Executive Summary

The UNICEF Gulf Area Office (GAO) resource mobilization team mandate is to raise funds from gulf donors for UNICEF global and local programmes. To this end, a total of US$ 189 million was raised in 2014 from both the public and private sectors. Of this amount, US$ 1.3 million was allocated to regular resources, US$ 42.1 million was allocated to other resources and US$ 145.6 million was allocated to other resources emergency. The most significant contributions in 2014 came from the Government of the Kingdom of Saudi Arabia (KSA) for the Republic of Iraq (US$ 97.65 million) and the Government of the State of Kuwait for the emergency in the Syrian Arab Republic (US$ 36.95 million). In 2014, UNICEF GAO funds were raised from a total of 44 Gulf donors. The shortfalls included:

- The number and scope of emergencies increased in 2014, which required an immense mobilization of resources. In addition to the on-going emergency in Syria and the polio outbreak – an emergency within an emergency – funds also needed to be raised for the emergencies in Gaza and the Republic of South Sudan and the Ebola outbreak.
- Legal landscape for public fundraising activities: Public fundraising must adhere to particular legal frameworks in the Gulf. This restriction prevents UNICEF GAO from engaging in direct public fundraising activities, which prevents UNICEF GAO from directly benefitting from additional public resources.
- There is no formal aid structure in the Gulf. However, the United Arab Emirates (UAE) has established a new ministry for international cooperation and development and the State of Qatar established a directorate within the Ministry of Foreign Affairs to address international cooperation.
- Recruitment for the resource mobilization team: Recruitment for the resource mobilization team is on-going and will be completed in 2015 and 2016. Senior management consultations that took place in late 2014 called for a re-evaluation of the 2014 structure and the further expansion of the existing team to meet the ambitious UNICEF GAO targets for 2015-2017. More specialized staff will be added in both Riyadh and Dubai to ensure that the pool of public and private sector partnerships expand and grow significantly.

The UNICEF media engagement strategy has resulted in an increase in the quantity and quality of UNICEF GAO news notes and mentions, as well as increased outreach by the media to UNICEF GAO for commentary and interviews. These developments have increased the UNICEF media footprint throughout the Gulf. Donor engagement strategies resulted in the establishment of strong coordination with the communications arms within the main UNICEF GAO partner organizations in the Gulf. This has enabled the office to demonstrate to donors UNICEF’s capacity to deliver effective donor visibility, and has yielded insight into donor visibility needs. This insight has helped UNICEF GAO create an overarching and aligned communications strategy for each individual donor. The use of social media has helped reach Gulf youth, a new audience tier that so far has not been targeted with UNICEF communications.
UNICEF GAO conducted rapid assessments on school environments in KSA and UAE, which indicated that bullying behaviour exists in schools, especially in middle schools. UNICEF GAO organized two seminars to introduce global best practices. The seminar resulted in the formation of national teams comprised of authorities from each country in education, health and protection that will carry out pilot programmes tailored to the specific national context.

The Situation Analysis conducted in Kuwait was finalized; it highlighted the main achievements and provided a set of recommendations for overcoming the shortfalls. The KSA Situation Analysis is in the drafting stage, is ready for validation, and includes the results of consultations with children.

A child protection procedural manual was produced in draft form. It maps the mandate and services of each child protection agency in KSA, identifies gaps and offers a set of recommendations for overcoming the gaps.

During the last programme cycle, UNICEF GAO advocacy efforts contributed to legal changes in favour of children in KSA. The Cabinet approved a landmark law aimed at protecting the rights of children that are enshrined in the Islamic Sharia and in line with international conventions. The Law of Protection from Abuse, approved in 2013, was adhered to in 2014, with executive regulations guiding its implementation. The rights of women at work were enforced through new measures issued by the Minister of Labour – including one hour a day for breastfeeding – to encourage women to enter the work force.


In collaboration with government ministries and the private sector, UNICEF GAO responded to the increase in health risk factors in the UAE, such as childhood obesity and type 2 diabetes using interactive and peer-led approaches to increase awareness among adolescents and trained health educators on how to lead healthier lifestyles.

Humanitarian Assistance

Due to the large number and magnitude of humanitarian crises in the Middle East and North Africa (MENA) and globally, and Gulf donors’ great interest in supporting UNICEF, the UNICEF GAO resource Mobilization team was able to raise US$ 145.6 million for emergency response in 2014. The emergency in Iraq received the largest share of funds (from the Government of KSA and the Government of Kuwait), followed by the Syria crisis (from the Government of Kuwait, individual major donors and private corporations), the Ebola outbreak (from the Government of UAE), polio, South Sudan and Gaza.

Extensive advocacy has been carried out throughout the Gulf to better inform all relevant donors of key initiatives, such as the No Lost Generation Initiative in Syria, and UNICEF’s work in the Gaza, South Sudan and Ebola emergencies, etc. To this end, a number of emergency-related initiatives have been put forward to Gulf donors: a field visit was conducted to reach major individual donors who had previously contributed to UNICEF emergency operations in Syria and Gaza, to Jordan and the State of Palestine (SoP); a round table discussion on the Gaza emergency is scheduled to take place in the UAE in collaboration with the Government; the Regional Director and the UNICEF GAO Representative briefed the Government of Qatar on UNICEF’s work on the emergencies in Syria, Gaza and South Sudan in November in 2014; and
UNICEF facilitated a field visit for representatives of the UAE to visit UNICEF GAO nutrition programmes in the Republic of Liberia in March 2014.

In addition, the UNICEF GAO Representative addressed a number of written publications and official letters to partners regarding UNICEF emergency work and funding gaps for 2014. These outreaches resulted in a number of bilateral meetings that served to inform donors in a more detailed manner.

In January of 2015, the Executive Director of UNICEF is scheduled to travel to Kuwait to meet with the Emir, the Foreign Minister and the United Nations Secretary-General’s Special Humanitarian Envoy for Kuwait to personally thank them for Kuwait’s contributions to the UNICEF response to the crises in Syria, Iraq and other countries affected by emergencies over the last two years.

Summary Notes and Acronyms

ADEC - Abu Dhabi Education Council
AGFUND - Arab Gulf Program for Development
AIDS - Acquired Immunodeficiency Syndrome
APD - Area Programme Document
BCP - Business Continuity Plan
CMT - Country Management Team
CRC - Convention on the Rights of the Child
CRING - Country Reporting on Indicators for the Goals
DC - Dubai Cares
DRC - the Democratic Republic of the Congo
DSL - digital subscriber line
EAA Education Above All
EAC - Educate A Child
ECD - Early Childhood Development
ECSSR - Emirates Centre for Strategic Studies and Research
EWEA - Early Warning Early Action
G20 - Group of Twenty
GAO - Gulf Area Office
GCC - Cooperation Council for the Arab States of the Gulf
GE - General Electric
GPEi - Global Polio Eradication initiative
GWU - General Women’s Union
HIV - Human Immunodeficiency Virus
HQ - UNICEF Headquarters
IICO - International Islamic Charitable Organization
ICT - information and communications technology
IPSAS - International Public Sector Accounting Standards
IPSec - Internet Protocol Security
IT - information technology
KSA - Kingdom of Saudi Arabia
LTA - long-term agreements
MDGs - Millennium Development Goals
MENA - Middle East and North Africa
MENARO - Middle East and North Africa Regional Office
MICAD - Ministry of International Cooperation and Development
In KSA, UNICEF GAO conducted a training of trainers for 140 senior educational staff (70 males, 70 females) from 13 provinces on early detection of and intervention on child abuse within schools. The training was based on two manuals (one for trainers and one for trainees), which was developed by UNICEF in 2013 and approved by the Ministry of Education (MoE) in 2014 following revision. The 140 trainers trained 10,500 schoolteachers in all 13 local educational administrations. This is part of a long commitment from the MoE and UNICEF GAO to integrate child protection within the education system. A more comprehensive approach has been introduced and approved for the preschool stage (aged 3-6 years) to make kindergartens safe environments for children. Implementation will start soon with support from the Arab Gulf Program for Development (AGFUND).
UNICEF GAO played a leading role in increasing the capacities of health educators to deliver health education sessions using a participatory approach and increasing the capacities of students to lead healthier lifestyles and reduce the risk of disease. Programmes implemented included Healthy Life Skills (reaching 25 health educators and 1,800 students), Child Obesity Prevention (reaching 95 health educators and 1,700 students) and HIV/AIDS Awareness Raising (reaching over 1,500 university students). The Healthy Life Skills and Child Obesity Prevention programmes targeted students from all Emirates, and the HIV/AIDS Awareness Raising programmes targeted university students from Dubai and Sharjah Emirates.

UNICEF GAO collaborated with the Gulf Cooperation Council (GCC) to conduct training workshops to build the capacity of professionals from the Ministry of Social Affairs (MoSA) in six Gulf countries plus Yemen on social reporting to international committees.

**Evidence Generation, Policy Dialogue and Advocacy**

The Ministry of Health (MoH) invited UNICEF GAO to serve as a member of the UAE Health Promotion Committee, which was mandated by the UAE Government to set health and nutrition standards and increase public awareness on how to lead a healthier lifestyle.

In collaboration with the MoH, UNICEF GAO conducted a survey to assess the level of knowledge and the attitudes of university students on HIV/AIDS. The survey included both public and private educational facilities and both male and female students. The results demonstrated that 14 per cent of respondents had high levels of stigma towards HIV/AIDS positive persons and 52 per cent of respondents had good knowledge of HIV/AIDS.

As part of the data collection process for the KSA Situation Analysis, UNICEF GAO conducted three workshops with government officials on the health and nutrition, protection and education sectors to validate existing information and provide missing data. These workshops demonstrated that there is a lack of disaggregated data and highlighted the difference between administrative records and indicators.

UNICEF GAO organized a workshop on the main protection procedures with child protection stakeholders in KSA as part of producing the ‘Manual on Child Protection Procedures’. The workshop was an effective method for providing information on the mandate and the actual status of the child.

UNICEF GAO initiated an analysis of the breastfeeding situation with the MoH in KSA. The report reviewed the current average duration of breastfeeding and investigated the factors associated with the initiation of breastfeeding and bottle-feeding patterns. The report also assessed the current status of baby-friendly hospitals, including the number of baby-friendly accredited hospitals, and investigated the breastfeeding policies currently implemented in hospitals and clinics. The report’s findings will be used to advocate for an action plan in consultation with concerned officials from the MoH Department of Nutrition and Department of Hospitals and the World Health Organization (WHO).

UNICEF GAO commissioned an exploratory report on the situation of disability. The report explored the opportunities and potential for expanding existing inclusion initiatives in KSA and proposed interventions and possible future initiatives, as well as recommendations, for cooperation between key partners on inclusion of persons with disability.
Partnerships

KSA signed the pledge ‘A Promise Renewed’ to end preventable child deaths.

A new partnership emerged in KSA with the Al Anood Charity Organization to develop a life skills programme for adolescents involved in the activities of the newly created Centre for Child Development – Shadn. The partnership with AGFUND was also renewed to support the project Towards a Safe Environment for Children in Kindergartens.

To increase visibility for health awareness, UNICEF GAO collaborated with key partners in both the private and public sectors in the UAE, including health and education authorities, schools, universities, banks (e.g. Standard Chartered Bank) and telecommunications (e.g. du).

Since the inception of the resource mobilization strategy in 2012, a total of US$ 82 million was raised from Gulf donors in 2013 and an additional US$ 189 million was raised through December 2014. UNICEF forged donor partnerships with a total of 44 donors.

In Qatar: UNICEF GAO partnered with Educate a Child (EAC), a programme for out-of-school children by Education Above All (EAA), and signed memoranda of understanding totalling US$ 30,350,000 in 2014 for South Sudan, the Republic of Sudan, the Republic of Chad, the Democratic Republic of the Congo, the Somali Republic, the Union of the Comoros and the Republic of Yemen. UNICEF GAO will seek to expand this partnership and include additional country offices. New memoranda of understanding are expected to be finalized for the Republic of Kenya and the Federal Republic of Nigeria in 2015.


The AGFUND (government) donated US$ 100,000 for Early Childhood Development in Djibouti and another memorandum of understanding has been signed for child safety. Framework agreements were signed with the Qatar Red Crescent (QRC) (foundation) and the International Islamic Charitable Organization (IICO) (foundation) in Kuwait. Private sector partnerships were signed in the UAE, including with such corporations as Du, General Electric (GE), Philips, UAE Exchange, ARAMEX and Varkey Gems Foundation (VGF).

External Communication and Public Advocacy

To increase child and adolescent awareness of healthy lifestyles and keep the issue of child health high on the public agenda, UNICEF GAO carried out advocacy, including press releases, press conferences and workshops engaging key spokespersons. Strong national media
coverage led to increased public awareness on health-related issues and encouraged actors from both the public and private sectors to collaborate and replicate these programmes.

In June 2014, a comprehensive communications strategy was formulated and launched. The strategy’s ultimate aim is to support UNICEF GAO resource mobilization efforts by achieving two main outcomes: 1) to bring children’s issues to the fore in the public mind; and 2) to position UNICEF as the foremost authority on these issues and the most trusted responder to their needs during humanitarian situations and within a development context, both in the region and globally. The strategy has both the long-term objective to increase brand awareness and brand trust and the short-term objectives to strengthen current partner engagement and engage new partners. Towards the long-term objective, events, digital media and media outreach activities have yielded strong engagement with media, which has in turn yielded a large number of UNICEF media mentions and interviews and has positioned UNICEF as a go-to organization for children’s issues. Towards the short-term objectives, focus on producing high-quality, engaging stewardship material has been used to continue to capture donor and partner interest in UNICEF programmes.

The UNICEF GAO communication strategy and action plan are working on three strands:
   1- Strengthening media relationships to increase the UNICEF footprint;
   2- Strengthening donor engagement to increase trust; and
   3- Supporting internal communication to optimize output.

South-South Cooperation and Triangular Cooperation

KSA has been identified as one of eight developing countries with which the United Nations will build its relationship towards strategic partnership. In June 2010, a United Nations theme group on south-south cooperation was launched in Riyadh by the United Nations Country Team (UNCT) as a way of exploring new programming potentials, coordinating agency activities and information sharing and advocating for the role of the United Nations in support of Millennium Development Goal eight on global partnerships for development.

KSA is also one of five countries worldwide to have a specific outcome related to south-south cooperation in the United Nations Common Country Strategic Framework (UNCCSF) 2012-2016, the medium-term plan between the Government and the UN. The global partnerships and south-south cooperation component of the UNCCSF comprises the following two outcomes by 2016:

(1) National capacity is enhanced for engaging new global partnerships for development. Under this outcome, the United Nations is supporting not only an analytical review of the state of global partnerships for development and best practices in official development assistance, but also a strategy for enhancing cooperation and support for dialogue with southern partners (e.g. China and India). Resources are being mobilized for global development and humanitarian efforts.

(2) Capacity is enhanced to engage in global dialogues, fora and knowledge exchanges. The UNCT is also playing a role in responding to requests for analytic and advisory support in areas related to south-south cooperation and global partnership as it fulfils its mandate to strengthen country capacity to manage and coordinate global development assistance. This may include engaging KSA in the United Nations Development Cooperation Forum as well as the Group of Twenty (G20) knowledge network.
Meanwhile, a new global partnership facility is to be based at the United Nations Common Premises in KSA. The facility staff will specialize in various aspects of global partnership development and management and focus on various thematic issues, including crisis response and humanitarian relief, poverty reduction, food and water security, energy and environment, and capacity building for participation in world trade and investment. The facility will focus on key results in research and analysis; programme development; and communications and reporting.

Finally, access to adequate funding is critical for successful south-south and triangular cooperation, together with support from agency headquarters. The UNCT in KSA can assist in this.

**Identification Promotion of Innovation**

UNICEF GAO developed innovative educational approaches using interactive and participatory learning methods that led to improved learning outcomes and increased awareness among students of various health topics. Peer Health Education was followed in all health education programmes, specifically when introducing sensitive topics such as HIV/AIDS, which is considered a taboo subject in the region.

**Human Rights-Based Approach to Cooperation**

UNICEF GAO programmes continue to follow the human rights-based approach to programming by building and strengthening the capacity of institutions and professionals in charge of caring for children (duty bearers) to protect and fulfil the rights of children to enhance their quality of life. In addition, UNICEF GAO built the capacities of children themselves (rights holders) to claim their rights and involved these children in the development of programme components based on their needs related to health, safety and well-being. According to the Convention on the Rights of the Child (CRC), particularly article 17, children have the right to information that is important to their health and well-being. This is followed in all programmes implemented.

The UNICEF GAO resource mobilization team mandate is to enable the formulation and development of mutually beneficial, sustainable partnerships with like-minded partners that enable UNICEF to reach every child around the world with the opportunities they deserve to survive and thrive. The realization of children's rights around the world was made possible through the efficient and effective collaborations established with the public and private sectors throughout the Gulf that have enabled UNICEF GAO to promote and protect the human rights of children both in development and humanitarian situations.

**Gender Mainstreaming and Equality**

UNICEF GAO provided equal opportunities for the participation of males and females in all programmes and surveys by recruiting an equal number of boys and girls schools to participate in programmes, including Child Obesity Prevention, Healthy Life Skills, HIV/AIDS Awareness Raising and the HIV/AIDS Survey. These programmes led to building the capacities of 1,764 girls and 1,785 boys.

A large number of Gulf-financed projects, especially in emergency contexts, specifically took into account the different needs of the two genders and gender equality while being allocated for and implemented. These included nutrition and health projects in Iraq financed by the
Government of KSA, ECD projects in Djibouti financed by AGFUND, and child survival projects in Syria and Lebanon financed by the private sector. These projects are meant to last between six months and one year and aim to provide the interventions needed for both girls and boys to enjoy the childhoods they deserve.

**Environmental Sustainability**

The kinds of partnerships that UNICEF GAO engages in aim to meet the needs and realize the rights of people of the current and future generations. Therefore, UNICEF GAO first ensures that all of its collaborations take place with like-minded partners. Partners must fulfil a specific set of criteria that includes shared commitments to environmental sustainability and to upholding and promoting children’s rights in the work place and in the wider community. We also try to equip our partners with the necessary tools and training on UNICEF’s children rights and business principles, which aim to increase partner awareness of and ability to advocate for environmental sustainability, corporate social responsibility and children’s rights. In 2014, UNICEF GAO hired a corporate social responsibility consultant to look into ways of expanding our efforts in this area and growing our pool of sustainability partners.

**Effective Leadership**

In 2014, UNICEF GAO Country Management Team (CMT) reviewed its priorities and used the new programme cycle as an opportunity to look at the achievement of results, as reflected in a new set of harmonized, risk-informed indicators that correlate with GAO programme outcomes. A Biannual review of all Private Fundraising and Partnership (PFP) accounts maintained throughout the Gulf looks at performance against the targets set, aligns with the 2015-2017 strategy, and draws on lessons learned to apply the most competitive possible resource mobilization approach going forward.

Standing items on the CMT agenda included management indicators monitoring, audit recommendations review and risk management review. The UNICEF GAO latest audit recommendations are closed and are regularly reviewed during CMT meetings (three recommendations on a quarterly basis). Continuous improvements were introduced to maintain the UNICEF GAO satisfactory rating for future audits through CMT and the Risk and Control Self-Assessment (RCSA) library review.

The RCSA library was updated in 2013 and the office is planning to update it again in 2015. Some of the key areas that were identified as risks in 2013 were addressed with the partners and the MENA Regional Office (MENARO).

The UNICEF GAO Business Continuity Plan (BCP) was updated in 2014. UNICEF GAO usually functions remotely, in scattered offices, with very limited personnel and remote information technology (IT) support. Hence, business continuity is part of the UNICEF GAO normal practice.

A number of governance committees were established in the office. The frequency of these committee meetings depended on the particular office requirements, with the goal being to ensure that office functionality was at the highest level of efficiency.

Given the small size of the office and the limited number of staff, role distribution remained a challenge. This was overcome by developing risk-informed work processes and informing staff of their specific roles and what mitigation measures should be applied to minimize risk. The annual management plans include the table of authority (ToA) and the work processes.
Financial Resources Management

The office used VISION tools such as the Insight portal, management reports, RAM, country and regional dashboards as well as SAP-generated reports to regularly monitor financial and other assets. UNICEF GAO relies completely on other resources, which are carefully planned and closely monitored. Matching the planned resources to the planned results is one of the major challenges that UNICEF GAO faced. IB budget was utilized at 100 per cent.

The UNICEF GAO CMT closely monitored the status of government contributions, budget control and financial procedures, as well as direct cash transfers (DCT) liquidation status, donor reporting, and the bank reconciliation submission, as part of the management indicators. Work processes were updated to reflect the global changes introduced by the organization. UNICEF GAO introduced a set of work processes to staff to ensure efficient response times and strong quality of the services provided. Bank reconciliations for five bank accounts were regularly finalized on time. Cash forecasts and monthly optimization reports were posted on the intranet regularly.

Being a High Income Country, where the United Nations Development Assistance Framework (UNDAF) is not applicable, exemption for the implementation of the harmonized approach to cash transfers (HACT) was obtained from the United Nations Development Group (UNDG) Regional Director for the Arab States.

From a donor contribution management point of view, the contribution management focal point duly recorded all new donations and managed payment processed related to existing donations through VISION and Donor Perfect.

To report to all donors, UNICEF GAO continued to use the standardized template for donor reports, which was developed in 2010 in line with the MENA Donor Quality Assurance Checklist and Public Sector Alliances and Resource Mobilization Offices (PARMO) Donor Reports Guideline.

Fundraising and Donor Relations

Maintaining sustainable and mutually beneficial relationships with UNICEF donors from the Gulf is of the utmost importance to the UNICEF GAO resource mobilisation team. According to its resource mobilization strategy, UNICEF GAO acts as the main interface with Gulf partners on behalf of UNICEF globally. To this end, the office submits funding proposals to donors on behalf of several country offices around the world, engages in project discussions and negotiations and manages the donor relationship on behalf of UNICEF.

UNICEF GAO ensures that all commitments made to donors are fully satisfied within a timely manner in the highest quality possible, including the submission of donor reports. It also ensures that the funds received from the donor are duly recorded on VISION and Donor Perfect and accounted for and utilized by the respective country office on the basis of the commitments made to the donor (e.g. time and percentage). As of 2014, an allocated funds contribution management officer based in the resource mobilization team has as a primary task is to ensure that all donor-related issues (i.e. proposals, funds recording, reports submission, etc.) are fully met in terms of time and quality. UNICEF GAO has also developed specific templates for its donor relations needs. These templates are shared with a country office that intends to make a proposal and report submission to any Gulf partner.
Evaluation

CMT meetings, programme meetings, resource mobilization meetings and annual programme reviews are organized to monitor programme progress. Documentation and dissemination of information on achievements, lessons learned, and best practices helped UNICEF GAO to perform regular monitoring and benefit from feedback provided by partners. A midterm programme review will be conducted in 2015 with implementing partners.

Efficiency Gains and Cost Savings

In 2014, UNICEF GAO implemented several measures to ensure that staff are focusing more on key strategic issues and programme work than on transaction processing. Staff were trained to deliver better results in transaction processing and procurement processing by outsourcing some services, such as driver services; eliminating overnight stays during travel when possible; using the VoIP telecommunications system; getting service donations (courier, internet, etc.); improving travel planning for better air fare rates; securing in-kind support from partners for programme implementation (facilitators, catering, venue) and rent-free premises; and negotiating common shared service costs with the United Nations Development Programme (UNDP).

Using the long-term agreements (LTA) of other United Nations Agencies or of other UNICEF offices (e.g. stationery, hotel directories) reduced workloads and the staff time needed for each agency to conduct market research separately.

In 2014, UNICEF GAO saved more than US$ 300,000 by using rent-free premises, donations from courier services and shared security services.

Supply Management

Because UNICEF GAO is serving high-income countries, governments are generally self-sufficient, providing supply donations to other countries, and so partners do not require UNICEF supply assistance. Therefore, UNICEF programmes in the Gulf do not include a supply component. Procurement is mainly made for technical expertise and consumable items.

UNICEF GAO collaborated with other United Nations agencies on LTAs for office supplies and consumables.

The UNICEF GAO supplier database includes mainly individual and institutional contractors, as well as suppliers of office consumables. This database helps to streamline the office’s contracting processes for technical assistance and procuring office consumables.

UNICEF GAO updated its internal business process with regard to procurement of goods and institutional services, in order to ensure full compliance with International Public Sector Accounting Standards (IPSAS).

Security for Staff and Premises

Staff and office security were part of the CMT management indicator and were monitored regularly. UNICEF GAO requested additional funds for Minimum Operating Security Standards (MOSS) enhancements from the additional security fund allocation that the Executive Director of UNICEF announced for the 2014 fiscal year. MOSS compliance is now 100 per cent in UAE and
78 per cent in KSA. Additional enhancements are in progress, such as first aid kits, trauma bags, and trauma bags training.

Additional funds were requested to procure a backup generator in KSA as a priority for MOSS compliance.

**Human Resources**

The UNICEF GAO structure was developed to maximize existing expertise to achieve the required results for children through a combination of international and local expertise, while accounting for the office’s limited financial capacities. The office structure was changed in 2014 with the abolishing of the PFP section post P5 Chief Fundraising Manager in order to increase UNICEF’s capacity to leverage resources for children. Staff members were encouraged to take e-learning courses and visit the iLearn for hands on training. Completion of developmental outputs was monitored throughout the year in the performance appraisal system and the electronic performance appraisal system (PAS/ePAS).

The knowledge sharing policy was sustained in the office, and orientation on global issues took place regularly during staff meetings, retreats, and CMT meetings. Staff members were constantly encouraged to read the new UNICEF initiatives and policies shared by global broadcasting or management.

The office achieved 100 per cent completion of PAS/ePAS on time in regular results-oriented discussions between the staff and supervisors. Staff members were involved in the revision of the RCSA library to guarantee their understanding of risk management.

UNICEF GAO staff members are aware of the Peer Support Volunteer (PSV) system. Two staff members were trained as PSVs for the office. The office has a functioning staff association committee, and Local Joint Consultative Committee (LJCC) meetings are conducted regularly. UNICEF GAO staff also participated in the 2011 global staff survey, and a number of areas were identified for improvement and strengthening. Improvement target results from the Global Staff Survey Results 2011 were reviewed with all staff and addressed in the office improvement plan. Some of these areas were addressed in the office RCSA library.

UNICEF GAO will address the staffing gaps that could emerge in case of emergency response during development of the Early Warning Early Action (EWEA) system.

**Effective Use of Information and Communication Technology**

The Regional Information and Communication Technology (ICT) HUB in MENARO provides the office’s information technology (IT) support. The core business applications, mainly VISION and Outlook, are accessed remotely using various IT tools such as Office Internet Protocol Security (IPSec) connection, CITRIX, and a virtual private network (VPN) client.

UNICEF GAO offices in Riyadh and Dubai have a standard UNICEF country office ICT infrastructure that is consistent with the organizational IT policy, whereas the UNICEF GAO Abu Dhabi office has a small office/light infrastructure. Connectivity is provided through four megabyte (MB) leased lines from a local internet service providers in KSA and Dubai, as well as a digital subscriber line (DSL) connection in Abu Dhabi, and wireless third generation (3G) connections providing backup, guest access, and business continuity are available in all three offices. UNICEF Headquarters (HQ) rollouts were applied in timely manner and scheduled.
mainly during the IT Officer visits. The computer hardware used in the office is in line with
UNICEF standards, meets the current requirements/specifications and is configured in line with
UNICEF standards.

In line with the office strategy and the UNICEF strategy for cost savings, UNICEF GAO
promoted the use free tools such as VoIP, Skype, and LYNC for CMT communication, as well
as daily work. Hardware upgrades were limited to essential needs only. Obsolete equipment
was submitted to the Property Survey Board (PSB) for proper disposal at the end of the year.

The office will continue to rely on ICT support from MENARO since the office applications are
hosted there.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of the program cycle, governments, private sector and other partners
in the Gulf Area demonstrate increased resources for and commitment to child rights in the Gulf
region and globally.

Analytical Statement of Progress:
UNICEF GAO focused its 2014 resource mobilization efforts on four primary fundraising
streams: governments, corporations, foundations and individual (major) donors.

The stewardship strategy implemented had a dual purpose: (a) to maintain existing relationships
and create opportunities for renewed income from current partners; and (b) to identify new
potential partners in order to generate additional (new) funds in support of UNICEF global
programmes.

Moreover, partnership building in the Gulf has become of enormous importance to the entire
organization, with the direct involvement of senior management. Many bilateral meetings with
Gulf donors have taken place on the sides of the United Nations General Assembly: and the
Regional Director of MENARO attended the World Innovation Summit for Education (WISE) in
Qatar in November. The Executive Director of UNICEF is planning a visit to Kuwait in January
2015.

In KSA, UNICEF GAO signed the Memorandum of Understanding with the Olayan Financing
Company (OFC) (foundation) totalling US$ 400,000 to support child survival interventions in the
Hassakeh Governorate in Syria and provide essential health supplies to vulnerable children and
women in Lebanon. Two agreements were signed with AGFUND, one totalling US$ 150,000 for
the promotion of ECD in Djibouti and the other totalling US$ 235,000 toward the Safe
Environment initiative for children in KSA. The Government of KSA was this year's largest
government contributor to UNICEF GAO (Iraq emergency) with a total of $97.65 million.

In UAE, GAO further enhanced its relationship with MICAD (government) and signed two
memoranda of understanding: one totalling US$6,720,000 to support nutrition for children under
five and pregnant women inside Syria and the other totalling US$ 5 million to support the
response to the Ebola outbreak in West Africa. Immunization has been a key thematic area for
UAE donors with an individual major donor contributing US$ 6 million to the Global Polio
Eradication Initiative (GPEI). Another agreement was signed with individual major donor totalling
US$ 499,800 for nutrition interventions in Liberia. A number of new partnerships have been pursued with positive results to date.

In Qatar, as a strategic partner of the EAA (foundation), UNICEF signed new memoranda of understanding for programmes in the DRC, Comoros and Yemen. In 2014, UNICEF received US$ 30,350,000 for programmes in Chad, Sudan, South Sudan, Comoros, DRC, Yemen and Syria. UNICEF GAO is the global focal point for this relationship. Today, EAC is UNICEF GAO’s largest private-sector global partner in terms of income and scope. A number of on-going partnerships with other corporations and foundations in Qatar have been actively pursued and the new global Memorandum of Understanding was signed with QRC (foundation).

In Kuwait, UNICEF received US$ 36,950,000 from the Government in 2014, primarily for the Syrian refugee crisis but also for other emergencies in Somalia, the Philippines and Iraq, in addition to its regular resources allocation. GAO maintains regular rapport with Kuwaiti officials on behalf of UNICEF. The Memorandum of Understanding with IICO, chaired by Dr. Abdullah Matooq Al-Matooq, the United Nations Secretary General’s Humanitarian Envoy for Kuwait was signed earlier in 2014. The Executive Director of UNICEF is also planning a visit to Kuwait in January 2015 to recognize Kuwait’s generous contribution to UNICEF global humanitarian work and express our appreciation.

In Bahrain, UNICEF GAO was a strategic partner to the Special Needs Exhibition and Conference held in Manama in May 2014 under the auspices of the MoE and the Royal Family, and will participate again in 2015.

Throughout the Gulf, a number of global campaigns have been successfully localized and launched, with corporate partners thereby growing the number of markets adapting corporate global agreements for UNICEF, including the Soft Toy for Education campaign with the IKEA Foundation, the When I Grow Up campaign with Marks and Spencer, the P&G Pampers and UNICEF campaign and a number of Road to Awareness initiatives.

**OUTPUT 1** Policy dialogue/advocacy to generate knowledge and explore innovative approaches to programming for partnership in the Gulf

**Analytical Statement of Progress:**

A new partnership emerged in 2014 in KSA with the Al Anood Charity organization to develop a life skills programme for adolescents involved in the activities of the Centre for Child Development – Shadn. Another partnership was renewed with AGFUND to support the project Towards a Safe Environment for Children in Kindergartens.

UNICEF GAO collaborated with key partners in UAE from both in the private and public sectors – including the health and education authorities (MoH, MoE, SEHA, ADEC), schools and universities, banks (Standard Chartered Bank) and telecommunications (du) – to bring more visibility to health awareness. The UNICEF GAO advocacy efforts in UAE also attracted new partners for collaboration and cooperation. The Memorandum of Understanding with the Dubai Police was signed to celebrate the CRC@25 and to raise awareness on HIV and drug abuse. UNICEF GAO is in the initial stages of signing additional memoranda of understanding with the Dubai Municipality and the Dubai Foundation for Women and Children to provide technical support in child-friendly cities and share knowledge. A new partnership with Zayed Higher Organization for Humanitarian Care and Special Needs is currently being established to contribute to the ACCESS conference on the protection of children with disability that will be
held in Abu Dhabi from 21-23 April 2015. UNICEF GAO is coordinating the participation of UNICEF HQ and MENARO in the conference and will initiate advocacy meetings with government counterparts on children with disabilities.

OUTPUT 2 Partnership for resource mobilization for child rights globally as per resource mobilization strategy.

Analytical Statement of Progress:
In 2014, US$ 189 million was raised from both the public and private sectors in the Gulf. The largest share of these funds was generated in response to the humanitarian appeals communicated extensively with the Gulf donors from both the public and the private sectors.

KSA: The Government of KSA made its largest contribution in response to the Iraq emergency. A number of private sector partners from KSA have also responded generously to Syria-related appeals.

KUWAIT: Kuwait has been the largest humanitarian responder to the Syria emergency with a US$ 34.5 million contribution in 2014. Another US$ 5 million from Kuwait was allocated to the Iraq emergency.

UAE: UAE has responded generously to the UNICEF response in Syria, with US $6,720,000, to the recent Ebola outbreak with US$ 5 million, and to polio with US$ 6 million. Our collaboration with the Government of UAE has continued to grow in response to emergencies in the region as well as globally. The round table for Gaza will be held in January 2015 in the UAE.

QATAR: Qatar has expressed enormous interest in financing the work of UNICEF in Gaza, Syria and South Sudan. A number of new partnerships were established in 2014.

UNICEF GAO maintains an integrated approach to relationship building in the Gulf (and PFP) and acts as the single face and voice of UNICEF with all Gulf partners.

OUTCOME 2 By the end of program cycle, national capacities for systematic generation and analysis of data and knowledge on the situation of child rights are strengthened; and timely and quality evidence on the situation of children is used to inform national policy dialogue and systems reform.

Analytical Statement of Progress:
In KSA, the Situation Analysis and mapping of child protection services are in the final stages. In UAE, the Situation Analysis was done earlier, child protection mapping is in the final stage, and the national childhood strategy was developed and will be launched in March 2015. For policy makers in both countries, the process of developing these studies demonstrated the importance of accurate, updated and disaggregated data for policy planning as well as reporting nationally and internationally. At the same time, policy makers realized the actual situation, which required a clear plan for the systematic generation of data. Therefore, both countries agreed to set a national set of child rights indicators in 2015 that cover the following clusters: health/nutrition, education/participation, protection, and standard of living. Moreover, UAE is aiming to take further steps towards developing a national database.

OUTPUT 1 By 2017, policy makers have access to set of Child Rights Indicators for systematic generation of data to monitor situation of children
**Analytical Statement of Progress:**

UNICEF GAO initiated an analysis of the breastfeeding situation in KSA in collaboration with the MoH. The report included a thorough review of the current average duration of breastfeeding and investigated the factors associated with the initiation of breastfeeding, bottle-feeding patterns and free formula samples. The report assessed the current status of baby-friendly hospitals in KSA, including the number of baby-friendly accredited hospitals and the breastfeeding policies currently being implemented within hospitals and clinics. The report’s findings will be used to advocate for an action plan in consultation with concerned officials from the MoH (Department of Nutrition and Department of Hospitals) and WHO.

UNICEF GAO commissioned an exploratory report on the situation of disability. The report explored the opportunities and potential for expanding existing inclusion initiatives in KSA and proposed interventions and possible future initiatives as well as recommendations for cooperation between key partners on the inclusion of persons with disabilities.

Regarding for CRC indicators in KSA and UAE, UNICEF GAO agreed with partners to include these in the 2015 annual work plans.

**OUTPUT 2** By 2017, policy makers would have a rights-based, equity-focused Situation Analysis on children that includes a disaggregated assessment of the status of and trends in the realization of children’s rights.

**Analytical Statement of Progress:**

UNICEF GAO carried out high-level advocacy with government leaders on the need for an equity-focused reference study reflecting the actual situation of children in the country. The KSA Situation Analysis is now in the final stages and will inform policy makers on the situation of children in KSA. The Situation Analysis began with data collection and a desk review, which was followed by a causality analysis conducted through three workshops with government and non-government officials on multiple sectors, including health and nutrition, protection and education (participation is included with education). The participatory approach included field visits to 26 schools with equal distribution of geographical areas, public and private schools, male and female students, and educational attainment levels (primary, secondary and high). Field visits also reached children in the MoSA centres and the views of children were taken into consideration. Ministry focal points were assigned clear tasks, which supported the collection and validation of data. As a next step, the relevant ministries and institutions will participate in a verification process, which will lead to the eventual adoption of the study. Obstacles faced during the implementation process included the limited availability of information/data, especially disaggregated data, and the difficulty obtaining recent references needed for verification purposes. UNICEF is addressing this challenge through further investigation with officials and by searching for information from international sources. The final step will be to conduct workshops with senior officials from major ministries on leading policy briefings to enhance their ability to encourage adoption of the report as well as the implementation of its future recommendations.

**OUTPUT 3** By 2017, policy makers have access to quality updated analysis of data and knowledge on the situation of children through MICS surveys.

**Analytical Statement of Progress:**

More than two years following the recommendations that emerged from the 2010 UAE Situation Analysis, UNICEF has been advocating with strategic partners on the importance of implementing a household survey (the Multiple Cluster Indicator Survey (MICS)) that provides
policy makers with information and indicators on children. UNICEF GAO strategic partners allocated the necessary funds and committees were formed to oversee the implementation. The office overcame the main bottleneck of not having an updated master sampling frame for UAE following the technical support provided by MENARO. The National Bureau of Statistics worked on updating the frame as per the plan developed by the UNICEF sampling expert and completed the update in December 2014.

During this time, UNICEF raised the capacity of technical staff from NBS, the implementing partner, and various other institutions. The steering committee agreed to initiate implementation in April 2015. The survey plan is currently being updated.

**OUTCOME 3** The cross-sectoral programme component includes costs related to the effective and efficient implementation of the country programme, including salaries for staff performing cross-cutting functions.

**Analytical Statement of Progress:**
In 2014, cross-sector costs supported the management of the overall programme and helped achieve the set results.

**OUTPUT 1** Costs related to program support staff.

**Analytical Statement of Progress:**
The UNICEF GAO structure was developed to maximize existing expertise to achieve the required results for the children. No changes were made to the structure of existing expertise in 2014. The PAS/ePAS was carried out on time using a results-oriented discussion with regular discussions between the staff and supervisors. The office completed 100 per cent of the PAS/ePAS.

**OUTPUT 2** Administrative support to programme staff

**Analytical Statement of Progress:**
UNICEF GAO continued to monitor programme and budget performance through regular CMT meetings and VISION performance management. Performance indicators were monitored through the VISION Managers Dashboard and country reports.

**OUTCOME 4** Timely and quality evidence on the situation of children is used to inform national policy formulation and systems reform.

**Analytical Statement of Progress:**
KSA issued its first child protection law, which states that the age of childhood is under 18 years old, in line with the CRC. In UAE, the child law is pending the President’s approval after endorsement from the Cabinet and the FNC. The UNICEF GAO child rights advocacy efforts in 2014, including seminars, conferences, studies, and awareness raising activities, contributed to demonstrating the need for such laws in both countries. A ministerial committee in KSA that included the MoE, MoH, MoFA, MoSA, and the National Commission for Childhood was formed to plan the new programme cycle and worked closely with UNICEF to take advantage of opportunities for policy dialogue and advocacy with different partners. While in UAE, the newly active SCMC created momentum for policy dialogue and coordination at the federal and local levels, as well as innovative national initiatives.
The life skills approach was adopted by a number of ministries in UAE, including the MoE, MoH, GWU and SCMC. This was thanks to the efforts of UNICEF GAO over the past three years, especially to promote healthy life skills throughout the countries, provide manuals, develop capacities, and introduce evidence through surveys and research on adolescent lifestyles.

OUTPUT 1 Teachers’ capacities on the early detection and intervention of child abuse cases is improved.

Analytical Statement of Progress:
In KSA, UNICEF GAO conducted training of trainers on the early detection of child abuse within schools and interventions for 140 senior educational staff (70 males, 70 females) from 13 provinces. The training was based on two manuals (one for trainers and one for trainees), which was developed by UNICEF in 2013 and approved following revision by the MoE in 2014. The 140 trainers trained 10,500 schoolteachers in all 13 local educational administrations. This work was part of a long commitment by the MoE and UNICEF GAO to integrate child protection into the education system. A more comprehensive approach has now been introduced and approved for the preschool stage (aged 3-6 years) to make kindergartens safe environments for children. Implementation will begin soon with AGFUND support.

OUTPUT 2 By 2017, adolescents and school staff (principals, teachers, and nurses) are more aware of the importance of physical activities to prevent obesity.

Analytical Statement of Progress:
Following the success of the Child Obesity Prevention programme in 2013, which was highlighted in the media, the Supreme Council of Family Affairs (SCFA) and representatives of academia partnered with UNICEF and used their own resources to replicate the programme in Sharjah. UNICEF GAO trained the new partners on how to manage and implement the programme, and monitored the entire implementation process in five government schools. The awareness of 1,600 students was raised on the importance of healthy nutrition and physical activity to prevent obesity. By the end of 2014, approximately 8,000 students across the UAE had been reached since the programme’s inception.

In 2014, UNICEF GAO developed a health education manual that includes interactive lesson plans and material that will guide health educators on topics in nutrition and physical activity. The manual is set to be launched in 2015 and distributed to health and education agencies in the UAE.

OUTPUT 3 By 2017, capacities of concerned school staff on introducing health education and healthy lifestyle to students are enhanced to support the strengthening of the delivery of health education sessions to adolescents in an interactive and participatory approach

Analytical Statement of Progress:
In partnership with government and private agencies, UNICEF GAO implemented the Healthy Life Skills Project in a total of 18 government schools across all Emirates in 2014, increasing the awareness of over 18,000 students on how to lead a healthy lifestyle.

UNICEF GAO and partners developed a Healthy Life Skills Manual that provides information and material to guide health educators on how to deliver health education using the life-skills approach. UNICEF GAO strengthened the capacities of 25 health educators to use this approach, which was then piloted and tested in a number of schools (nine boys and nine girls),
adapted based on feedback and applicability, and provided to the health and education agencies in the UAE to be rolled out in all government schools in 2015.

To ensure that the programme is sustainable and reaches a larger number of students, UNICEF GAO developed and shared a project framework to guide UAE health and education agencies on project implementation.

Public advocacy on the life skills approach to delivering health education was enhanced and carried out through a number of press conferences, press releases and media interviews with key spokespersons within the field. This interested a number of private and public agencies in the UAE to seek out partnership with UNICEF GAO on the implementation of the project.

OUTPUT 4 By 2017, MoE, education authorities have developed plans to provide protective/safe learning environment for children, available for mainstreaming

Analytical Statement of Progress:
In cooperation with the National Childhood Committee and the National Safety Program in KSA and the SCMC and GWU in UAE, UNICEF GAO began to implement the project Anti-Bullying within Schools. UNICEF GAO conducted rapid assessments on school environments in KSA and UAE, as well as focus group discussions with children, school staff, and teachers. These investigations found that bullying behaviours exist in schools, especially in middle schools (aged 11-15 years). A report on the findings was prepared and shared with relevant partners. UNICEF GAO organized seminars in both countries to introduce global best practices in anti-bullying. The seminars were attended by education, health and protection authorities and resulted in the formation of national teams in both countries that will carry out country-specific pilot programmes. Collaboration with all concerned authorities continued and committees were formed to oversee the programme. Schools were selected in KSA and UAE in line with equity-focused criteria, including geographical reach, male/female, private/public, and educational attainment level. Training manuals are currently being prepared in both KSA and UAE to build the capacities of senior education staff to apply the manual in schools, and to test and experiment with the effectiveness of the manual. The results will feed into the post-assessment report and will be presented through a launching ceremony honoured by the Minister of Education. This will coincide with community awareness activities for wider reach. Piloting the designed programmes in schools in KSA and UAE will start in the first quarter of 2015.

UNICEF is providing technical support throughout the implementation process and is building the capacity of national teams in KSA and UAE to make this project a model for the region.

OUTPUT 5 By 2017, capacities of adolescents and youth are strengthened on personal/social skills, HIV and other healthy life skills.

Analytical Statement of Progress:
The programme on strengthening the capacities of youth in the area of personal/social and other healthy life skills, which was part of the annual work plan between UNICEF GAO and its main government counterparts (GWU/SCMC), was postponed to 2015.

OUTPUT 6 By 2017, Social Protection Floor is better targeting the vulnerable children and their families
Analytical Statement of Progress: Planned for 2016-2017

OUTPUT 7 By 2017, concerned stakeholders in the education sector have national plans on preschool education to improve the quality and increase the accessibility (kindergarten classes)

Analytical Statement of Progress:
In KSA, there is increasing interest in early childhood, particularly the kindergarten stage (preschool ages 3-6 in the KSA system) as a crucial stage in child development. The MoE has established a high-level committee to improve the availability and the quality of kindergarten. In terms of quality and quantity, an integrated plan is being developed among existing experimental programmes in the MoE, targeting the development of all aspects of preschool, including curricula, quality standards, improvement of educational leadership system, increasing kindergarten enrolment ratios, supporting complementary/alternative programmes, and raising community awareness on the importance of preschool education. The final result will contribute to increasing preschool enrolment.

OUTPUT 8 Increased awareness and enhanced capacities of parents and care providers on the development of children.

Analytical Statement of Progress:
UNICEF GAO agreed with counterparts to postpone full implementation to 2015.

OUTPUT 9 By 2017, concerned stakeholders have assessed child protection systems and national plans to improve it.

Analytical Statement of Progress:
UNICEF GAO began developing the ‘Manual on Child Protection Procedures in Saudi Arabia’ in cooperation with the National Childhood Committee. The manual will give policy makers a clear perspective on existing child protection procedures and systems. The manual would include documentation and analysis of the royal and ministerial decrees and resolutions related to addressing child abuse; precisely identify the responsibilities and authority of each institution; provide documentation and analysis of the internal procedures related to child abuse cases of abused for each separate institution; and identify the organizational and legislative gaps in the existing regulations and propose amendments for introducing new regulations. The project framework, detailed proposed methodology, outlines and timeframe of the study were produced in early 2014 and a draft manual was submitted by the end of the year. Information on the procedures followed by each ministry was collected during workshops and interviews with officials and families. UNICEF provided global experiences and good practices in this field from countries in the region and globally. The draft manual is currently under revision. UNICEF GAO has continued to provide direction and technical support to meet its research/study standards and to build the capacity of national institutions working in this field. Remaining steps are to produce the final manual and conduct a workshop for concerned policy makers (mainly from the MoE, MoH, MoSA, and the police) to verify the manual’s contents and facilitate its adoption by the Government.

Alternatively, and in agreement with the SCMC and GWU, UNICEF GAO decided to hold a coordination workshop for all authorities providing child protection services. The aim of the workshop will be to gain a clear picture of the existing child protection services provided. This will allow us to explore different approaches to coordination, exchange of views and expertise, and will enhance the cooperation between the institutions involved in child protection. This
workshop will be a first step towards strengthening the services provided by the child protection system in UAE. The coordination workshop is scheduled to take place on 27 and 28 January 2015.

OUTCOME 5 Effective and efficient management of UNICEF governance, financial and human resources

Analytical Statement of Progress:
UNICEF GAO continued to monitor programme and budget performance through regular CMT meetings and VISION Performance Management. Performance indicators were monitored through the VISION Managers Dashboard and country reports. All office statutory committees met regularly and functioned in 2014. UNICEF GAO continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets.

OUTPUT 1 Financial resources and stewardship

Analytical Statement of Progress:
The UNICEF GAO CMT reviewed its priorities in 2014 and used the new programme cycle as an opportunity to look at the achievement of results, as reflected in a new set of harmonized, risk-informed indicators that correlate with GAO programme outcomes. A biannual review of all PFP accounts was maintained throughout the Gulf to review the performance against the targets set, align with the UNICEF Strategy 2015-2017, and draw on lessons learned to apply the most competitive possible resource mobilization approach going forward.

OUTPUT 2 Financial resources and stewardship

Analytical Statement of Progress:
The UNICEF GAO CMT closely monitored the status of government contributions, budget control and financial procedures, as well as the DCT liquidation status, donor reporting, and the bank reconciliation submission as part of the management indicators. Work processes were updated to reflect global changes introduced by the organization. UNICEF GAO also introduced a set of work processes to staff to ensure efficient response times and the provision of quality services. Bank reconciliations were finalized for five bank accounts on time and regularly. Cash forecasts and monthly optimization reports were posted on the intranet regularly.

OUTPUT 3 Human capacity

Analytical Statement of Progress:
The UNICEF GAO structure was developed to maximize existing expertise to achieve the required results for the children. No changes were made to the structure of existing expertise in 2014. The PAS/ePAS was carried out on time using a results-oriented discussion with regular discussions between the staff and supervisors. The office completed 100 per cent of the PAS/ePAS). All human resource-related actions were completed and the existing expertise achieved the required results for the children as per the 2014 annual work plan.

OUTCOME 5 Private Fundraising and Partnerships (PFP) Support for PFP activities in the Gulf

Analytical Statement of Progress:
Maintaining good sustainable and mutually beneficial relations with Gulf donors to UNICEF is of major importance to the UNICEF GAO resource mobilisation team.
OUTPUT 1 Advocacy/communication

Analytical Statement of Progress:
According to its resource mobilization strategy, UNICEF GAO acts as the main interface with Gulf partners on behalf of UNICEF globally. To this end, UNICEF GAO submits funding proposals to donors on behalf of several country offices, engages in project discussions and negotiations and manages donor relationships on behalf of UNICEF.

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