. Similarly, the Operations Manager attended the regional workshop on Supply Management in Vision. This training aimed to equip head of operations with the knowledge and tools necessary to provide guidance and oversight in the management of day to day supply transactions.

Such trainings were of great value to UNICEF ACO's pursued effectiveness in operational management, as the new Vision software proved to be a significant challenge to smooth operational headway in the first three quarters of the year, notably with supply related transactions. The office however benefited from customized vision training in November where bottlenecks and specific issues and constraints faced by users were addressed.

Despite the above positive status, UNICEF ACO continues to face important difficulties and repeated delays in obtaining offshore clearance documents from customs (US\$85,000 worth blocked currently). This is particularly noticeable for supplies for Saharawi refugees in Tindouf, with vaccines held in customs since October despite numerous formal and informal attempts to reach out to concerned ministry partners in Algiers. UNICEF shall raise this at the senior level of the Ministry of Foreign affairs to find a resolution to the given situation.

Human Resources

The first semester of the year was a relatively challenging period for the office, with a significant number of key vacancies (representative, deputy representative, education specialist and youth officer); major security upgrades to the premises forcing staff to work in one common room or from home until May 2012; and the switch to a brand new management software which produced an additional range of frustrations and bottlenecks.

The newly appointed Representative arrived in May, which coincided with the finalization of the office security upgrades, and agreed with the CMT/JCC to address a range of priority issues as follows:

- i) Fundraising for OR position can be successfully accompanied by stretch assignments from within. Pending appropriate funding or applicants, internal staff would be offered stretch assignments. Due to a lack of funding to effectively fill the NO-B Youth Officer, the Child Protection PA continued the past practice of having a near permanent stretch assignment around the youth programme. Similarly, after a lengthy and unsuccessful recruitment process against the position of NO-C Education Specialist, the representative's executive assistant took on a very challenging stretch assignment in agreeing to step into the role after a gap of over 15 months. The partnership that resulted in turn shed a clear light on the depth of the required engagement for UNICEF in the given sector, as well as the level of technical know-how and seniority required from the position. UNICEF management thereafter decided to open a one year TA at NO-D level in lieu of the NO-C position, in an attempt to find a solid match between expected programme results and human resource capacity in office.
- ii) Stretch assignments and learning opportunities would be open to all provided they were aligned with office programme response priorities and staff development opportunities. This led to a long term stretch assignment for the NO-C Child Protection Specialist to Guinea, a shorter one for the NO-C Social Policy Specialist in support to UNICEF Libya, and an unsuccessful attempt to offer a stretch opportunity to the Social Policy PA. It also opened a range of training opportunities for staff from operations and programmes, including PPP, MDP, C4D, Vision training and joint language courses.
- iii) Open and transparent performance management systems would be strictly adhered to, as per best corporate practices as well as global staff survey results. The office volunteered to host the first CO-based Managing for Performance Results (MPR) training of trainers for MENA. Country Office staff was trained on MPR, with specific guidance provided on setting SMART objectives and on performance discussions.
- iv) Results for children matter. Work-life balance matters as well to make it work. With a common understanding around the importance of results for children, a number of staff members opted for, and were authorized to utilize their flexitime options. Furthermore, the office instituted a range of activities designed for staff to have fun together within the work environment –monthly common breakfast, cookies for staff children, among others.

Efficiency Gains and Cost Savings

To ensure human resources and time are used in an efficient and effective way, weekly quick meetings are held in the operations section to discuss priorities and on-going activities. Workload is distributed equally between operations staff to avoid frustration and unnecessary stress.

Work processes are under review based on new administrative, supply and human resource policies to ensure compliance in an effective and ethical manner.

The office achieved cost-savings on its internet connection. The cost in 2012 was US\$35,309 while it was US\$42,711 in 2011. The office saved US\$7,402. Consolidation of shipment by DHL allowed a savings of US\$1,583. The configuration of printers for duplex printing as default minimized consumption of paper.

The office is promoting and extensively using Skype, VOIP, Team Viewer, and video/tele conference. This has proved to be very useful and cost effective during interviews and Vision trouble-shooting with SMEs and the GHD (Global Help Desk).

The office was able to support the Regional Contingency Funds and transferred a total amount of US\$14,517.

UNAIDS cost sharing for rent, electricity-gas-water, telecom, cleaning services, security services, maintenance of premises is 16.9 per cent.

Changes in AMP & CPMP

After two unsuccessful recruitment processes to identify an Education Specialist at the NOC level, the office management decided to address this gap by recruiting an Education Specialist at the NOD level on a 1 year TA. This recruitment should help UNICEF strengthen its relationship with Ministry of Education partners, who demand technical cooperation and specialized knowledge around education drivers and performance enhancement tools.

Initial exchanges with the Education Ministry point to a significant potential for expanded programme engagement in support to the Ministry's effort around quality education, and specifically the challenges around teacher training, violence in schools, but also a required strengthening of Education Management and Information System (EMIS). Should UNICEF be able to attract adequate funding in order to support this programme a shift in the current CPMP may result with a new focus on national programme engagement in a high number of wilayas/schools in Algeria.

Funding constraints remained the main obstacle and challenge for filling the vacant post of Youth and Adolescent Officer. Following a recent increase in OR funding, the office initiated the recruitment processes for the post, which will create key additional capacity within the office. Should the survey initiated recently around youth-programme effectiveness produce the expected level of quality and clear recommendations, UNICEF hopes, funding permitted, to be able to accompany the Youth Ministry with programme interventions at an equally large scale than that envisaged above in collaboration with the Education Ministry.

Summary Notes and Acronyms

- (1) Centre de Recherche en Economie Appliquée au Développement
- (2) <http://www.maghrebemergent.info/actualite/maghrebine/19095-mohamed-saib-musette-qdepuis-2011-les-migrations-vers-lalgerie-sont-des-migrations-de-criseq.html>
- (3) <http://www.maghrebemergent.info/actualite/maghrebine/19095-mohamed-saib-musette-qdepuis-2011-les-migrations-vers-lalgerie-sont-des-migrations-de-criseq.html>- figures are said to include 25,000 illegal migrants from Africa, 17,000 Libyans, 15,000 Syrians and upward of 1,500 Malians, 325 of whom in tented camp- (as of December 2012)
- (4) Algeria MDG National Report, 2010.

- (5) http://www.apn-dz.org/legislature_7/french/liste_femmes_fr.php
- (6) Except the external debt indicator which is reported by IMF, Algeria Statistical Appendix, January 2012, the other statistics are extracted from the national report "Rapport sur l'évaluation de l'économie nationale, Année 2011, MPS, Avril 2012.
- (7) Etude sur la protection sociale attentive aux enfants, Ministère de la Prospective et des Statistiques, 2011.
- (8) Enquête Emploi, ONS, 2011.
- (9) "Rapport sur l'évaluation de l'économie nationale, Année 2011, MPS, Avril 2012.
- (10) Algeria, Finance law, 2012. In the Algeria 2012 CRC report recommendations, the Committee was concerned by the limited public resources allocated to health (8.8per cent of public budget)
- (11) Source for all Infant Mortality/Neonatal Mortality data: Demographic bulletin, National Office of Statistics, 2012.
- (12) MMR : Tunisia (44.8 per 100,000 in 2010, Enquête nationale sur la mortalité maternelle, 2010, INSP, Tunisie), Morocco (132 per 100,000 in 2010, Enquête démographique, 2010, Ministère de la Santé, Maroc)
- (13) Liste de points appelant des informations complémentaires et actualisées (CRC/C/DZA/Q/3-4), April 2012.
- (14) Situation analysis in education, UNICEF, 2009.
- (15) Situation analysis in education, UNICEF, 2009.
- (16) Situation analysis in education, UNICEF, 2009.
- (17) Liste de points appelant des informations complémentaires et actualisées (CRC/C/DZA/Q/3-4), April 2012.
- (18) Liste de points appelant des informations complémentaires et actualisées (CRC/C/DZA/Q/3-4), April 2012.

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Etude de faisabilité pour la conception et la mise en place d'un dispositif adapté du système de garde d'enfants en milieu rural dans deux wilayas pilotes (Djelfa et Tipasa).	2012/001	Study
2	La vulnérabilité des jeunes de 10 ans à 19 ans à Sidi el Houari, les Planteurs, Ras el Ain (Oran, Algérie)	2012/002	Study