

## Gulf Area Sub-Regional Programme

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### Executive summary

The United Nations Children's Fund (UNICEF) Gulf Area Office (GAO) resource mobilization practices in 2015 were based on a continuation of the Resource Mobilization Strategy. The 2015 work plan called for an integrated approach to resource mobilization throughout the Gulf but with a focus on four priority channels in UNICEF GAO engagement with stakeholders in the sub-region: government, foundations, major donors and corporations. Similarly, a priority approach was also identified, in terms of geographic focus, with the Kingdom of Saudi Arabia, the United Arab Emirates, Qatar and Kuwait driving this approach.

A total of US\$135.4 million was secured as a result of the implementation of this work plan throughout the Gulf. Of this, US\$2.17 million was allocated to regular resources, US\$51.77 million was allocated to other resources and US\$81.47 million was allocated to other resources emergency. Most notable were the Government of Kuwait's contribution to UNICEF's work in response to the Syria crisis (at US\$45 million for the third consecutive year, as a result of the International Humanitarian Pledging Conference for Syria hosted by Kuwait and the United Nation's Secretary-General); the Government of the Kingdom of Saudi Arabia's contribution to UNICEF's work in Yemen, channelled through the newly established Kuwaiti Supreme Committee for Relief (KSCR) (at US\$29 million); and the staggering growth of UNICEF's global partnership with Educate a Child (EAC), a private-sector partner that, in 2015, generated a US\$185 million grant for UNICEF's education work with out-of-school children. In 2015, for the first time, UNICEF GAO forged a partnership with Al Jalila Foundation that enables this stakeholder to act as UNICEF's umbrella local partner for the activation of global corporate alliances at a very cost-effective recovery cost for the corporate partner and resulting in more income for children through UNICEF. This year, UNICEF GAO activated more corporate campaigns and participated in more business initiatives than ever before.

Throughout 2015, UNICEF GAO forged partnerships with a total of 49 donors in both the private and public sectors across the Gulf through the effective retention of existing partnerships and the addition of new ones.

UNICEF GAO's advocacy contributed to the establishment of a National Anti-Bullying Committee that is mandated to lead the national scale up of the Bullying Prevention Programme in schools in the United Arab Emirates and the Kingdom of Saudi Arabia. In the Kingdom of Saudi Arabia, the anti-bullying training manual developed by UNICEF was accredited by the Ministry of Education (MoE) and included in their comprehensive programme (*Refq*), which aims to make schools into safer environments. In the United Arab Emirates, UNICEF GAO is piloting the anti-bullying programme in 24 schools.

The United Arab Emirates is a leading country in the global consultations under the All In initiative facilitated by UNICEF GAO and the Joint United Nations Programme on HIV/AIDS (UNAIDS). UNICEF GAO found new space to strengthen and expand national collaborations with various stakeholders and identify priority areas for HIV prevention interventions and data collection and analysis.

Since the launch of the Ministry of Health (MoH) Baby-Friendly Hospital Initiative in the United Arab Emirates, UNICEF GAO has successfully certified an additional 10 hospitals and health care centres in Sharjah, thereby increasing the total number of baby-friendly health facilities to 29.

UNICEF GAO continued to build partnerships with health authorities in the United Arab Emirates, successfully supported programmes for nutrition, adolescent health and baby-friendly hospitals, and influenced dialogue on health policy and strategy formulation.

UNICEF GAO faced the following shortfalls in 2015:

- The number and scope of emergencies increased in 2015, which required an immense mobilization of resources. The ongoing Syria crisis has continued to weigh heavily on the Syrian Arab Republic and refugee-hosting countries, with 13 million out-of-school children as of 2015. There has been a strong need to raise funds for the crises in Gaza, Iraq and Yemen, as well for the Nepal earthquake.
- Public fundraising is bound by particular legal frameworks in the Gulf that prevent UNICEF GAO from engaging in direct public fundraising activities. This in turn makes it difficult for UNICEF GAO to benefit directly from additional public resources.
- Aid structures in the Gulf remain limited, to the extent that no legitimate conclusions can be drawn in regards to patterns and processes. Aid architecture remains fragmented, which limits UNICEF GAO's ability to identify and maintain a primary focal point on these matters.
- Securing timely funding from governments, as approved in the Area Programme Document, has posed a challenge. Although the United Arab Emirates and the Kingdom of Saudi Arabia have made financial commitments to UNICEF (US\$1.25 million annually), the funds transfers were usually late and the other countries (Bahrain, Kuwait and Qatar) have no Basic Cooperation Agreement with UNICEF.

## Humanitarian assistance

The number and scope of emergencies increased in 2015, which required an immense mobilization of resources both for new and existing humanitarian crises. Now in its fifth year, the ongoing Syria crisis has continued to weigh heavily on the Syrian Arab Republic and its neighbouring countries and has contributed to the alarming figures of out-of-school children (13 million as of 2015) in the Middle East and North Africa (MENA) region, according to a UNICEF report publicized in the fourth quarter of 2015.

Fundraising highlights for 2015 in the humanitarian emergency and assistance context include:

- Syrian Arab Republic: A total of US\$49.4 million was received in response to the Syria crisis (US\$45 million received from the Government of Kuwait; US\$2 million received from the Government of the United Arab Emirates as the second instalment of the US\$6.7 million grant; US\$2 million received from the Saudi Fund for Development as the first instalment of the US\$5 million grant; and the balance of the funds was received from corporate partners in the private sector).
- Nepal: In response to the devastating earthquake in Nepal, UNICEF GAO received a total of US\$104,081 from private sector donors.
- Yemen: A US\$29 million grant was allocated from the King Salman Centre for Relief and Humanitarian Aid in the Kingdom of Saudi Arabia in response to UNICEF's 'Yemen Flash Appeal', and US\$350,000 was received from the Centre for Yemeni Refugees in Djibouti.

- Gaza and the West Bank: A total of US\$5.9 million was secured for various projects in Gaza and the West Bank. The World Assembly of Muslim Youth donated US\$67,000, and US\$400,000 was received from a major donor. Al Fakhoora, another programme of Qatar's Education Above All initiative signed a new agreement with UNICEF GAO in 2015 for a US\$5.5 million grant for education and building resilience.

In comparison with 2014, the humanitarian funds received in 2015 were lower due to the large 2014 contribution for the situation in Iraq by the Kingdom of Saudi Arabia. Funds for development increased, however, particularly from EAC.

## Mid-term review of the Strategic Plan

An annual review on private fundraising was conducted with the UNICEF Division of Private Fundraising and Partnerships (PFP) in June 2016. Consultation with the Middle East and North Africa Regional Office (MENARO) took place during the Regional Management Team meeting in November 2015. UNICEF GAO plans to carry out a detailed mid-term review with the Government of the Kingdom of Saudi Arabia and the United Arab Emirates on programme implementation in February 2016.

## Summary notes and acronyms

CMT	Country Management Team
EAC	Educate A Child
ePAS	electronic Performance Appraisal System
GAO	Gulf Area Office
GWU	General Women's Union
ICT	information and communication technology
KSCR	Kuwaiti Supreme Committee for Relief
MENA	Middle East and North Africa
MENARO	Middle East and North Africa Regional Office
MICS	Multiple Indicator Cluster Survey
MoE	Ministry of Education
MoH	Ministry of Health
Mol	Ministry of Interior
MoSA	Ministry of Social Affairs
NCC	National Commission for Childhood
PAS	Performance Appraisal System
PFP	Private Fundraising and Partnerships
SCMC	Supreme Council for Motherhood and Childhood
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VISION	Virtual Integrated System of Information
VOIP	Voice over Internet Protocol

## Capacity development

In 2015, UNICEF GAO successfully advocated for the use of the participatory learning approach to students' health education to increase their awareness of how to lead healthier lifestyles and reduce their risk of disease through the implementation of a number of programmes, including on child obesity prevention (reaching 1,744 students) and HIV/AIDS awareness (reaching more than 2,000 students). Through UNICEF GAO advocacy, the Abu Dhabi Health Services

Company Ambulatory Healthcare Services and the Abu Dhabi MoH each developed a health education manual based on the framework, which was disseminated as part of the UNICEF Healthy Life Skills Project in 2014.

In cooperation with its strategic partners, UNICEF GAO began implementation of the Anti-Bullying within Schools Programme in the Kingdom of Saudi Arabia and the United Arab Emirates. In the Kingdom of Saudi Arabia, a training of trainers was conducted for 120 social workers representing all geographic areas. A training manual was developed and accredited by the MoE, which aims to enhance the moral and religious values of students through sharing knowledge and introducing positive affirmation to prevent bullying in schools. This has become part of their annual training plans within the comprehensive programme, *Refq*, which aims to make schools into safer environments.

In the United Arab Emirates, UNICEF GAO reviewed 13 international intervention programmes that have proven to be most effective in reducing the prevalence of bullying among students in schools and tailored a comprehensive intervention programme. UNICEF GAO also developed a set of activities to equip all students with adequate social skills, promote cooperative learning and develop empathy. School committees were formed in 24 schools where training will take place during the first quarter of 2016, after which the programme will be piloted. The appropriate ways of mainstreaming the programme are under discussion with education authorities in the United Arab Emirates.

### Evidence generation, policy dialogue and advocacy

In 2015, UNICEF GAO continued to serve as a member of the Health Promotion Committee, which the Government of the United Arab Emirates has mandated to set standards regarding nutrition and health and increase public awareness on how to lead a healthier lifestyle. UNICEF GAO provided technical input to the National Health Strategy for Children, Adolescents and Young People in the United Arab Emirates.

Through UNICEF GAO advocacy, in 2015, Sharjah was declared a baby-friendly city, with all hospitals accredited. UNICEF GAO continued to provide technical support to the MoH to develop the national-level technical capacity and tools to oversee the baby-friendly initiative. In addition to health facilities, the initiative is now expanding to include nurseries, workplaces and public places.

In 2015, as part of the global All In initiative, UNICEF GAO, in partnership with the MoH, conducted a national assessment of the availability of and accessibility to services and prevention procedures for adolescents. The results of the assessment enabled policy makers to agree on recommendations and next steps in a national multi-sectoral stakeholder validation meeting that included representatives from youth-related authorities and departments in the United Arab Emirates.

UNICEF GAO conducted a needs assessment with 40 teachers and 15 mothers as the first step towards a safe environment for children in pre-schools in the Kingdom of Saudi Arabia. The assessment revealed misconceptions in regards to child protection issues. The results formed the basis of the training manual content.

UNICEF GAO and the United Nations Country Team in the Kingdom of Saudi Arabia conducted an assessment of the situation of persons with disabilities, which highlighted inadequate

monitoring of the quality of services. A final report recommended guidelines for policy makers and services providers.

## Partnerships

GAO markets:

### Qatar

- EAC is estimated to contribute more than US\$40 million to UNICEF GAO for its seven country offices, bringing the total contribution to UNICEF to US\$185 million.
- UNICEF GAO signed an agreement with Al Fakhoora for US\$5.5 million for education in Gaza.
- QFD signed an agreement for US\$1 million for South Sudan.
- Reach Out To Asia signed an agreement for US\$3.5 million for the '1 in 11' campaign for education.
- A high net-worth individual renewed their support at US\$500,000.

### The United Arab Emirates

- UNICEF GAO has maintained its relationship with the Ministry of International Cooperation and Development, which has continued to support the Syria response and, in 2015, announced the Government of the United Arab Emirates' support for UNICEF GAO's work in Gaza, with US\$10 million in the pipeline.
- The United Arab Emirates Red Crescent signed a Memorandum of Understanding for US\$1 million for Mali.
- Dubai Cares renewed the umbrella Memorandum of Understanding for another five years, and new agreements were launched to generate income in 2016 for Benin, Lebanon, the Pacific Islands, Tanzania and Yemen, amongst others.
- Al Jalila Foundation became the umbrella local partner of UNICEF GAO for the activation of all global corporate alliances in the United Arab Emirates.
- A new agreement was signed with Al Tamimi & Company.

### The Kingdom of Saudi Arabia

- The Arab Gulf Development Programme provided US\$150,000 for early childhood development in Djibouti and US\$235,000 for child safety in the Kingdom of Saudi Arabia.
- The World Assembly of Muslim Youth provided US\$67,000 for Gaza.
- The Olayan Financing Company provided US\$300,000 for the Syria crisis.
- The Saudi Fund for Development made its final payments for polio and Pakistan, and a new agreement for the Syrian Arab Republic was signed for US\$5 million.
- KSCR signed an agreement to support the Yemen Flash Appeal, enabling UNICEF GAO to acquire US\$29 million.
- A high net-worth individual announced their support for UNICEF GAO's work on the elimination of measles. The contribution will be US\$50 million over five years, beginning in 2016.

### Kuwait

- The Government donated US\$45 million for the Syria crisis.
- UNICEF GAO initiated relationships with KRC and Direct Aid.

## External communication and public advocacy

A communications strategy was previously developed with the aim of supporting the resource mobilization efforts of UNICEF GAO through the achievement of 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 children's needs during humanitarian emergencies and within a development context both in the region and globally.

The UNICEF GAO communication strategy and action plan have worked 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.

The communication plan has led to streamlined coordination with country office communication units, which has helped UNICEF GAO produce visibility materials in line with donor requirements. Strong internal coordination has also helped the UNICEF GAO communications unit create a library of Gulf donor-friendly brochures on the most urgent emergencies that can be used by the resource mobilization team.

UNICEF GAO has proceeded with the hiring of a public affairs firm alongside an in-house communications consultant to help enhance the office's donor engagement and outreach as put UNICEF forth as the most trusted authority and responder to children's needs.

UNICEF GAO expanded its partnerships to all relevant government authorities contributing to childhood policies and programmes. These included the ministries of education, health, social affairs, interior and foreign affairs as well as independent institutions such as the Family Safety Program and non-governmental organizations such as the Human Rights Society in the Kingdom of Saudi Arabia. While in the United Arab Emirates, UNICEF GAO partnered with local authorities such as the Supreme Council of Family Affairs in Sharjah. UNICEF GAO also maintained its partnerships with regional bodies such as the Gulf Cooperation Council (ministries of social affairs) and the League of Arab States (Women, Family and Childhood Department), where UNICEF GAO presented the situation of emergencies in Arab countries. Besides AWP, this approach to partnership has increased the impact and visibility of UNICEF in the Gulf.

## South-South cooperation and triangular cooperation

UNICEF GAO advocates with strategic partners to consult with experts from countries in the Global South with similar socio-economic statuses. In 2015, UNICEF GAO participated in the first International Conference of the Saudi Society of Adolescent Health in the Kingdom of Saudi Arabia and shared the lessons learned and good practices on how to reduce child obesity and increase students' awareness of how to lead a healthy lifestyle using an active participatory approach.

UNICEF GAO organized a study visit to Jordan for the Supreme Council for Motherhood and Childhood (SCMC) and the General Women's Union (GWU). The delegation met with the Ministry of Social Affairs (MoSA), the Ministry of Interior (MoI), the National Council for Family Affairs and UNICEF Jordan. The main focus was on Jordanian experiences with the child protection system, including in regards to violence, juvenile justice and coordination mechanisms.

## Identification and promotion of innovation

In 2015, UNICEF GAO increased the emphasis on mainstreaming innovations to accelerate results. UNICEF GAO continued its progress towards increasing the awareness of students on how to lead healthy lifestyles and reduce negative risks through adopting a skills-based approach to delivering health education and using peer health education specifically to introduce sensitive topics such as HIV/AIDS. In addition, the use of social media and electronic awareness and training materials were emphasized as more effective tools for reaching adolescents. UNICEF GAO developed an electronic health education training manual as a more effective tool for reaching a larger number of health educators, schools and students across the United Arab Emirates.

## Service delivery

UNICEF GAO is working in high-income countries and therefore does not use the service delivery approach.

## Human rights-based approach to cooperation

UNICEF GAO was guided by the principles of the human rights-based approach across its programme implementation, research and advocacy, which took the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women and the Convention on the Rights of Persons with Disabilities as its main reference points in humanitarian and other contexts.

UNICEF GAO contributes to the positioning of child and adolescent rights in policies and laws. In 2015, UNICEF advocated for the participation and involvement of young people in the National Multi-sectoral Stakeholder consultations.

UNICEF GAO supported the United Arab Emirates and the Kingdom of Saudi Arabia in their reporting processes to the Committee on the Rights of the Child, as well as with follow up on the implementation of the concluding observations.

## Gender mainstreaming and equality

Promoting gender equality has been central to all UNICEF GAO programmes. The specific needs of girls and boys were taken into account in all programme planning, research, advocacy, training and capacity building activities. Whenever possible, disaggregated data were used in monitoring and evaluating the situation of children and adolescents. Representation of both boys and girls was ensured in all programme activities, which encouraged the participation and engagement of children and young people, including greater emphasis on empowering and engaging girls.

## Effective leadership

To ensure effective leadership, UNICEF GAO established several statutory committees to monitor office performance and ensure smooth functioning. These included the Country Management Team (CMT), the Local Joint Consultative Committee, the Programme Committee, the Resource Mobilization Committee, Contract Review Committee, the Property Survey Board, the Local Training Committee and the Local Staff Association.

To address office priorities, the CMT monitored the implementation rates, results achieved and management performance by tracking the management dashboard and the key indicators set

for programme review, resource mobilization review and management performance.

The CMT reviewed the enterprise risk management, and mitigation measures were identified and incorporated into work plans for follow up. In addition, the Risk Control Self-Assessment Library was updated in 2015 and the Annual Management Plan implementation was monitored closely. The Business Continuity Plan was updated regularly and implemented when required.

The latest UNICEF GAO audit recommendations have been closed and were regularly reviewed during the CMT meetings (three recommendations on a quarterly basis). Continuous improvements were introduced to maintain the UNICEF GAO satisfactory rating for future audits through the CMT and the Risk Control Self-Assessment Library review.

Given the small size of UNICEF GAO and the limited number of staff, the distribution of roles remained a challenge. This was overcome by developing risk-informed work processes and explaining to staff their specific roles and the mitigation measures applied to minimize the risk. The Annual Management Plan, including the work processes, was updated regularly when staff changes occurred.

### **Financial resources management**

The CMT has established clear management mechanisms to track office key performance indicators, which closely monitored UNICEF GAO resources since the office relies entirely on government contributions to the Area Programme Document for its programme delivery. Institutional budget and PFP budgets were also monitored closely. The institutional budget utilization rate was 100 per cent, the programme budget utilization rate was 43 per cent and the PFP budget utilization rate was 73 per cent. Matching the planned resources to the planned results of programme activities remains the major challenge that UNICEF GAO is facing.

Simplified micro assessments of one partner were carried out jointly by the programme and operations sections.

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

Cash and treasury management was undertaken with the objective of maintaining an optimum level of cash at the bank as per the financial procedures. The purchase of local currency through a portal saved time in terms of not having to make subsequent entries in the Virtual Integrated System of Information (VISION) once a replenishment was received in the bank.

The newly introduced bank cash management system will be used in 2016 for the United Arab Emirates payments. This represents a major efficiency gain as paying officers will no longer be required to log on to the bank's platform to approve transactions. The bank and cash management process will contribute to an overall reduction in the risks related to transactional errors.

## Fundraising and donor relations

A total of US\$135.4 million was secured in 2015. Of this, US\$2.17 million has been allocated to regular resources, US\$51.77 million has been allocated to other resources and US\$81.47 has been allocated to other resources emergency. As of December 2015, 170 per cent of the target has been received.

In 2015, the most significant contributions were received from the Government of Kuwait (US\$45 million) for the Syria crisis and the Government of the Kingdom of Saudi Arabia, King Salman Centre for Relief and Humanitarian Aid (US\$29 million) for the Yemeni refugee crisis. The successful management of the partnership with the EAC programme of Qatar's Education Above All initiative has expanded from seven to nine country offices. More than US\$40 million has been secured for 2015, and US\$185 million has been secured overall for this partnership.

The UNICEF GAO programme ceiling is US\$2.25 million annually and US\$9 million over the four-year cycle from five Gulf countries. Only the United Arab Emirates and the Kingdom of Saudi Arabia have made financial commitments to UNICEF (US\$1.5 million annually), while three other countries have no Basic Cooperation Agreement with UNICEF. The amount raised by end of 2015 was US\$500,000 for the Area Programme Document and US\$24,503 from the private sector, in addition to the Multiple Indicator Cluster Survey (MICS) fund.

UNICEF GAO is still using the standardized template for all office donor reports, which was developed following the 2010 MENA Donor Reporting Quality Assessment. In line with the MENA Donor Quality Assurance Checklist and UNICEF Public-Sector Alliances and Resource Mobilization Donor Reports guidelines, UNICEF GAO is also using the standard template for concept notes submitted to donors. As of 2014, UNICEF GAO had developed GAO-specific templates, including concept notes and donor reports for the cultivation of Gulf relationships.

## Evaluation

Regular CMT meetings, weekly programme meetings, weekly resource mobilization meetings and annual programme reviews were organized to monitor programme progress. Indicators for programmes, resource mobilization and management were updated and reviewed during every CMT meeting.

Documentation and dissemination of information on achievements, lessons learned and best practices helped UNICEF GAO with regular monitoring and provided feedback from partners. A mid-term review of the Area Programme Document is being prepared with implementing partners in the Kingdom of Saudi Arabia and the United Arab Emirates.

## Efficiency gains and cost savings

A systematic approach was used to achieve efficiency gains and cost savings. The office cost saving culture was strengthened, and staff are more conscious of saving energy, reducing the carbon footprint and reducing costs.

Cost saving measures included: outsourcing some services (e.g. driver services); eliminating overnight stay during travel when possible; the use of Voice over Internet Protocol (VOIP); service donations (e.g. courier, Internet, etc.); better planning of travel for better airfare rates; securing in-kind support from partners for programme implementation (e.g. facilitators, catering, venue); rent-free premises; and negotiating common shared services costs with the United Nations Development Programme (UNDP).

The use of long-term agreements in collaboration with other United Nations agencies or other UNICEF offices (e.g. for stationery, hotels, Internet services, printing services) proved to be an efficient way of reducing workload and staff time related to market research.

UNICEF GAO saved more than US\$250,000 in 2015 through rent-free premises, courier services donations and shared security services.

### Supply management

Because UNICEF GAO is serving high-income countries, governments are generally self-sufficient and providing supply donations to other countries, 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 using long-term agreements for office supplies and consumables and using the MENARO database for individual and institutional consultancies when required.

UNICEF GAO updated its internal business processes in regards to the procurement of goods and institutional services to ensure full compliance with International Public Sector Accounting Standards .

### Security for staff and premises

UNICEF GAO regularly participated in all Security Management Team meetings and deliberated on threats to the security of staff, the premises and the programming environment based on the evolving security situation in neighbouring countries. The Security Management Team and agency focal points closely monitored evolving security situation in the sub-region, especially the Yemeni situation. To ensure the security of staff in and outside of the office, staff were updated whenever any security situation or eminent threats emerged. Precautionary measures were advised when necessary, and security updates and guidance were promptly provided to staff. Staff and office security were part of the CMT management indicator and were monitored regularly.

UNICEF GAO utilized the additional funds received for enhancing the office's Minimum Operating Security Standards. Improvements were made to the offices, and, in 2015, the Minimum Operating Security Standards compliance rate was 100 per cent in the United Arab Emirates and 97 per cent in the Kingdom of Saudi Arabia.

### Human resources

The UNICEF GAO office structure was developed to maximize existing expertise to achieve the required results for children. The structure was changed in 2015 to reflect PFP section changes (the establishment of three professional level 3 posts) in order to increase UNICEF's capacity to leverage resources for children. The selection process for the deputy representative position was finalized, and the new staff member is expected to be on board by the first quarter of 2016. UNICEF GAO did not receive any regular resources so could not cover the funding gap of other resources-funded posts.

Staff members were encouraged to take e-learning courses and visit the iLearn platform for hands-on training. The knowledge sharing policy was sustained in the office, and orientation on

global issues took place regularly during staff meetings, the staff retreat and CMT meetings. Staff are constantly encouraged to read new UNICEF initiatives and policies shared by the global broadcasting service or management.

Staff performance was monitored through regular interactions with the supervisor and the supervisee, and electronic Performance Appraisal System (ePAS)/Performance Appraisal System (PAS) platforms were used for planning and to review progress.

UNICEF GAO staff are aware of the peer support volunteer system. UNICEF GAO has a functioning Staff Association Committee, and two Local Joint Consultative Committee meetings were conducted in 2015. UNICEF GAO staff participated in the 2014 Global Staff Survey; however, the office results were not published due to the small number of staff. Nevertheless, a number of areas were identified for improvement and strengthening based on a local needs survey.

### Effective use of information and communication technology

UNICEF GAO had a major change in its information and communication technology (ICT) systems with the migration to the Lightweight, Agile ICT Infrastructure programme (Light). The migration introduces a new architectural model for UNICEF field offices that aims to significantly reduce complexity and minimize operational risk by reducing the ICT infrastructure footprint. It also increases the overall ability to adapt to changes such as the implementation of new technologies or the mobility of the workforce. This was complemented by the Microsoft Office 365 cloud-based services, which enhanced users' mobility and access to corporate applications, improved cost savings in information technology hardware/software and also improved business continuity. Office data has been moved to the Light Service Centre, where it is hosted and maintained.

UNICEF GAO ICT support is provided by the Regional ICT Support Hub. The Regional ICT Hub also remotely manages the office's overall ICT functions. In 2015, this was supplemented by one or two visits per office by a representative of the Regional ICT Hub. One ICT customer satisfaction survey was conducted in 2015, with generally good ratings for the ICT services and hub support.

UNICEF GAO's free corporate VOIP and Skype for Business unified communication tool were largely used to strengthen collaboration between internal staff and external partners, offering free, self-managed online meetings, chat services and audio/video calls as well as cost saving tools. The use of the OneDrive file sharing tool helped staff upload important documents, share and access the documents from virtually anywhere; this has facilitated additional information sharing and business continuity.

### Programme components from the Results Assessment Module

#### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** By the end of the programme 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:**

In 2015, UNICEF GAO resource mobilization practices were based on the Resource Mobilization Strategy that was formulated in 2012. This was complemented by additional market

knowledge and parameters that were further refined in the 2015 work plan. This work plan called for an integrated approach to resource mobilization throughout the Gulf, with a focus on four key priority channels in the office's engagement with Gulf stakeholders, namely governments, foundations, major donors and corporations. Similarly, a priority approach was also identified in terms of geographic focus, with the Kingdom of Saudi Arabia, Kuwait, Qatar and the United Arab Emirates driving this approach.

In 2015, UNICEF GAO forged partnerships on behalf of UNICEF with a total of 49 donors in both the private and public sectors across the Gulf. This was accomplished both through the effective retention of existing partnerships and the addition of new ones all with income-generating results for UNICEF globally.

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

**Analytical statement of progress:**

UNICEF GAO expanded its partnerships with all relevant government authorities contributing to childhood policies and programmes, including ministries of education, health, social affairs, interior and foreign affairs. In addition, UNICEF GAO formed partnerships with independent institutions in the Kingdom of Saudi Arabia such as the Family Safety Program and the Human Rights Commission, as well as non-governmental organizations such as Al Anood and the Human Rights Society. While in the United Arab Emirates, UNICEF GAO partnered with local authorities such as the Supreme Council of Family Affairs in Sharjah and the Dubai Police.

These partnerships went from direct cooperation to advocating for better results for children. UNICEF GAO also maintained its partnerships with regional bodies such as the Gulf Cooperation Council (ministries of social affairs) and the League of Arab States (Women, Family and Childhood Department), where UNICEF GAO presented the situation of children in emergencies in Arab countries. Besides AWP, this approach has multiplied the impact and visibility of UNICEF in the Gulf.

**OUTPUT 2** Partnership for resource mobilization for child rights globally as per the Resource Mobilization Strategy.

**Analytical statement of progress:**

In 2015, US\$84 million was raised throughout the Gulf from both the public and private sectors. The largest majority of these funds was generated as a response to humanitarian appeals communicated extensively with Gulf donors (both public and private sector).

- The Kingdom of Saudi Arabia: The largest contribution of US\$9 million from the Kingdom of Saudi Arabia was from the Government, through the King Salman Centre for Relief and Humanitarian Aid, in response to the Yemen emergency. In addition, US\$2 million was received from the Saudi Fund for Development as a first instalment of the US\$5 million grant for the Syria crisis. A number of private sector partners also responded generously to appeals related to the situations in the Syrian Arab Republic and Gaza.
- Kuwait: Kuwait has been the largest humanitarian donor to the Syria crisis response with a new 2015 contribution of US\$45 million.
- The United Arab Emirates: The largest contribution from the United Arab Emirates – US\$2 million – came from the Government, through the Ministry of International Cooperation and Development, to a nutrition project in the Syrian Arab Republic. The Red Crescent Society of the United Arab Emirates contributed US\$800,000 as a first instalment of the US\$1 million agreement signed in 2015 for the Mali health project.

- Qatar: UNICEF GAO's largest private sector donor (EAC) expanded from seven countries to nine in 2015, with UNICEF Kenya and UNICEF Nigeria as new additions. In addition to its successful relationship with EAC, in 2015, UNICEF GAO forged a partnership with Al Fakhoora, another programme of Education Above All, and received US\$1.65 million for education in Gaza. UNICEF and Qatar Development Fund signed a new agreement in 2015 and contributed US\$500,000 as a first payment for South Sudan.

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

**OUTCOME 2** By the end of the programme cycle, national capacities for the 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 the Kingdom of Saudi Arabia, the situation analysis and guide for child protection procedures are in the process of final validation. In the United Arab Emirates, UNICEF GAO, SCMC and GWU mapped child protection services with a set of priorities for improvement. The process of developing these studies demonstrated to the policy makers the importance of accurate, updated and disaggregated data for policy planning as well as reporting nationally and internationally. At the same time, the policy makers realized the actual situation, which required a clear plan for the systematic generation of data and for system reform. Therefore, both countries agreed to act in the next AWP's by developing a national set of child rights indicators covering the following clusters: health/nutrition, education/participation, protection and standard of living, as well as some aspects of the child protection system.

**OUTPUT 1** 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 conducted high-level advocacy with government leaders for an equity-focused reference study that reflects the actual situation of children in the Kingdom of Saudi Arabia. The situation analysis is in validation stage and will inform policy makers on the situation of children. The situation analysis started with data collection/desk review and was followed by a causality analysis carried out through three workshops with government and non-government officials on health, nutrition, protection and education (participation is included with education). A participatory approach was applied through field visits to 26 schools with an equity distribution of geographical areas, public vs. private, male vs. female, as well as field visits to care institutions under the MoSA. Based on these results, the views of children were taken into consideration in the draft situation analysis. One main constraint is the availability of updated information/data, especially disaggregated data.

**OUTPUT 2** 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:**

In 2015, UNICEF GAO, Supreme Council for Motherhood and Childhood and General Women's Union continued advocating with the UAE National Bureau of Statistics in to sign the Letter of Agreement and begin the implementation process. The steering and technical committees were reformed, and, after several meetings to discuss technical and administrative issues, all statistics centres agreed to do the fieldwork in the first quarter of 2016. In September 2015, a new decree was issued to establish the Federal Competitiveness and Statistics Authority, which replaced the National Bureau of Statistics. UNICEF GOA's advocacy will continue with the new authority to further the mission of implementing the MICS. Focal points from the new authority have been identified and a meeting will be arranged in early 2016 to define the way forward.

The national and sub-national collection, analysis and use of data, particularly on women and children, remains a challenge in the United Arab Emirates. The MICS will assist in filling the data gaps and providing the baselines needed to measure progress toward the United Arab Emirates' commitment to child rights as well as the United Arab Emirates Vision 2021.

**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 2015, cross-sectoral costs supported the management of the overall programme and assisted in the achievement of the set results.

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

**Analytical statement of progress:**

The UNICEF GAO structure was developed to maximize existing expertise to achieve the required results for children. The PAS/ePAS was completed on time with regular results-oriented discussions between the staff and supervisors. UNICEF GAO achieved 100 per cent completion of PAS/ePAS.

**OUTPUT 2** Miscellaneous cross-cutting costs in support to GAO programme

**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 manager's 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:**

The Kingdom of Saudi Arabia issued the first child protection law, which states the age of adulthood as 18 years, in line with the Convention on the Rights of the Child. In the United Arab Emirates, the Child Law is pending Presidential approval, following the endorsements of the Cabinet and the Federal National Council. The advocacy efforts of UNICEF GAO, through seminars, conferences, studies and awareness raising on child rights, contributed to demonstrating the need for such laws in both countries. A ministerial committee in the Kingdom of Saudi Arabia included the key ministries (MoE, MoH, Ministry of Foreign Affairs, MoSA, and the National Commission for Childhood (NCC)) and approved the new programme cycle with

the new funding ceiling. While in the United Arab Emirates, the active SCMC created new momentum for policy dialogue. UNICEF GAO and the Committee on the Rights of the Child are advocating for SCMC to be the coordinating body for child rights in the United Arab Emirates.

The life skills approach has been adopted by health and education authorities in the United Arab Emirates, such as the MoE, the Abu Dhabi Education Council, the MoH, GWU and SCMC. UNICEF GAO's efforts in the last three years have resulted in the promotion of healthy life skills, the provision of manuals, capacity development and the introduction of evidence through surveys/research on adolescent lifestyles.

**OUTPUT 1** 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, the Supreme Council of Family Affairs in Sharjah, along with academia, partnered with UNICEF GAO to replicate the programme using their resources. UNICEF GAO developed the capacity of the new partners on how to manage, implement and monitor the programme, which increased the awareness of 1,700 students in Sharjah on the importance of healthy nutrition and physical activity to prevent obesity.

UNICEF GAO developed an electronic health education manual that includes interactive lesson plans and materials to guide health educators to deliver topics on nutrition and physical activity. The manual was finalized in 2015 and will be launched and disseminated in the first quarter of 2016 to the local and federal health and education authorities across the United Arab Emirates.

This result will contribute to the promotion of healthy behaviours, in line with the UNICEF Strategic Plan 2014–2017, and the United Arab Emirates Vision 2021, in terms of changing habits and improving citizens' quality of life.

**OUTPUT 2** By 2017, capacities of concerned school staff on introducing health education and healthy life styles 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:**

Through UNICEF GAO advocacy, Ambulatory Healthcare Services and the United Arab Emirates MoH each developed a health education manual that is built on the framework and healthy life skills manual produced by UNICEF in 2014 and have announced that this will be mainstreamed in all government schools in the United Arab Emirates.

**OUTPUT 3** By 2017, MoE education authorities have developed plans to provide protective/safe learning environments for children, available for mainstreaming

**Analytical statement of progress:**

In cooperation with its strategic partners, UNICEF GAO initiated the implementation of the Anti-Bullying within Schools campaign. UNICEF GAO conducted rapid assessment of school environments in the Kingdom of Saudi Arabia and the United Arab Emirates through interviews and focus group discussions with children, school staff and teachers. The results indicated that there are bullying behaviours in schools, especially in middle schools (children aged 11-15 years). A report on these findings was prepared and shared with relevant partners.

A training manual was developed in the Kingdom of Saudi Arabia, in cooperation with NCC, the MoE, and the National Safety Program, that aims to boost students' moral and religious values by sharing knowledge and introducing positive affirmation as the main vehicle for preventing bullying in schools. A training of trainers was conducted for 120 social workers representing all geographic areas in the Kingdom of Saudi Arabia.

In the United Arab Emirates, UNICEF, in cooperation with education authorities (the MoE and the Abu Dhabi Education Council) and SCMC, reviewed 13 international programmes that have proven most effective and tailored a comprehensive intervention for the United Arab Emirates based on six methods for intervention: direct sanctions, restorative practice, mediation, support groups, shared concerns and strengthening the victim. At the same time, schools will implement a set of activities to equip all students with adequate social skills, including through the promotion of cooperative learning and empathy. The programmes will be piloted in 24 schools in the United Arab Emirates beginning in the first quarter of 2016 after school committees have been trained. An independent evaluation of the effectiveness of the programme will be conducted by a local university in the United Arab Emirates and an international expert before the programme is mainstreamed in the education system. The result of the anti-bullying programme will be an effective contribution to the United Arab Emirates Vision 2021, in terms of equipping youth with essential skills and knowledge, and to the realization of the goals laid out in the UNICEF Strategic Plan, in terms of the promotion of healthy behaviours for adolescents and youth.

In the Kingdom of Saudi Arabia, UNICEF, in cooperation with the NCC, the Arab Gulf Program for Development and the MoE Pre-school Department, developed a training manual called 'Towards a Safe Environment for Children' for teachers, mothers and children in the pre-school cycle (age 3-6 years) to ensure a protective environment for children. A training of trainers covering this manual will be carried out for 90 pre-school supervisors in February 2016. This is the first comprehensive child protection programme for young children in the Kingdom of Saudi Arabia.

**OUTPUT 4** By 2017, capacities of adolescents and youth are strengthened on personal/social skills, HIV and other healthy life skills.

**Analytical statement of progress:**

The collaboration of UNICEF GAO with the United Arab Emirates MoH resulted in the expansion of the HIV awareness programme to reach a total of 71 peer health educators from six public and private universities across the United Arab Emirates. This led to increasing the awareness of approximately 2,000 students.

In 2015, as part of the global 'All In' initiative, UNICEF GAO and the United Arab Emirates MoH conducted a national assessment of the availability of and accessibility to services and prevention procedures among adolescents. The results of the assessment provided policy makers with the information needed to agree on recommendations and next steps in a national multi-sectoral stakeholders validation meeting that included representatives from youth-related authorities and departments in the United Arab Emirates.

Results of the HIV awareness programme will contribute to the realization of goals laid out in the UNICEF Strategic Plan 2014–2017 by increasing knowledge of HIV and AIDS among adolescents and youth.

**OUTPUT 5** By 2017, social protection floor is better targeting the vulnerable children and their families

**Analytical statement of progress:**

Scheduled for 2016–2017.

**OUTPUT 6** By 2017, concerned stakeholders have assessed child protection systems and national plans to improve it.

**Analytical statement of progress:**

UNICEF GAO developed the 'Guide for Child Protection Procedures in Saudi Arabia' in cooperation with the NCC. The guide gives policy makers a clear perspective on existing procedures. Information on procedures was collected during a workshop for relevant authorities and through interviews conducted with officials and families. UNICEF GAO provided global experiences and good practices in this field from countries in the region and globally. The remaining step is to conduct a workshop for concerned policy makers (mainly from the Kingdom of Saudi Arabia MoE, MoH, MoSA and National Police) to verify the contents of the manual and facilitate its adoption by the Government.

In 2015, UNICEF, SCMC and GWU facilitated a workshop attended by 33 institutions from federal and local government authorities to map child protection services and set priority actions. Based on these priorities, UNICEF GAO raised funds from the private sector to organize capacity development activities for social workers in child care institutions during the first quarter of 2016.

This result will contribute to realizing the goals laid out in the UNICEF Strategic Plan 2014–2017 by encouraging the review and improvement of child protection policies and mechanisms.

**OUTPUT 7** Promoting child rights of children with disability through assessing the situation in the United Arab Emirates and developing a national plan of action

**Analytical statement of progress:**

UNICEF GAO, SCMC and GWU are working to develop a strategic plan for children with disabilities in the United Arab Emirates with clear objectives, timelines, baselines, targets and indicators in consultation with stakeholders and partners. Following a desk review, UNICEF GAO and partners conducted roundtable discussions, field visits, interviews and focus group discussions in December 2015 with government ministries and authorities at national and sub-national levels, public and private service providers, organizations for persons with disabilities, parents of children with disabilities, and notably with children with disabilities themselves. The effective participation of all partners and stakeholders contributed to the identification of the key issues, challenges, aspirations, coordination mechanisms and recommended priorities. These will be used to develop the strategic plan and will provide stakeholders and decision makers with a clear picture of the situation and plans for enhancing the rights and welfare of the children with disabilities and their families, as stated in the United Arab Emirates Vision 2021, particularly in the area of inclusive education, and the UNICEF Strategic Plan 2014–2017.

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

## **OUTPUT 8** Awareness of online child protection

### **Analytical statement of progress:**

Scheduled for 2016–2017.

## **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 manager's dashboard and country reports. All office statutory committees met regularly and functioned in 2015. 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 CMT has established clear management mechanisms to track office key performance indicators, which closely monitored UNICEF GAO resources since the office relies completely on government contributions to the Area Programme Document for its programme delivery.

## **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 direct cash transfer liquidation, 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 the staff to ensure efficiency in response time and in the quality of the services provided. Bank reconciliations were regularly finalized for five bank accounts on time. Cash forecasts and monthly optimization reports were regularly posted on the intranet.

## **OUTPUT 3** Human capacity

### **Analytical statement of progress:**

The UNICEF GAO structure was developed to maximize existing expertise to achieve the required results for children. There was a 100 per cent completion of performance appraisals carried out between staff and supervisors. All human resources-related actions were completed, and accurate existing expertise achieved the required results for children as per the 2015 Annual Management Plan.