

Executive Summary

The political developments of 2011 were marked by the swearing-in on 26 May of the new President of Comoros, Ikililou Dhoinine. A key recommendation of the 2011 joint UNICEF/Comoros mid-term review of the Country Programme Action Plan (CPAP) 2008–2012 was that the CPAP be aligned with the country's Poverty Reduction and Growth Strategy Paper 2011–2014, enabling the inclusion of new programme component results (PCRs) and intermediate results (IRs).

Significant progress was made in 2011. UNICEF strengthened its partnerships in the areas of maternal and neonatal mortality reduction, enhancement of equity in the access for children aged 3–5 years to pre-school based on Koranic teaching, realization of data collection activities and mobilization of additional financial resources for the benefit of vulnerable children.

Partnerships were forged with WHO and UNFPA to implement a joint programme to reduce maternal and neonatal mortality in 7 districts. In all, 1,540 children aged 6 months to 5 years – 678 girls (44%) and 862 boys (56%) – were treated for malnutrition at health facilities. A strategy paper was prepared to help guide the introduction of pre-school based on Koranic teaching in state primary schools. Around 200 schools benefited from UNICEF support in the form of classroom furniture (3,000 table-benches) and pupil kits (textbooks, bags, stationery, etc.).

A programme document for the combined Demographic and Health Survey and Multiple Indicator Cluster Survey (DHS/MICS) was signed by the Government of the Union of Comoros and United Nations agencies, among them UNICEF. In this context, UNICEF also provided financial and technical support to the General Planning Commission through the National Statistics Directorate (*DGSP*). UNICEF also supported the set-up of Operation RIYALI, which collects donations from the Comorian population to help the most vulnerable children, under the patronage of the First Lady of Comoros.

Over the course of the year, UNICEF faced a number of major constraints in implementing its action plan. These related to the delayed and often sporadic release of funds, which hampered the achievement of a number of expected outcomes, particularly in the areas of maternal and neonatal health, education, and water and sanitation. Additionally, at the government level, inadequate monitoring and coordination mechanisms, high turnover of officials, low uptake of healthcare services due to poor quality of care, frequent fuel shortages, stock-out of medicines and other supplies at health facilities and teacher strikes were all factors impacting programme implementation.

A number of areas in the country programme need to be strengthened, and may require the technical support of UNICEF's Regional Office or other partners. These are as follows: (a) stepping up malnutrition interventions/enhancing the nutritional surveillance system; (b) finalizing and distributing the Education Country Status Report (*RESEN*) with a view to initiating policy dialogue and developing a strategic plan for educational development within a comprehensive framework; and (c) implementing the Communication for development (C4D) strategy.

Country Situation

Political developments of 2011 were marked by the official announcement on 13 January 2011 of the results of the country's presidential and gubernatorial (island) elections, and the transition between the outgoing President and his successor, Ikililou Dhoinine, who was sworn in on 26 May 2011. The new Government of the Union of Comoros was appointed on 30 May 2011. In his inaugural address, President Dhoinine called on the First Lady to play her part in the protection of women, children, the poor and those in need. This was followed by the preparation in August of the government's policy paper (*Document de Politique Générale*). To implement the government's policy, which sets out to achieve the objectives of the Poverty Reduction and Growth Strategy Paper (*DSCR*), mission letters were issued to the Vice Presidents and ministers in August 2011 for the five-year presidential term.

The objectives of the Health Minister are as follows: (i) reduce the crude death rate by one point to 6.5 per thousand by end 2015; (ii) achieve the MDGs relating to child mortality, reducing child (under-5) mortality and infant mortality to 43.3 per thousand and 28.7 per thousand respectively by 2015, against 66 per thousand and 49 per thousand in 2007; and (iii) significantly reduce maternal mortality to 190 per 100,000 live births, from 380 per 100,000 live births in 2003. In terms of the gender dimension, the Health Minister's remit includes the promotion of women and children's rights. In this regard, measures must be taken to (i) set up a counseling unit (*cellule d'écoute*) and central sex offenders register; (ii) strengthen the role of women in the protection of women, children, the poor and those in need; and (iii) implement initiatives to encourage child development and well-being.

The remit of the Education Minister is geared towards the promotion of republican values, in particular citizenship, patriotism and a societal model that cultivates young people who are well-educated, well-rounded and good citizens. To this end, the Minister is involved in particular in the development of pre-school education via the progressive rollout of modern Islamic instruction, with the aim of achieving school enrolment rates of 75% for children aged 3 to 5 years by 2016; making school attendance compulsory between the ages of 3 and 14; and enhancing school infrastructures to achieve a net enrolment rate of 95% in primary education by 2016.

The objective of the Justice Minister is to protect people and property by promoting equal access to justice for all, particularly the most vulnerable citizens, by establishing the appropriate mechanisms of support and combating all forms of abuse and denial of individual and collective freedoms; and ensuring the independence of the judiciary, by providing the system with the necessary means to carry out its mandate and its day-to-day operations.

On the economic front, Central Bank of Comoros forecasts project 2.6% growth in 2011 compared with 2.2% growth in 2010, driven by increased agricultural production and against a background of controlled inflation, in spite of pressures on global oil and food prices. At its last mission to Comoros in October 2011, the International Monetary Fund (IMF) welcomed the government's efforts to better align spending with available resources, and commended its progress towards containing its civil service wage bill. The mission encouraged the Comorian authorities to accelerate their efforts to redress the budgetary situation, characterized by slippages in the first three quarters of the year, urging them to take steps to improve domestic revenue collection, re-establish expenditure control, and resume stalled structural reforms as soon as possible, with the aim of bringing the government's economic programme back on track.

On the social front, in 2011 Comoros faced repeated strikes in the education sector, which delayed the official publication of the results of end-of-year examinations and the start of the school year 2011-2012. Strikes also affected the healthcare sector, disrupting the smooth running of the country's leading hospitals. Rapes and sexual assaults on minors also rose significantly in 2011. Stock-outs of fuel and basic supplies, followed by price hikes, power outages and limited supplies of drinking water, have significantly affected the life of the population.

[1] Mid-term MDG Review, December 2009

Who are the deprived children in your country context?

In Comoros, poverty is often interpreted quantitatively on the basis of household expenditure. The 2004 Comprehensive Household Survey (*EIM*) revealed 44.8% of Comoros' population to be living below the poverty threshold – estimated, per capita, at KMF 285,144 per annum. The incidence of household poverty countrywide was 36.9%.

In 2010, the net primary school enrolment rate countrywide was 79.2% (78.3% girls and 80.4% boys), with 60.6% of students completing the 6th year of schooling (equivalent to completion of primary school). At this stage of education development, the Comorian education system must accelerate its efforts – in particular in terms of equity and efficiency – to achieve universal primary education by 2015.

The gender gap persists between girls and boys in primary education, in spite of the trend towards rising numbers of female pupils, which are increasing year on year. In 2010, the gender parity index stood at 0.98 for general schooling and 1.04 at school enrolment across Comoros.

Female representation in the governance sector in general remains low, with no female representatives in the National Assembly at present and only two female members of government.

According to available data, child (under-5) mortality is estimated 105 per thousand and Infant mortality is estimated 75 per thousand in 2009. Pre-term delivery, severe malnutrition, diarrhoea and malaria remain the leading causes of under-5 mortality. With regard to maternal mortality, the rate is currently estimated at 340 deaths per 100,000 live births (UNICEF/WHO).

Data/Evidence

Programming of UNICEF-funded activities is based primarily on the revised Poverty Reduction and Growth Strategy Paper 2009 and its action plan 2011-2014, the MDG Mid-Term Country Report, the Comprehensive Household Survey 2004 and the Population and Housing Census 2003. Specific surveys were conducted in different areas of the programme in order to provide better annual planning.

For example, an evaluation of the national fight against malaria was conducted in November and December 2011. Malaria Indicator Survey (MIS) conducted in 2011 showed a parasite load of 8.9% on average, which disintegrated, giving 10.6% to Grande Comore, Anjouan and 9.1% to 5.4% Moheli. The proportion of malaria in the consultations dropped from 50% in 2004 to 36% in 2010.

Collecting and analyzing data are monthly, but released every two months from nutritional surveillance system. The screening for malnutrition is done in outreach. Approximately 1540 children including 678 girls (44%) and 862 boys (56%) aged 6 months to 5 years have been supported for malnutrition at health facilities. Among the 1540 children malnourished, the global acute malnutrition has affected more boys than girls, while for severe acute malnutrition are the girls who were most affected 67% against 33% for boys.

Furthermore, a study on the collection of data and information necessary to develop the communications strategy for the development was completed in July 2011. The process of developing this strategy is underway.

Monitoring Mechanism

Given the age of the available data, UNICEF has supported the conducting of the Demographic and Health Survey in conjunction with a Multiple Indicator Cluster Survey (DHS/MICS). UNICEF has provided financial and technical support for these surveys to assist in filling data gaps on the situation of the child in Comoros.

Following the recommendations of the assessment of 2008, a nutritional surveillance system is in place since 2009. About 110 200 children aged from 6 months to 5 years are selected and targeted for the surveillance in all 17 health districts. Children under surveillance were selected randomly in a 132 sentinel sites of the different areas and localities at three islands. Indeed, 50 sites were selected randomly in seven health districts Ngazidja, 54 sites in seven health districts Ndzouani and 28 sites in three health districts Mwali. In 2011 according to data collected in the first half no district has registered a child with MUAC less than 11cm, in that while children with moderate acute malnutrition was observed in almost all districts. The sample must be updated because most children no longer have the pre-selected criteria for surveillance

The coordination of the nutrition surveillance system is provided by the head of nutrition at the Ministry in charge of health, relayed a focal point at the Regional Directorate of Health of each island and a focal point in each district. The relays in the villages are provided by 69 community health workers who have been appointed and trained on the Nutritional Surveillance System.

Support to National Planning

UNICEF provides support to the Ministry of Education monitoring committees at both the national and island levels. These structures are responsible for monitoring the implementation of the annual action plan activities. They receive and manage the financial resources to the sector. The heads of these committees are regularly trained to carry out the tasks entrusted to them in order to contribute the achievement of expected annual results.

The Seventh National Conference on Education, was organized in September 2011 with support of UNICEF and among its recommendations was the establishment of an operational partnership framework and the update of the school map for effective implementation of the school year 2012-2013.

Any other relevant information related to data/evidence?

Human Development Report, Comoros, 2010 – UNDP

Malaria Indicator Survey (MIS) Report, government of Comoros / GFATM / WHO, 2011

Immunization Data Quality Self-Assessment (DQS) Report, Government of Comoros / WHO / UNICEF, 2011

Malaria Programme Review (MPR) Report, Government of Comoros / GFATM / WHO / UNICEF, 2011

Assessment Report, CONFEMEN Programme on the Analysis of Education Systems (PASEC), Government of Comoros / CONFEMEN / UNICEF / EU, 2011.

Summary of Short-Term Trends (*Note conjoncturelle*), Central Bank of Comoros, September 2011.

Country Programme Analytical Overview

The mid-term review of the UNICEF/Comoros CPAP 2008–2012 was finalized and approved in March 2011. One key recommendation of the review was to extend the action plan to 2014 in order to align it with national priorities. New programme component results (PCRs) and intermediate results (IRs) concerning, in particular, the stepping up of malnutrition interventions and the mainstreaming of modern Islamic instruction were also approved at the mid-term review.

The joint UNICEF/Comoros action plan 2011 took full account of the strategic thrusts of UNICEF's Medium Term Strategic Plan (MTSP), the Delivering as One initiative, the Country Programme Action Plan (CPAP) 2008–2012, the recommendations of the mid-term review and the national priorities defined in the Poverty Reduction and Growth Strategy Paper (*SCR*P) action plan 2011–2014, which emphasizes partnership with UN agencies, state institutions and civil society organizations in achieving expected outcomes.

The issue of sustainable development has benefited from growing interest from the government, and is integrated through a cross-cutting approach in its strategies, policies and development programmes. At the government/UN agency retreat in December 2011, the parties committed themselves to the mainstreaming issues relating to the environment and climate change in national policy and strategy. The Government of Comoros reaffirms its commitment to put the country on a path of sustainable growth and green development, climate resilient and low-carbon and consistent with the objectives of biodiversity conservation and sustainable management of natural resources.

In this regard, the government and the UN System agreed to work together for the removal of barriers in terms of institutional, systemic and individual but also in terms of markets, which delay the green development of Comoros. To change the country to green development and implementation of concrete programs and initiatives to this end, both parties agree especially to:

- Establish a planning process to multiple stakeholders, through the creation of a national platform for green development, responsible for coordinating the process and working groups and technical policies, under the direct authority of head of State.
- Development of profiles for climate change, scenarios of climate vulnerability and carbon emissions;
- Greening of policy documents and strategy and sector development including strategy for growth and poverty reduction, national policy for equality and gender equity, the national policy on employment and agricultural strategy, the National Health Policy, the Master Plan of Education and the Public Procurement Code, the Investment Code, the Town Planning Code, the policy of inclusive finance and taxation.

Effective Advocacy

Partially met benchmarks

Advocacy efforts have been made to mobilize extra resources for child protection. Due to UNICEF's advocacy, state authorities have chosen to earmark funds of almost USD 135,000 for the construction of a new child-friendly courthouse at Fomboni, on the island of Mohéli.

UNICEF advocacy also led to the mainstreaming of pre-school based on Koranic teaching to be mainstreamed into state primary schools. The government has started a transition phase of 3 years to gradually introduce pre-schools in the state system. At the end of the 3 years period, the government expects introduce these pre-schools in all primary schools.

In the context of efforts around advocacy and local resource mobilization for the benefit of children, UNICEF also supported the set-up of Operation RIYALI, which collects donations of Comorian centimes from the Comorian population to help the most vulnerable children. Operation Riyali, headed by the First Lady of Comoros, aims to collect funds to finance and assist the most vulnerable children. The first collection of funds will be channeled towards children who have been victims of violence. The moneys will be transferred to a well-respected Comorian NGO active in the work of violence against children and a key partner of UNICEF.

Operation Riyali is modeled after Operation 'Pièces Jaunes' in France. Operation Riyali provides a channel to advocate for the protection of children and women in accordance with the Convention on the Rights of the Child, the Convention on the Elimination of all Forms of Discrimination Against Women and to the achievement of objectives. The funds allow internal resource mobilization for projects that improve the daily lives of children and adolescents.

Changes in Public Policy

The introduction of pre-schooling in the government system was a significant policy change in 2011. The concept is to combine Koranic teaching with modern pedagogical practices. This will ensure Comorian children from 3-5 fulfill the cultural requirement of Koranic education while also receiving the instruction necessary to allow them to perform well as they enter primary school. Until this change, there were only private pre-schooling facilities in Comoros. This effectively prevented children from poor families any access to pre-schooling teaching that increased their chances for success in primary school.

Leveraging Resources

UNICEF through Operation Riyali has been able to help raise about USD\$ 4000 for the direct benefit of ASCOBEF (Association Comorienne Pour le Bien-Etre de la Famille) to work with children victim of abuse and violence in Grande Comoros. This money, while small, will increase the operational capacity of the Service d'Ecoute (a youth centre that deals with the concerns of abused children). UNICEF has used the opportunity of the operation to speak widely on the issue of violence against children and to have discussion on how to support the work of NGOs working on the issue. Many ordinary Comorians and government officials seem willing to continue the discussions and explore solutions on how better to protect children from violence.

Capacity Development

Partially met benchmarks

Over the course of 2011, UNICEF Comoros has maintained its policy of internal capacity building for the benefit of its own staff and external capacity building for the benefit of its governmental and non-governmental partners. At the internal level, UNICEF's Training Plan 2011 had a completion rate of 80% and focused essentially on policies and procedures for programming and planning and the new VISION

system.

Within the Education sector, UNICEF has helped the creation of local expertise in curriculum development in primary education during the development of the policy of the 'Approches par le Competences'. During the implementation of APC reform, national capacity building was emphasized and all external technical expertise involved in the APC programme needed to satisfy a requirement of skills transfer in the techniques of curricula development for primary education. These skills are widely drawn upon for other work in the Ministry of education.

Communication For Development

Mostly met benchmarks

A study on relevant data on social, cultural and behavioral information available for a C4D strategy was finalized in July 2011. The study provides a basis for communication interventions and approaches of the C4D strategy. The strategy is currently being developed and is expected to be completed in 2012. UNICEF Comoros has benefited from the support of UNICEF Madagascar office.

Partnerships were maintained with local media and civil society organizations to promote child rights. UNICEF signed memoranda of understanding with a number of civil society organizations to support awareness-raising campaigns on modern Islamic instruction. In all, almost 80 communities on Grande Comore, 10 on Mohéli and 50 on the island of Anjouan were involved in these campaigns. NGOs participate in all sensitization activities organized by UNICEF in collaboration with partners. Collaboration with civil society organizations enabled the strengthening of community-based communication and mobilization activities in the interests of education development, child survivor and child protection.

In the framework of children's rights, UNICEF and the Department of Information and Communication (Direction de l'Information et de la Communication) organized awareness-raising campaigns, community visits, brainstorming workshops and conference-debates on child rights. These mobile campaigns involved around thirty communities and almost 6,000 individuals, including many children. Partnerships with local media were maintained to circulate information, promote child-to-child communication, and sensitize the different publics on the situation of children in Comoros.

Service Delivery

Partially met benchmarks

Service delivery is one of the strategies used by different programs during the implementation of their action plan. For instance, UNICEF has provided vaccines and equipment (freezer, syringe, SB, and so one...) to immunize children aged from 0 to 11 months and pregnant women. To fight against malnutrition the programme had supported Vitamin A supplementation, deworming and provision of food products for malnutrition case management. In order to improve the quality of maternal care, a package of interventions including prevention of mother to child transmission of HIV, prevention of anemia and malaria, is implemented through the antenatal clinic (ANC). Otherwise, the programme contributed to the improvement of the supply of drinking water for the population and distribution of products for the purification of the water and distribution of wash kits.

In the education area, the programme contributed to the equipment of pre-schooling based on Koranic teaching, the distribution of school supplies (manuals, notebooks, pens) in all primary schools in the country.

To better achieve the DHS - MICS, the DGPS was provided the equipment and materials including essentially anthropometric materials, computer equipment, vehicle required to collect data from households, provide oversight of field operations and capture and retain information.

Strategic Partnerships

Mostly met benchmarks

Partnerships were forged with WHO and UNFPA to implement a joint programme to reduce maternal and neonatal mortality in 7 districts. In addition, in collaboration with WHO, the Reaching Every District (RED) strategy was rolled out countrywide.

Partnerships with local media and civil society organizations were reinforced to promote the rights of the child. UNICEF signed memoranda of understanding with a number of civil society organizations in support of awareness-raising campaigns on modern Islamic instruction.

UNICEF supported the country's government in planning and developing national policy in support of the rights of women and children. UNICEF also supported the drafting of the National Commission on Human Rights and Freedoms law, which was adopted by the National Assembly in December 2011. Given the age of the available data, which complicated the process of preparing the CPAP mid-term review, UNICEF supported the conducting of the Demographic and Health Survey in conjunction with a Multiple Indicator Cluster Survey (DHS/MICS).

The Education Program worked regularly with government partners, including Ministries of Education and the commissioners in charge of education in the islands. As part of the One UN System, a strategic partnership was established through a joint project (UNICEF, UNESCO and APLACO funded by the EU) on the operationalization of EMIS and the Master Plan, which redistributes the interventions, ensures complementarity and enhances the responsibilities of partners. In this regard, the collaboration of UNICEF and UNESCO has been strengthened, through support to the MEN for the RESEN implementation to submit the GPE request.

Cooperation agreements were also signed with education NGOs, including CAP Anjouan, Maeecha, FADESIM, NGOSHAWO, FAWECOM, AREDS and OCD. These partnerships enabled grassroots actions to be undertaken around awareness raising, communication and mobilization of communities to promote education.

Mobilizing Partners

Based on the country programme, UNICEF has mobilized partners in government, among the UN agencies and in the civil society to help implement the country programme using the strategies of capacity development, service delivery and Communication for Development.

Knowledge Management

Partially met benchmarks

With a view to making Knowledge Management (KM) a routine procedure, training was organized by the UN Coordination in December 2011 to help facilitate access to programming texts and documents and key agency publications, and create platforms for exchange to facilitate dialogue between UN personnel.

UNICEF supported the development and implementation of an online website for the Comorian Courts. This website includes all the legal texts of the country. This work has and will continue to facilitate access to legal documents for judges, including judges of children and to all legal professionals. Court decisions will also be published on this site. A manual of compiled texts containing the codes of criminal procedure and civil procedure was developed and distributed to all judges and judicial officers.

In the sector of Education, within the context of the development of the education sector analysis (RESEN) and a proposal for the Global Partnership for Education, UNICEF has facilitated the access of national

partners to external knowledge sources and networks at the GPE, the UNESCO Centre in Dakar and independent education experts and consultants. These connections have allowed the Ministry to better lead the process.

Human Rights Based Approach to Cooperation

Partially met benchmarks

UNICEF continues to consistently apply a human rights based approach to activity programming and works on developing the capacities of duty bearers. Through our work in C4D UNICEF also assists communities and individuals to better claim their rights. A training workshop on gender and human rights was held in September 2011 at Moroni, designed to assist the capacity building of officials in governmental and non-governmental institutions and United Nations staff accredited to Comoros in the design, extension and application of international legal instruments and the legal framework of Comoros. Specialist training focused on the inclusion of the gender dimension in humanitarian action.

Gender

Partially met benchmarks

The gender dimension is integrated in programme design and implementation and through the programming cycle UNICEF provides equal opportunity for men and women to input in programme design, planning and monitoring. A gender gap still exists between girls and boys at primary school level, in spite of the increasing rate of enrolment of girls year on year. In 2010, the gender parity index stood at 0.98 for general schooling and 1.04 at school enrolment across Comoros.

Female representation in the governance sector in general remains low, with no female representatives in the National Assembly at present. However, there are two female members of government, and the most recent presidential election in December 2010 marked the first time a female candidate had stood for office.

Malnourished children, boys and girls were treated for malnutrition at health facilities level. The global acute malnutrition was much more prevalent among boys than girls, while the incidence of severe acute malnutrition was higher in girls than boys.

The Reach Every District (RED) approach was implemented in all health districts in order to reach the most disadvantaged children; girls and boys, those living more than 5 km from a health facility. The approach combined an integrated package of immunizations against the programme's eight target diseases with the delivery of vitamin A and albendazole for de-worming.

Listening services (Services d'écoute) and protection of abused children have made a medical and legal assistance to children, boys and girls who have experienced acts of abuse. Girls are more affected by these acts than boys. A study is underway to integrate the fields of competence of listening services, the gender-based violence that knows a significant increase in recent months.

Environmental Sustainability

Initiating action to meet benchmarks

The issue of sustainable development has benefited from growing interest from the government, and is integrated through a cross-cutting approach in its strategies, policies and development programmes. At the government/UN agency retreat in December 2011, the parties committed themselves to the mainstreaming issues relating to the environment and climate change in national policy and strategy. The Government of Comoros reaffirms its commitment to put the country on a path of sustainable growth and green development, climate resilient and low-carbon and consistent with the objectives of biodiversity

conservation and sustainable management of natural resources.

In this regard, the government and the UN System agreed to work together for the removal of barriers in terms of institutional, systemic and individual but also in terms of markets, which delay the green development of Comoros. To change the country to green development and implementation of concrete programs and initiatives to this end, both parties agree especially to:

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- Development of profiles for climate change, scenarios of climate vulnerability and carbon emissions;
- Greening of policy documents and strategy and sector development, including the strategy for growth and poverty reduction, national policy for equality and gender equity, the national policy on employment and agricultural strategy, the National Health Policy, the Master Plan of Education and the Public Procurement Code, the Investment Code, the Town Planning Code, the policy of inclusive finance and taxation.

South-South and Triangular Cooperation

The establishment and support for education initiatives, UNICEF emphasized another fundamental element to ensure the quality of products supplied through the external technical assistance. This strategy has encouraged South-South cooperation in various fields of education, including the design of curricula for primary education (with BIEF experts, the Evaluation of Educational Achievement (with CONFEMEN / OIF), RESEN (Dakar), which promoted the creation of local expertise and national ownership.

Country Programme Component: Survival and development of the child

PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By 2012, healthcare and water sectors are coordinated and managed under an efficient and standardized framework, even in situations of emergency	0	FA1OT1, FA1OT3, FA1OT6, FA1OT7
By end 2012, 50% of households in the programme's chief intervention zone adopt at least 50% of the favourable health, nutrition and water usage behaviours defined in the package of interventions at household level	0	FA1OT1, FA1OT8, FA1OT13 (b)
By end 2012, 70% of under 5s, 80% of pregnant women and at least 50% of low-birth weight babies with respiratory problems in the chief intervention zone benefit from an integrated package of high-impact interventions	0	FA1OT4, FA1OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	759664.00	742139.00	97.69
OR-R	500000.00	447586.00	432464.00	96.62
RR	404000.00	370047.00	366346.50	99.00
Total	\$904,000.00	\$1,577,297.00	\$1,540,949.50	

Results Achieved

The national nutrition policy developed in collaboration with WHO is currently being approved. Nutrition interventions focused on surveillance, training community workers to treat malnutrition and procurement of medicines, nutritional supplies and anthropometric measuring equipment. Around 1,540 children aged 6 months to 5 years – 678 girls (44%) and 862 boys (56%) – were treated for malnutrition at health facilities. Of the 1,540 cases, global acute malnutrition was more prevalent among boys than girls, while the incidence of severe acute malnutrition was higher in girls (67%) than boys (33%).

In collaboration with WHO, UNICEF supported the development of the comprehensive multi-year plan (cMYP) for immunization 2011-2014. A data-quality audit (DQA) was also carried out, and an immunization guide developed and distributed to the 50 vaccination supervisors trained in its use. UNICEF ensured procurement and supply of vaccines, as well as routine vaccination supplies.

The Reach Every District (RED) approach was implemented in health districts with the aimed to reach the most disadvantaged children; i.e. those living more than 5 km from a health facility. The approach combined an integrated package of immunizations against the programme's eight target diseases with the delivery of vitamin A and albendazole for de-worming. Of the 17 districts, 11 have achieved immunization coverage of over 80%. A plan for catch-up vaccinations and to reach target children in poor-coverage districts has been developed; this will enable the 6 remaining districts to achieve at least 80% coverage by December 2011. Immunization coverage for the various diseases stood at 86% for BCG, 85% for DTC-HepB-Hib3 (diphtheria, tetanus, whooping cough, hepatitis B and Hib3), 85% for the 3rd dose of polio vaccine and 78% for the measles vaccine. 78% of target children have been fully immunized. With regard to vitamin A supplementation, 40,393 girls and boys aged 6 to 59 months received supplements, and 22,398 girls and boys aged 12 to 59 months were de-wormed through routine immunization services.

A community-based approach was pursued in the area of maternal and neonatal health. With the support of

a country advisor, guidelines for the treatment of neonatal emergencies at hospital and community level were developed, and efforts concentrated on the provision of a package of integrated services aimed to improve the quality of antenatal care. It is within this framework that UNICEF supported the provision of sulfadoxine-pyrimethamine, iron and folic acid for malaria and anaemia prevention during pregnancy, including Global Fund-supplied insecticide-treated mosquito nets. Approximately 52% of pregnant women attending antenatal appointments benefited from two doses of IPT (Intermittent Preventative Treatment) and 85% benefited from insecticide-treated mosquito nets. Informational and awareness-raising materials were distributed through community health workers on the benefits of breastfeeding, recognition of mother and newborn danger signs, and access to healthcare.

In prevention of mother-to-child transmission of HIV, UNICEF supported the supply of reagents for HIV, syphilis and hepatitis B testing to antenatal services. 2,621 pregnant women benefited from HIV counseling and testing.

In water supply and sanitation, work was under way to construct latrines and water points in 19 schools, benefiting 7,041 pupils (46% girls and 54% boys).

Most Critical Factors and Constraints

The **most critical constraints** faced in the implementation of the child survival and development programme included, among others, the lack of donor interest in Comoros, leading to low levels of programme funding; Challenges in the leadership from the Ministry of Health; high turnover of officials at central and island level; low uptake of healthcare services because of poor quality of care; late release of mobilized funds and interrupted funding under the One UN initiative; frequent domestic fuel shortages and stock outs of medicines and other supplies (e.g. mosquito nets) in health facilities.

Key Strategic Partnerships and Interagency Collaboration

Key programme **partnerships** were forged with United Nations agencies, notably WHO and UNFPA, to implement a joint programme for maternal and neonatal mortality reduction in 7 districts. Other key programme implementation partners were Roll Back Malaria (RBM), The Global Fund, GAVI, JICA and AfDB. Partnerships with Global Fund and RBM took the form of technical support for the review of the malaria control programme and the mobilization of resources. The partnership with GAVI facilitated procurement of the pentavalent DTC-HepB-Hib3 (diphtheria, tetanus, whooping cough, hepatitis B and Hib3) vaccine. A proposal to strengthen the health system by mobilizing GAVI funds was in progress. The partnership with JICA was essentially concerned with restructuring the cold chain to ensure adequate capacity for the storage of vaccines. The programme also worked in collaboration with Comoros Red Crescent and COSEP (Centre for Relief and Civil Protection Operations).

Humanitarian Situations

In terms of **emergency preparedness and response**, the country's contingency plan was revised. The programme also received AfDB funds for emergency humanitarian assistance for the victims of the 2009 floods: however, these funds were not allocated until the end of 2010. Through this facility, 940 households (5,264 individuals) received survival kits containing food and basic necessities; 12,455 children under 5 (boys and girls) were immunized against the 8 target EPI diseases in the affected zones; 8,209 children (girls and boys) aged 6 to 59 months received two doses of vitamin A; 4,042 women were vaccinated against tetanus; and 1,800 pregnant women attending antenatal appointments were treated according to national policy guidelines, which included testing for HIV and syphilis, and malaria prevention. Approximately 3,000 patients were treated in health facilities in the affected zones, and 2,792 children under 5 suffering from acute malnutrition were treated in health facilities and community-based centres. With regard to water supply and sanitation, 5,347 inhabitants on the island of Mohéli benefited from water installations. Two pumping stations that supply 7 villages on Grande Comore – covering a total population of 17,039 – were fitted with new pumps (Selea bambao and Chamle), and 600 families (around 3,000 individuals) received water purification supplies (chlorine tablets).

Summary of Monitoring, Studies and Evaluations

In terms of monitoring and evaluation, half-yearly and annual reviews were organized and joint monitoring missions carried out in the field in collaboration with the government. The findings of the Malaria Programme Review, prepared in collaboration with UNICEF and international experts, spurred the government's commitment to reaching the pre-elimination phase by 2015. Furthermore, in collaboration with WHO, the programme carried out an EPI data-quality audit, whose key findings revealed inconsistencies in data between the various levels, with varying levels of discrepancy between one district and the next.

Future Work Plan

The action plan 2012 will focus on the following interventions, with special emphasis on equity: enhancement of routine vaccination activities by implementing the RED approach (via the programme's outreach strategy, supervision, etc.); implementation of an integrated package of maternal and newborn healthcare services at community level (malaria, diarrhoea, ARI, etc.); strengthening of malnutrition interventions (IYCF) and the community-based nutritional surveillance system; continuing to educate schoolchildren in hygiene by popularizing teaching tools and C4D tools; supporting district health centres in obtaining access to water, sanitation and hygiene by improving water storage and distribution capacities and installing improved latrines; advocacy for the implementation of the key findings of the domestic water treatment strategy; and emergency preparedness and response.

Country Programme Component: Basic education

PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By end 2012, 65% of children aged 3 to 8 years, particularly vulnerable children, enjoy fair access to education and the majority attend school, with emphasis on reducing gender inequality and the gender gap in education	0	FA2OT2, FA2OT3
By end 2012, 81% of schoolchildren complete primary education having acquired the basic competencies required at this level, and transition to post-primary education	0	FA2OT4, FA2OT7
By end 2012, a sector-wide approach (SWAp) is implemented in the education sector to increase EFA-earmarked funds by at least 50% and ensure effective and harmonized management of the system	0	FA2OT3, FA2OT7, FA2OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	208000.00	201455.00	96.85
OR-R	600000.00	825318.00	810613.00	98.22
RR	100000.00	113380.00	113380.00	100.00
Total	\$700,000.00	\$1,146,698.00	\$1,125,448.00	

Results Achieved

The Programme's key results cover the three priority areas of national education policy laid out in the Education Sector Plan (2010–2015), namely: Access, Quality and Management.

Key progress of 2011 was improves access of children aged 3 to 5 years to pre-school based on Koranic teaching. A strategy paper was developed to guide the introduction of pre-school in state schools.

Around 200 schools benefited from UNICEF support in furniture (3,000 table-benches), pupil kits (textbooks, baqs, stationery, etc.) and awareness-raising in beneficiary communities. Almost 6,200 children were

estimated to have enrolled in pre-school based on Koranic teaching within target primary schools. This initiative boosted the pre-school enrolment rate from 5% to 16%. This initiative helped stimulate the development of pre-primary education and aided regulation of compulsory enrolment (at 6 years) at primary level, in accordance with educational law.

The programme was able to supply 31,000 French books at all learning levels in the school year 2011–2012, resulting in one book for every two children in all state primary in the country. In order to ensure the availability of school textbooks in all subjects, prototype textbooks for all primary levels were designed and were being trialed in the school year 2011–2012.

In terms of capacity building of teachers and teaching support staff, the reform of the Competency-Based Approach (CBA) reached a key milestone in 2011, when it was introduced in teacher training institutions (*IFEREs*) to better prepare student teachers to be in a position to “hit the ground running” when they left those institutions for their first school assignments. Almost 1,500 teachers benefited from resource sharing and experience sharing within the CBA framework. Furthermore, all teachers delivering modern Islamic instruction path classes in 2011 received in-service training around the organization of teaching and learning and the use of educational tools.

The Ministry of Education, in collaboration with its partners (notably UNICEF and UNESCO) prioritized the preparation of the Education Country Status Report (*RESEN*) in order to further its case for the submission of its GPE application. The final version of the Education Country Status Report is expected in March 2012. The Seventh National Education Conference was held in September 2011 and recommended the establishment of an operational partnership framework and the review of the school map in time for its effective application at the start of the school year 2012–2013.

In the context of social cohesion and peace-building activities carried out with the support of NGO education partners, 6,000 children aged 11 to 14 years received specific help with a view to their reintegration in the education system. Collaboration with civil society organizations enabled the strengthening of community-based communication and mobilization activities in the interests of education development.

Most Critical Factors and Constraints

The most critical constraints characterizing the education sector in 2011 were teacher strikes. Over the course of the year, the education system suffered three sets of strikes lasting over four months, which severely disrupted the progress of the school year 2010–2011, the end-of-year examinations 2011 and the start of the 2011–2012 school year. Furthermore, existing coordination mechanisms were insufficient to ensure the follow-up and complementarity of activities implemented sector-wide. Lastly, limited capacities of local suppliers meant that pre-arranged delivery schedules were not always met.

Key Strategic Partnerships and Interagency Collaboration

The Education Programme enjoyed frequent collaboration with government partners, particularly the Ministry for National Education and the island education offices (*commissariats*). Under the UN one country programme, a strategic partnership was set up thanks to an EU-funded joint programme between UNICEF, UNESCO and APLACO to operationalize the Education Country Status Report (*RESEN*), Education Management Information System (EMIS), Fast Track Initiative (FTI) and the Education Sector Plan (*Plan Directeur*).

Cooperation agreements were also signed with education NGOs, including CAP Anjouan, Maeecha, FADESIM, NGOSHAWO, FAWECOM, AREDS and OCD. These partnerships enabled grassroots actions to be undertaken around awareness raising, communication and mobilization of communities to promote education.

Humanitarian Situations

- Establishment of a SIG database for all schools in the country
- developing a facilitator guide and training of national trainers in EiE
- Training of all public and private headmaster of primary and secondary schools

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- Rehabilitation of a store of storage material of emergency at the level of Anjouan and Mohéli
- Emergency school kits are pre-positioned in the three islands
- French books and other school supplies are ordered in the DAB and distributed to all primary schools

Summary of Monitoring, Studies and Evaluations

Key monitoring and evaluation activities carried out in 2011 were as follows: support for the collection of statistical data on education, which enabled school enrolment forecasts to be made for the start of the school year 2011; revision of the school map; and the Education Country Status Report (RESEN). The half-yearly review of the action plan 2011 and quarterly missions enabled interventions to be better oriented and progress towards achieving the results assessed. Reports to donors were prepared and a budgetary readjustment in the Dubai Cares project was submitted to and approved by the donor in June 2011.

Future Work Plan

The programme intends to capitalize on its achievements and, more specifically, extend these to the following: finalization and distribution of the Education Country Status Report; submission of the FTI application; re-launch of the partnership framework; reinforcement of planning (particularly the effective application of the school map); and assessment of reforms under way at the level of the CBA and MII.

Country Programme Component: Industrial relations policy, sensitizing and communication

PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By 2012, 70% of families with children have adopted behaviours and practices promoting child survival, development and education	0	FA4OT5
By 2012, a protective environment is developed and promoted for children, ensuring their protection by state and non-state institutions and communities against all forms of violence, abuse and neglect	0	FA4OT1, FA4OT2
By 2012, the Government of Comoros has the required capacities to collect and review data on the situation of the child, to enable strategic planning and a rights-based and results-based approach to monitoring and evaluation	0	FA5OT1, FA5OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	200000.00	394283.00	384031.64	97.40
RR	100000.00	126746.00	126112.27	99.50
Total	\$300,000.00	\$521,029.00	\$510,143.91	

Results Achieved

Within the framework of the promotion and protection of the rights of the child, programme activities aimed at strengthening the effectiveness of public justice and the respect of human rights, backed by the UN Peace-Building Fund and implemented by UNICEF and the Ministry of Justice, had satisfactory implementation rates in 2011. The external assessment in November 2011 of all Peace Building Fund-financed projects in Comoros rated the programme among those having enjoyed exceptional success. Under the programme, a total of 400 copies of the national legislation on civil and criminal procedure and the penal code were compiled and distributed to professionals in the justice system. Nine mobile court hearings were held (4 on Grande Comore, 3 on Anjouan and 2 on Mohéli) and a total of 210 cases heard.

Renovation work on the court at Mutsamudu on the island of Anjouan was complete, with work on

constructing a child-friendly court at Moroni nearing completion. Thanks to the advocacy efforts of UNICEF, the Government of Comoros released the sum of USD 135,000 to fund the construction of a new child-friendly court at Fomboni, on the island of Mohéli. Work was underway to construct a section for minors and women at Koki prison on Anjouan. Office furniture and computer equipment were purchased for use by magistrates, including judges in juvenile courts, and the Official Journal. The offices of the National Commission on Human Rights (*Délégation des Droits de l'Homme*) were renovated and furnished. A monitoring and coordination body was established and equipped at the National Commission on Human Rights to ensure the supervision of activities around counseling and protection services for child victims of violence. Uptake of these services was very high in 2011, with nearly 1,047 cases heard by the listening services, of which 566 related to sexual assaults of minors.

With regard to strategic planning, the mid-term review of the Comoros/UNICEF CPAP 2008–2012 was adopted and finalized in March 2011. One of the review's recommendations was to extend the action plan from 2012 to 2014 in order to align with national priorities. New programme component results (PCRs) and intermediate results (IRs) were also validated in the mid-term review. A document on the conducting of the combined Demographic and Health Survey and Multiple Indicator Cluster Survey (DHS/MICS) was signed by the Government of the Union of Comoros and United Nations agencies, among them UNICEF. In this context, UNICEF also provided financial and technical support to the General Planning Commission (*Direction Générale de la Statistique*) through the National Statistics Directorate (*DGSP*).

UNICEF and the Department of Information and Communication (*Direction de l'Information et de la Communication*) organized awareness-raising campaigns, community visits, brainstorming workshops and conference-debates on child rights. These mobile campaigns involved around thirty communities and almost 6,000 individuals, including many children. To local resource mobilization for the benefit of children, UNICEF supported the set-up of Operation RIYALI, which collects donations of Comorian *centimes* to help the most vulnerable children.

Most Critical Factors and Constraints

The absence of recent, accessible and reliable data did not facilitate an evaluation of results achieved in the mid-term review of the Comoros/UNICEF country programme 2008–2010. The delayed signing of the draft combined Demographic and Health Survey and Multiple Indicator Cluster Survey (DHS/MICS) document and the limited mobilization of funds earmarked for conducting this survey delayed the start of activities, which were initially planned for July 2011.

The absence of a coordination mechanism for government partners impacts on the performance and results of programme-funded activities. Island planning offices no longer play a full role in the planning and monitoring of activities at island level. Limited numbers or the absence of communication officers within state institutions challenged the promotion and appropriation (ownership) of programme-funded activities undertaken in the field.

Key Strategic Partnerships and Interagency Collaboration

Key strategic partnerships were forged with UNFPA in the framework of ensuring the sustainability of listening services and services for the protection of child victims of violence, and in conducting the combined Demographic and Health Survey and MICS (DHS/MICS). Furthermore, under Operation RIYALI, a partnership was established between civil society organizations (Amani network, NGOSHAWO and AMAC, among others), Office de Radio et Télévision des Comores and the Comorian Association for Family Well-Being (*ASCOBEF*) to raise funds for vulnerable children.

A data collection mission to gather data required for C4D strategy development was completed in July 2011.

Humanitarian Situations

The programme didn't support any humanitarian activity during the 2011 year.

Summary of Monitoring, Studies and Evaluations

A study on data and information collection for preparation of the C4D strategy was finalized in July 2011. The study provides the basis of communication interventions and approaches, of the C4D strategy. The

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process of developing this strategy is under way and will be completed in 2012 with the support of C4D from Madagascar country office.

Future Work Plan

The activities of the UN Peace Building Fund-backed programme to strengthen the effectiveness of public justice and respect of human rights were expected to come to completion in April 2012, when it was hoped that the establishment of the National Commission on Human Rights and Freedoms, whose law was approved in December 2011, would be finalized. DHS/MICS survey work was expected to be, for the most part, completed in 2012. The national C4D strategy and its action plan would be finalized and implemented.

Country Programme Component: Intersector expenditure

PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Effective and Efficient Programme management and operational support	0	FA6OT9, Support 2, Support 3
Not done	0	FA1OT4

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	0.00	0.00	0.00	0.00
RR	146000.00	198030.00	190191.00	96.04
Total	\$146,000.00	\$198,030.00	\$190,191.00	

Results Achieved

Resources from intersector expenditure were used to pay the office telephone bills, salaries of the supply assistant and one driver. The supply function is extremely important to our country programme and represents about 30% of our budget. The programme supplies procured went towards the children we believe to be among the most disadvantaged - children of pre-school age in rural areas starting pre-school in government establishments based on Koranic teaching.

These funds also paid for the services of a driver. The driver was key in helping programme officers monitor their programmes and make adjustments necessary.

Most Critical Factors and Constraints

Information listed under the other main programme components.

Key Strategic Partnerships and Interagency Collaboration

Information listed under the main programme components.

Humanitarian Situations

Information listed under the main programme components.

Summary of Monitoring, Studies and Evaluations

Information listed under the main programme components.

Future Work Plan

Information listed under the main programme components.

Effective Governance Structure

The 2011 staff retreat provided opportunities to define and discuss key country office objectives with all staff. In 2011 we started all staff Monday morning meetings to ensure all staff are aware of key activities and plans.

The Country Management Team is the main oversight mechanism of the office and monitors defined priorities. Six CMT meetings took place in 2011; key issues monitored by the CMT included office performance indicators, progress towards programme results and the constraints and challenges linked to reaching results and UN Coherence. The CMT also reviewed some of the decisions of statutory committees such as the PSB.

The CMT also validated key Office documents, such as the annual learning and leave plans. Importantly in 2011, the CMT also provided a forum to manage the coordination and implementation of change management initiatives. The CMT for instance was used to ensure the preparation for data migration for go-live SAP in July and VISION in January.

Another key management body remains the Programme team, which includes all key programme staff. Meetings are held weekly to encourage programme implementation. The Operations team continues to meet monthly.

The statutory committees were functional. In 2011 a total of 13 CRC meetings, 5 PSB, 2TLC and 3 JCCs took place. Much less time was spent on Delivering as One UN than in 2010.

General staff meetings were held three times during the year, and Staff Association and Caring for Us organized meetings of general interest to staff (stress management etc.) and to update staff on on-going activities.

Strategic Risk Management

Risk controls in programme and operations management areas were discussed at the beginning of the year in a participatory manner to facilitate the collective minimization of risk in our day-to-day office work.

The 2011 annual management plan was informed by the 2010 peer review. Discussions around the peer review recommendations in programme and CMT meeting and the staff retreat helped all staff gain better respect for the internal control process and financial rules and regulations in general. The Country Management Team (CMT) closely followed the progress of recommendations in the first three quarters. The last quarter of the year was dedicated almost entirely to prepare the migration of data into VISION.

The Business Continuity Plan (BCP) was updated, approved and shared with the regional office early 2011. Great efforts were also made to purchase all the equipment needed for an effective implementation of the BCP. Unfortunately however we have yet to conduct the test planned for the last quarter of the year due to the demands of VISION. The test is now planned to take place in 2012. We will need the assistance of the regional ICT specialist.

The ERM was revised based on the guidelines and statutory committees were put in place following new guidelines for risk analysis, mitigation and control. One of most likely crises is a fuel stock out. The office maintains a minimum level of readiness in fuel that will allow it to function for 3-4 weeks in the event of a fuel stock out.

Evaluation

No evaluations were carried out in 2011. UNICEF Comoros was able to recruit an M&E office during the last quarter of 2011 (the office without an M&E officer for almost a year). Funding for evaluations continues to remain difficult to obtain.

On a positive note, UNICEF in partnership with other UN agencies, was able to help the government launch the process of a DHS/MICS. Data from the DHS/MICS will help provide the possibility of greater evaluability of our programmes.

The Education programme is also working with partners to learn the lessons of the pre-primary Education programme in Comoros. This work is planned to take place in April 2012, with the help of the RICE institute.

Effective Use of Information and Communication Technology

4.1.4 Information Technology and Communication

a) Changes registered:

The office migrated to Windows 7. The expected migration to Windows 8 did not happen by the end of December due to late arrival of equipment. This will take place in 2012. Allocations from the Regional Contingency fund were used to fund the purchase of the server. It has been challenging to ensure the proper migration to VISION and the installation of related software (uPerform, SAP GUI, Citrix for VISION etc.).

The Firewall has been upgraded from CISCO PIX 515 E to CISCO ASA 5510 and the necessary adjustments have been done to make sure staff can access their data correctly via webmail etc.

b) MOSS Compliance:

The Comoros office experienced serious challenges with power supply in 2011. The main office generator (75 KVA) broke down in the middle of the year and funds were not identified for its repair until the last weeks of the year. This generator, 14 years old already, needs to be retired. The backup generator (40 KVA) was used but it is not able to adequately supply the needs of the office.

The Solar Panel supply, put in place for emergency use, only covers the server rooms and the offices of the Representative and Operations manager. UNICEF alone was not able to find the necessary funds to significantly upgrade its power supply.

Due to the challenges mentioned above, the UNCT discussed proposals for a common generator for the UN compound. The UN service center is currently evaluating options and some funds have been allocated from the One Fund for the project.

The UNICEF's buildings have obsolete power networks that need to be renovated. No comprehensive renovations have been done in these buildings since 2002. The plans to renovate in 2011 were postponed to 2012 due to funds.

The UN VHF repeater was unavailable for much of the last semester and staff could not be reached via radio. The UNICEF HF also does not work. Expertise for ICT is not easily available in country.

c) Telecommunication:

The PABX shared between UNICEF, UNDP and UNFPA broke down. UNDP and UNFPA are planning to install "UNIFIED Communication" for 2012. Based on Regional advice, UNICEF is not yet part of this pilot project. To ensure external communication with local, regional and global partners, UNICEF has had to purchase a small PABX, which will be in place by mid-January 2012.

d) One UN:

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One of the main outputs of the UN ICT committee's work has been to provide terms of references for the UN generator. We expect concrete results from this project in 2012. The ICT group has also approached the local telephony company "Comoros telecom" for a joint agreement to provide access to the fiber optic cable to all UN agencies as a back up to our VSAT. Due to cost concerns, UNICEF opted out of this option in 2011, but plans to use this backup option in 2012.

Fund Raising and Donor Relations

The office did not perform as well as expected in 2011 regarding donor reports. Four out of twelve donor reports were not sent on time. Being a very Francophone office, part of our challenge is related to the availability of reliable translation services in the country.

We have a local translator on an LTA arrangement. While this arrangement has helped significantly to reduce the internal workload of translating documents, the service is not always reliable. Few options exist in-country. The office has also used the global LTA arrangements for some reports and will increasingly call on the use of this service in 2012. Ensuring timely donor reporting will be an area of focus for 2012.

The office has been able to mobilize 75% of the OR ceiling of the CPD. In 2011 the OR budget ceiling was increased from USD\$ 6 million to USD\$ 10 million. The Office received USD\$ 1.25 million in thematic funds for Basic Education to support the recruitment of an L4 chief of Education position for 2 years.

The office received USD\$193,462 from the One Fund, about 7.5 % of total OR contributions in 2011. These funds have been useful for UNICEF to further its programme activities in Comoros in key areas.

Overall fund utilization in 2011 for both OR and RR was approximately 98%. While we have made some progress, we still generally need to improve our budget management.

Management of Financial and Other Assets

The office received a regional peer review in the areas of HR, Supply, and Finance/ Admin and spent a significant amount of CMT time addressing the recommendations. The recommendations have been addressed, however sustainability of some of these recommendations as we move into VISION, will continue to remain challenging.

89.7% of the Support Budget allocation - including the allocation from contingency funds and savings from post commitment that arrived in November and December 2012 respectively- were spent by December 30, 2011 and the rest was successfully OBOed. The office initially received an allocation USD \$293, 610. Then later in the year the Regional Office allocated an additional US\$59,935 from the contingency funds and USD\$ 42,135 from our post savings to cover MOSS activities.

The office struggled to operate efficiently in 2011. Many important expenditures necessary for the efficiency of our programme work, such as the replacement of server equipment to upgrade to windows 8, important infrastructural renovations and upgrade of power supply equipment etc., were put on hold until the second semester when we could identify savings and receive additional assistance from the Regional Office allocation of contingency funds.

Our Common Services contribution alone is USD\$ 97,000. With a weak RR and OR base, the office is often challenged to function adequately. We can already foresee the need for additional support in 2012.

Supply Management

The supply component, excluding construction, represented 30% of the office expenditure (USD\$ 1,037

436). Construction contracts represented another 18% of expenditure. Compared to 2010, supplies procurement decreased by 27%, while construction increased by 80%. As a lesson learned from 2010, UNICEF strengthened its relationship with suppliers and implemented agreements directly. Communities were kept informed and decisions were made locally by them, but financial arrangements were made directly with suppliers by UNICEF.

Further to the good results obtained in 2010 in terms of time saved and price stability, the office emphasized the use of Long Term Agreement. Ten LTAs have been signed with local suppliers during the year, mainly in the areas of office supplies and stationaries, civil engineering for construction, maintenance of vehicle and translation. These LTAs are shared with local UN agencies.

A major achievement in 2011 was the organization of the Supply and Logistic training workshop with the assistance of Regional Office. The workshop organized in May and facilitated by the Regional Chief of supply and the Regional Logistics officer brought together key partners from government, NGOs and the UN on procurement policies. As a result of the workshop, there is a much better understanding and compliance to UNICEF rules and regulations.

Started in 2010, the government continued to co-finance EPI vaccines and devices as per GAVI strategy. The USD\$11,234 * disbursed in 2011 represents 17 % of the total amount of EPI vaccines and material during the year.

Some request for Procurement Services have been placed by some national and international NGOs, such ASCOBEF and JICA. Also, the Office expects a request for quotation for PS from University of Comoros amounting almost USD\$100,000 which will hopefully be realized by 2012.

Despite the many challenge experienced with the local market, especially with regards to choice and price, the office has often preferred to procure locally to minimize long delays in delivery associated with off shore procurements.

Human Resources

Including temporary positions, the UNICEF Comoros staff complement was 23 in December 2011 (10 females, 13 males and one vacant JPO position). Staff was especially stretched during the second part of the year when the Operations Officer left, a time that coincided with the implementation of VISION preparation activities.

An important achievement for the office was the PBR approval for the upgrade of the Operations Management position from P2 - P3 and an L4 Chief of Operations. (At the time o the change, Comoros was the only Country in ESAR with a P2 Operations office.)

Through the various CMT, Programme, Operations and staff meetings, the Office regularly updated staff on new policies and organizational changes. In 2011 the office also benefited from the visit of the Regional Chief Human Resources who briefed on new HR policies. He also conducted a much-appreciated workshop on the second P2D phase.

The culture of continuous training is present in the office. USD\$ 22,000 of the budget was spent on training. A significant emphasis was put on PPP trainings and 3 staff members were trained. The office also offered group and individual trainings based on country and global priorities. Some opportunities for career development through missions, network meetings and on the job training were possible this year for the Supply, Health, M&E and C4D Officers. The ICT assistant and programme assistant also benefited from substantive training opportunities.

The Comoros country office staff was very stretched in the second half of 2011. The Operations officer left for UNICEF Djibouti and the post remained vacant until a replacement was identified in December 2011. Reasons for the slow recruitment process were mostly linked to the difficulty of putting in place a recruitment panel. With our small size, our recruit panel members for international post are largely

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composed of members outside our office. Recruitment for the Operations Manager coincided with the many regional and global training workshops in preparation for VISION. It was very challenging find suitable and available panel members. In the end, with support from the Regional office and UNICEF Uganda, the recruitment was finalized in December 2011.

Preparing for VISION was a challenge. The office request for in-country training was unsuccessful, with regional training resources earmarked for countries in ESAR with the highest volume of transactions. The five staff trained as super-users from Comoros have done a commendable job, however in country training would still be useful. The team is francophone, small and only one level deep. If our super users become unavailable in any way over the coming month, it will significantly affect our ability to operate. Regarding the learning and training plan, few activities were accomplished this year with the priority given to VISION. Among the achievements of non-VISION related training was the training of an additional staff on the Competency Based Interview methodology, which brings to 3 staff trained in our office. The requested in country training for CBI was not possible due to the crisis in the horn of Africa, most of the trainers were not available.

Three JCCs meeting took place in 2011. The last was especially productive with recommendations on procedures to have in place during severe fuel shortages in country.

Efficiency Gains and Cost Savings

While we have made no concrete studies, the general assumption is that the setting up of LTAs at the UN level has caused gains in time and money saved.

Changes in AMP and CPMP

Key changes regarding the 2012 Annual Management Plan will be related to VISION and the staff survey. VISION has introduced a different way of doing business in the office and will require new work processes on how we get UNICEF's business done. The 2012 Annual Management Plan will also reflect the office plans to respond to issues raised in the staff survey.

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	EPI Data Quality Self-Assessment (DQS) Report	2011 / 01	Evaluation
2	Malaria Programme Review (MPR)	2011 / 01	Evaluation
3	Malaria Indicator Survey (MIS)	2011 / 01	Survey
4	Report on data collection and analysis for C4D strategy development	2011 / 01	Survey

Other Publications

Lessons Learned

	Title	Document Type/Category
1	Operation "Riyali"	Innovation
2	Integration of Modern Islamic Instruction in state primary schools.	Innovation