Executive Summary

**Achievements:**

**Programme:**
During the current programme cycle, UNICEF and partners developed two National Childhood Strategies (NCS): in 2013, the Bahrain strategy was launched and the final draft of the United Arab Emirates (UAE) strategy was prepared. Of three situational analyses (SitAns) conducted: the UAE and Bahrain SitAns were launched and Kuwait’s has been drafted. Preparatory steps to conduct a SitAn in Saudi Arabia were also undertaken. In Qatar, a Multiple Indicator Cluster Survey – Round 4 (MICS4) was conducted and the report published. Preparatory work in UAE was undertaken ahead of a MICS4 to start in early 2014. Two evaluation studies were completed, on Child Obesity Prevention and Child Injury Prevention, and an assessment on Children Previously Used as Camel Jockeys was conducted and disseminated.

The data collection phase to assess the national child protection system in UAE was completed; the report will be published in early 2014. In Saudi Arabia, UNICEF is supporting the development of a comprehensive manual/guide on national procedures for child protection. UNICEF built the capacity of a network of 140 school teachers (50% males, 50% females) from 13 provinces as trainers on early detection of abuse cases at the school level, using training packages (two manuals for trainers and two for trainees) that were developed for this purpose. In 2014, the 140 trainers will reach 10,500 school teachers for capacity building. Several awareness raising campaigns targeting children, teachers, parents and media people have been implemented in Saudi Arabia and UAE.

UNICEF addressed several healthy life style issues in UAE, including prevention of injuries, obesity and HIV/AIDS. UNICEF trained 4,844 students (2,222 boys; 2,622 girls) and 779 school staff and parents to adopt healthy eating habits and on the importance of physical activity. The capacities of 18,000 students (12-15 years), school staff and parents were built on how to protect themselves from injuries, and the awareness of university students was raised on HIV/AIDS prevention.

**Resource Mobilization:**
A new Resource Mobilization (RM) Strategy was formulated in 2012 with a vision that “UNICEF mobilizes partnerships with the Gulf to scale up sustainable income for the organization and engage these countries as partners in the fulfilment of child rights, globally and in the Gulf.” The strategy emphasized the ‘one UNICEF’ integrated approach to RM in the Gulf. Since the implementation of this RM strategy, US$82 million was raised from Gulf donors in 2013 (a growth of 258% from 2012), of which US$1.5 million was RR to UNICEF HQ, US$18.9 million was Other Resources (OR) and US$61.6 million was Other Resources (Emergency) (ORE). These funds were raised from 44 donors in the Gulf, including governments, foundations, corporations and major donors.

**Launch of High-Net-Worth-Individuals Initiative:**
A Major Donors initiative was launched in 2013. A Major Donors Fundraising Specialist for the Gulf Area was recruited, with immediate tangible results of US$433.705 in 2013.

**Shortfalls:**

**The number and scope of emergencies increased in 2013**, which required an immense mobilization of resources. In addition to the on-going Syrian emergency and the 2013 polio outbreak (“an emergency within an emergency”), there was a direct need to raise funds for the Philippines and the Sahel region.

**Legal Landscape for Public Fundraising Activities:** Public fundraising is bound by particular legal frameworks in the Gulf Area. This restriction prevents the Office from engaging in direct public fundraising activities, thus preventing the operation from directly benefitting from additional public resources.

**Recruitment of RM team:** Recruitment of a full Resource Mobilization (RM) team is still on-going and will be completed in 2014. The agreed upon structure of the office following a senior management consultation in
2013 calls for an overall RM structure that is to consist of two fundraising managers (P-4), one communications officer (P-4) and one fundraising officer (P-2), along with additional supporting staff, all stationed in Dubai, UAE and reporting to the Gulf Area Representative.

**Partnerships:**

During 2013, UNICEF forged donor partnerships with 44 donors, including with The Qatar Foundation, through the Educate a Child (EAC) programme of the Education Above All Foundation. In line with the new Area Programme Document’s global partnership dimension, UNICEF signed Memorandums of Understanding (MoUs) with South Sudan, Sudan, Chad and Syria. New MoUs were expected to be finalized before the end of 2013 with Comoros, Yemen, DRC, Somalia and then with more countries in 2014. UNICEF also developed partnerships with Dubai Cares “WASH-in-Schools” in Mali; the Alwaleed Bin Talal Foundation for education in Yemen and emergencies in Syria and the Philippines; the World Assembly of Muslim Youth (WAMY) for the Syrian emergency; the Saudi Fund for Development for polio in seven countries and the Pakistan emergency; and The Saudi National Committees for the support of humanitarian work in Syria and Pakistan.

**Country Situation as Affecting Children & Women**

All five Gulf States – Bahrain, the Kingdom of Saudi Arabia (KSA), Kuwait, Qatar and the UAE – have made significant advances in improving children’s health and survival and their access to education, having achieved relevant Millennium Development Goals and being on track to meet others. In education, the Gulf countries achieved major improvements in net enrolment rates. In Saudi Arabia, this rate was 97 per cent for both males and females in 2011, bringing the gender parity index to 1.3. In Qatar in 2010, the net enrolment rate in primary school stood at 92.6 per cent, with girls registering a higher rate (94 per cent) than boys (91.2 per cent); the gender parity index reached 1.03. In Bahrain, the youth (15-24) literacy rate reached 100 per cent for both males and females, while in Qatar the rate was 96.8 per cent, with females registering a higher rate (98.3 per cent) than males (96.3 per cent) in 2010.

Although the National Development Plans call for comprehensive and integrated programmes in early childhood development (ECD), enrolment in ECD institutions is low due to affordability and accessibility issues, and this has led to low school readiness. Despite the quantitative gains in school enrolment for both girls and boys, concerns exist about the quality of education and learning achievements. According to results from the Trends in International Mathematics and Science Study 2011, none of the participating Gulf countries reached the international achievement benchmark level of 500 in math or science, with Qatar, Saudi Arabia and the United Arab Emirates all scoring between 394 and 465.

The under-five mortality rate and the infant mortality rate have decreased in these countries, which are on track to achieve the Millennium Development Goal on child mortality. Nevertheless, disparities remain at the subnational level (for example, in the United Arab Emirates, the under-five mortality rate is 10.5 deaths per 1,000 live births in Abu Dhabi, while it is 6.5 in Ajman). The maternal mortality ratio is low in these five countries, varying between 8 deaths per 100,000 live births in Qatar and 24 per 100,000 live births in Saudi Arabia. While considerable progress has been made in reducing child mortality, these countries are experiencing emerging health issues, such as child obesity, and non-communicable diseases, such as diabetes.

With regard to adolescents, national strategies are still at an early stage of development. There is a need to channel the momentum and energies of adolescents and youth, both male and female, in a positive direction and to prepare them for future leadership roles.

Across the region, women’s low political and economic participation is underpinned by gender inequality. Although the Gulf countries have made investments in increasing women’s education levels in the last decades, and the tertiary education enrolment rates for women are higher than those of men, the countries have not been as successful at integrating women into economic activities in order to reap the benefits of this investment. In Saudi Arabia, women were allocated a minimum of 20 percent of seats in the Consultative council. The number of female employees in the governmental sector rose by 8 per cent in 2013 alone. Saudi Arabia braced for possible protests after women activists declared an "open driving campaign" against the
kingdom's ban on women behind the wheel. Activists had planned a "drive-in" but cancelled it after threats of legal action, instead declaring an open-ended campaign.

The Gulf States are party to several human rights instruments, with reservations made on some of the articles. While commending the significant achievements of these States in diverse fields, the Concluding Observations of the United Nations Committee on the Rights of the Child recommend further action to harmonize domestic laws, especially those related to protection, with the provisions of the Convention on the Rights of the Child and other ratified human rights treaties. The issues include the following: low minimum legal ages of criminal responsibility and marriage of girls (which is also an issue raised by the Committee on the Elimination of Discrimination against Women); absence of updated juvenile justice laws; inadequate skills of personnel dealing with children in conflict with the law; and the lack of reliable statistics on violence against children, those affected by disabilities and domestic violence. The Committee also called for the development of multi-sectoral strategies to optimize access to quality ECD options within homes and preschools.

The relative shortage of child-related disaggregated data, especially protection related, including at subnational levels and according to age groups, sex, wealth quintiles, etc., raises concerns about the optimal equity of developmental social services. Database systems in most Gulf countries need strengthening for identification of any remaining pockets of in-country disparity and vulnerability, and for facilitating evidence-based policy advocacy for rights-based legislative and policy planning processes. Findings need to be more widely accessible to assist regular monitoring of the situation of children. The strengthening and gender-sensitization of institutional and human capacities will help to ensure the maximum equity and long-term sustainability of child development initiatives.

Fairly wide and deep formal social safety nets are in place, providing special support for widows, divorced, sick, elderly, unmarried and unemployed young women, students and families of prisoners, though it is not clear if this reaches those most in need. In some of the Gulf countries, state-supported social protection systems cover some non-citizens, including migrants and refugees – often among the poorest and most vulnerable. It is important for the Governments in the Gulf Area to review the existing social welfare structures to ensure that systems are child-sensitive and aim to reach the most disadvantaged.

In Saudi Arabian, the cabinet ratified the first domestic “Protection from Abuse” law criminalizing acts of domestic violence for the first time in the kingdom’s history. The new law not only addresses the symptoms of abuse by punishing those who commit acts of domestic violence and providing treatment for the victims, but it also aims to attack the cause. The Ministry of Social Affairs (MoSA) is working towards the formulation of the executive regulations of the law. Likewise, the Child Protection Act, which has been approved in principle by the ministerial council, is under study by Shoura council, and five government agencies began drafting the executive regulations of the Act. The National Commission for Childhood had recently completed the formulation of a national strategy for children designed to safeguard all aspects of the rights of the child and currently is ready for launching. In UAE, Wadeema’s Law, renamed the Child Rights Law, is still under discussion in the Federal National Council, where more clauses have been added. The 77-article law will be passed to the President after the Council’s approval.

Saudi Arabia submitted its Universal Periodic Review, reflecting its commitment to human rights issues. The report includes important recommendations concerning Saudi Arabia's cooperation with human rights mechanisms; the human rights of women; the fairness of the criminal justice system; religious minorities; and migrant workers.

**Country Programme Analytical Overview**

In 2013, UNICEF’s Gulf Area Office’s (GAO) Area Programme Document (APD) (2014-2017) was endorsed by UNICEF’s Executive Board. The overall goal of the 2014-2017 APD is to work in partnership with Governments and other partners in the Gulf Area to progressively realize the rights of girls, boys and adolescents to development, protection and participation, with a focus on the most disadvantaged. Unlike most other UNICEF area/country programme documents, the present APD has both an in-country and global partnership dimension.
Proposed programme components of the APD include
(a) Sustained partnerships for child rights in the Gulf and globally; and
(b) Knowledge and evidence on children.

Key results expected by 2017 are
(a) Government, private sector and other partners in the Gulf Area demonstrate increased resources for and commitment to child rights in the Gulf region and globally;
(b) national capacities for systematic generation and analysis of data and knowledge on the situation of child rights are strengthened; and
(c) timely and quality evidence on the situation of children is used to inform national policy dialogue and systems reform

During the current APD, UNICEF-GAO supported four countries to conduct SitAns; during the new 2014-17 programme, these countries need to be better equipped with tools and methods to quantify the scope and the patterns of inequalities. Developing a national set of child rights indicators will serve as a reference framework to monitor equity-focused policies and programmes. Setting these indicators will help to develop further the countries’ databases and DevInfo (Development Information database) as well as reporting their progress toward their national and international commitments.

With UNICEF’s shift in focus from programming for children in need of special measures of protection to a wider concept of protection, and realizing that social protection can contribute to removing barriers to access and services, UNICEF-GAO will map the social protection scheme to reform and strengthen its sensitivity to children and their families. It will also employ effective mechanisms to identify children at risk and design interventions to reduce or eliminate the risk factors.

In view of the importance of early childhood programmes, UNICEF-GAO will focus on developing an ECD strategy and plan of actions that guarantee equitable and high-quality ECD services to ensure that children grow up healthy, well-nourished and protected from harm, with a sense of self-worth and identity.

Acknowledging the legitimate aspirations and hopes of adolescents and their growing role in social change in the MENA region, GAO plans to adopt a life skills approach as an interactive, educational methodology that focuses on transmitting knowledge, shaping attitudes and developing interpersonal skills to enhance young people’s ability to take responsibility for making healthier choices, resisting negative pressures, and avoiding risk behaviours. UNICEF-GAO will focus on skills-based health education, communication and interpersonal skills; decision-making and critical thinking skills; coping and self-management skills.

Building on the strong commitment of Governments and partners to children, UNICEF will engage and mobilize partners and resources in the Gulf Area to realize child rights. It is expected that these partnerships will lead to increased capacities and more resources being made available in the region and globally to achieve results for girls and boys. UNICEF will work with each of the five Gulf countries to mobilize and channel its particular commitment and resources in support of their specific priorities. New partnerships with other regional and global partners, such as ‘think tanks’, academia and the private sector, will be forged to generate knowledge and explore innovative approaches to programming. UNICEF will leverage its global network to generate and share good practices and knowledge and to provide an opportunity for regional partners to interface on programmatic and policy issues with partners across regions.

GAO will initiate and engage in policy dialogue with policy makers, academia, private sector, and civil society organizations where possible. The policy dialogue aims to integrate equity goals, approaches, and indicators into policies, plans and development agendas. The dialogue will bring together all aspects of development agendas affecting children from global knowledge to practical experiences. South-South cooperation opportunities, advocacy and strategic communication will be key strategies for this programme component.
Effective Advocacy

*Mostly met benchmarks*

Capacity Development

*Fully met benchmarks*

Communication for Development

*Mostly met benchmarks*

Service Delivery

*Fully met benchmarks*

Strategic Partnerships

*Fully met benchmarks*

GAO focused its RM efforts for 2013 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 to UNICEF and (b) to identify new potential partners in order to generate additional funds in support of UNICEF’s global programmes. Great emphasis has also been placed on continuous and proactive communication with our donors throughout the Gulf and in targeted relationship-building in order to generate donors who would also act as advocates of UNICEF’s work.

Moreover, partnership-building in the Gulf has become of significant importance to the entire organization, with direct senior management involvement. The UNICEF Executive Director (ED) visited the region twice in 2013 to attend the Global Vaccine Summit in Abu Dhabi, UAE, held under the auspices of HH Sheikh Mohammad Bin Zayed Bin Sultan Al Nahyan, the Crown Prince of Abu Dhabi, and the World Innovation Summit for Education (WISE) in Doha, Qatar, held under the auspices of HH Sheikha Mozah Bint Nasser, wife of the Former Emir of Qatar and mother of the Current Emir.

This approach has resulted in a 241% income growth for the GAO from 2012.

In KSA, GAO signed a MoU with the Saudi Relief Committees, totalling US$1.65 million, to procure blankets for Syrian children inside Syria. Another agreement was signed with the Saudi Fund for Development for the procurement of oral polio vaccine (OPV) for seven countries in 2013-2015 for US$7.5 million. Lastly, GAO signed a MoU with the Alwaleed Bin Talal Foundation (Quality Basic Education for Girls in Yemen, US$250,000). This relationship has already led to a US$600,000 donation towards our Philippines Emergency Appeal and another US$200,000 for Syria. Another partner, the World Assembly of Muslim Youth, also donated towards the Syrian emergency.
In UAE, GAO further enhanced its relationship with the UAE Red Crescent, which resulted to a new donation of US$500,000 for polio eradication in Syria. Immunization has been a key thematic area for UAE donors, with the Crown Prince's personal contribution of US$300 million to the Global Polio Eradication Initiative (GPEi), at the Global Vaccine Summit held in the UAE under his auspices. UNICEF was one of the organizing partners. The Prime Minister of the UAE and Ruler of Dubai, HH Sheikh Mohammed bin Rashid Al Maktoum, also made a personal donation to this cause. Foundations-wise, in 2013, Dubai Cares donated US$1.2 million for UNICEF Water, Sanitation and Hygiene (WASH) interventions in Mali. An amendment to the MoU was also signed in 2013, transferring the management of this global partnership to the Private Fundraising and Partnerships Division (PFP), with GAO being the global focal point for this relationship.

A number of new partnerships were pursued with positive results to date. In Qatar, UNICEF became a strategic partner to Education Above All; the ED signed the framework agreement in Doha in November. To date UNICEF has received US$7.8 million for programmes in Chad, Sudan, South Sudan and Syria. GAO has been assigned as the global focal point of this relationship. EAC is today our largest global agreement in terms of support generated. In Qatar, GOA is actively working to further enhance a number of on-going partnerships with other corporations and foundations.

UNICEF received US$55 million from the Government of Kuwait’s US$300 million pledge announced at the International Pledging Conference for Syria, hosted by the Emir of Kuwait, HH Sheikh Sabah al Ahmed al Jabir al Sabah, and chaired by UNSG Ban Ki-moon, for its work in the Syrian emergency. GAO has been active in following-up to inform the government of Kuwait of its Syrian emergency interventions, in view of Kuwait’s extremely generous support. A MoU with the International Islamic Charitable Organization (IICO), chaired by Dr. Abdullah Matooq Al-Matooq, UNSG’s Humanitarian Envoy for Kuwait, is expected to be signed in early 2014.

In Bahrain, work implemented in 2013 led to a partnership with the Ministry of Education that will materialize in 2014, when UNICEF will become a supporting partner to a Special Needs Exhibition and Conference to be held in May 2014 in Bahrain under the auspices of the Ministry of Education and the Royal Family.

A number of global campaigns have been localized and launched in the Gulf, thereby increasing the number of markets adapting corporate global agreements for UNICEF, including the “Soft Toys 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.

Knowledge Management

*Partially met benchmarks*

Human Rights Based Approach to Cooperation

*Fully met benchmarks*

Gender Equality

*Fully met benchmarks*
Environmental Sustainability

Fully met benchmarks

South-South and Triangular Cooperation

Saudi Arabia has been identified as one of eight developing countries for a stepped-up relationship for strategic partnerships with the United Nations. 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 means to explore new programming potentials, coordinate agency activities and information sharing, and advocate the role of the United Nations in support of Millennium Development Goal (MDG) 8 on global partnerships for development.

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

- By 2016, national capacity is enhanced for engaging new global partnerships for development. Under this outcome, the United Nations is supporting not only analytical review of the state of global partnerships for development and best practices in Official Development Assistance (ODA), but also a strategy for enhancing cooperation and support to dialogue with Southern partners such as China and India. Resources also are being mobilized for global development and humanitarian efforts.
- By 2016, capacity is enhanced to engage in global dialogues, fora and knowledge exchanges. The UNCT also is 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 the Kingdom in the United Nations Development Cooperation Forum as well as the G20 knowledge network.

Meanwhile, a new Global Partnership Facility is to be based in the United Nations Common Premises in Saudi Arabia. The staff of this facility will be specialized in various aspects of global partnership development and management, focused on various thematic issues such as crisis response and humanitarian relief; poverty reduction; food and water security; energy and environment; and capacity building for participation in world trade and investment. It will focus on key results in research and analysis; programme development, including design and resource mobilization for new inter-Agency joint United Nations projects between Saudi Arabia and least-developed countries (LDCs) on various thematic issues: annual policy dialogue, to explore success stories and lessons learned on global partnerships for development on specific thematic issues; and communications and reporting.

Lastly, access to adequate funding is critical for successful South-South and triangular cooperation, together with support from Agency Headquarters. The UNCT in Saudi Arabia can work to assist in the continuation of the provision of key sources of finance for the funding of South-South and triangular cooperation activities through such institutions as Arab Fund for Economic and Social Development (AFESD), Arab Bank for Economic Development in Africa (BADEA), Islamic Development Bank (IsDB), OPEC Fund for International Organization (OFID) and Saudi Fund for Development (SFD).
Saudi Arabia - 3780

PC 222 - Evidence-based advocacy and mobilization

On-track

PCR 3780/A0/05/334 By end of 2013, 1- National institutions and policy makers are more capable in monitoring the situation of children and in formulating childhood related policies based on information, and evidence. 2 -The public is more aware on child rights issues.

Progress: Ensuring proper management and coordination of the childhood agenda at the national level is being addressed by UNICEF by building the capacities of national childhood councils/commissions, so they may take up their roles in coordinating relevant governmental and non-governmental institutions and in monitoring the situation of children. The councils/commissions and other relevant institutions were also supported by UNICEF in preparing analytical studies on the situation of children, especially the most vulnerable. UNICEF and partners conducted three SitAns in UAE, Bahrain and Kuwait.

Several Gulf countries realized the importance of having updated and accessible information on children and started MICS surveys, conducting analytical studies on children and establishing databases on children and women. UNICEF needs to continue its work in this area to ensure that all Gulf countries have the information they need on their children to enable them to develop appropriate policies and legislation and to establish necessary programmes and services.

UNICEF has also been supporting some Gulf countries in using the results of the analytical studies on children to develop policies/strategies for the wellbeing of children. Two countries (UAE and Bahrain) were supported in developing their national childhood strategies that identify priorities of action to ensure the attainment of rights for all children while focusing on special groups of vulnerable children.

UNICEF supported several awareness raising campaigns on child rights in UAE and KSA, reaching children, the public, including parents, and media.

Met

IR 3780/A0/05/334/006 Parents' Awareness on ECD - Inactive IR is raised.

Progress: In the final stages of project implementation, a website for the National Childhood Committee (NCC) was launched by the Minister of Education, with 60 messages. The messages are divided by month, i.e., 60 messages for 60 months, or five years, with the content of each message relevant to the child’s age. GAO adopted a mix of strategies in the implementation: knowledge management strategy to make the information available to beneficiaries; advocacy strategy on the importance of early child care and development stage; and Communication for Development to work towards behavioural change of attitudes.

On-track

IR 3780/A0/05/334/007 By end of 2013, policy makers and childhood professionals in Kuwait have a reference study that assesses and analyses the situation of children.

Progress: UNICEF advocated for the importance of conducting an analysis of the situation for children in Kuwait (a SitAn) to inform policy makers and childhood professionals on the main challenges facing vulnerable children in Kuwait. Consequently, UNICEF secured funding and partnered with the Ministry of Social Affairs and Labour (MoSAL) to conduct the analytical study.

GAO raised the capacity of members of the technical committee and working groups who were assigned to work on the SitAn by teaching them of the Convention of the Rights of the Child (CRC). Consultations and focus group discussions with different groups of children and adolescents were conducted to raise their awareness on their rights as per the CRC and to identify their needs and aspiration for inclusion in the analytical study and to assist policy planners and decision makers in developing child sensitive policies and programmes. Consultations covered the most disadvantaged children, such as children with disabilities, stateless children (Bidoon), expatriate children, children in conflict with the law and children living in institutional care. 150 girls and boys were reached, and consultations with mothers also took place.

The first draft of the SitAn was completed in 2013; however UNICEF is waiting to hold discussions with the national representatives to analyse the causes and bottlenecks that hinder some vulnerable groups of children from attaining their rights and to validate information in the first draft. The implementation process faced delays due to the political situation in Kuwait that entailed dissolving of the Parliament, which caused several changes in the government, hence changes in the designation of focal persons to the study. As UNICEF has not a country office in Kuwait, it may have been more effective if UNICEF partnered with another UN agency that has in-country presence to assist in the logistical aspects and on-ground project administration.

In its discussions with the Kuwaiti government on their periodic CRC report, the Committee on the Rights of the Child included in the concluding observations several recommendations that UNICEF suggested in the draft SitAn. These observations could be used as advocacy tools to establish a programme of cooperation with the government of Kuwait.
presently indicators and need to be disaggregated to accurately identify although UAE into up corporate sector. Results of household surveys like the Multiple Cluster Indicator Survey (MICS4) and child related surveys c children by influencing the knowledge between national institutions. The database will be used as an advocacy tool to attract financial and other resourc as essential conditions to monitoring the International Day took place to launch UAE Info by SCMC and DSC. This in terms of partnership, UNICEF fostered national and UNICEF supported the Supreme Council for Motherhood and Childhood (SCMC) and The General Women’s Union (GWU) in establishing a database that includes data and indicators on children and women: UAE Info. UAE Info was established and launched in cooperation with the Dubai Statistics Centre (DSA).

Capacity development on establishing and maintaining the database for GWU and SCMC took place to ensure that staff is able to maintain and update UAEInfo. GAO facilitated the training of three staff drawn from GWU and SCMC through orientation sessions by UNICEF regional experts; attendance at regional workshops on DevInfo; and through partnership with Dubai Statistics Center, where the latter assisted SCMC in establishing the data base and train three staff on maintaining and updating UAE Info. The programme resulted in building a national team of three staff on DevInfo and national ownership for the data collected.

In terms of partnership, UNICEF fostered national and local ownership of UAE Info. A press conference on the occasion of Children’s International Day took place to launch UAE Info by SCMC and DSC. This project reaffirms the importance of mobilizing national ownership as essential conditions to monitoring the situation of the child and in achieving the MDGs. Having UAE Info also improves the exchange of knowledge between national institutions. The database will be used as an advocacy tool to attract financial and other resources for children by influencing the decisions of governments regarding allocation and by mobilizing additional resources from foundations and the corporate sector. Results of household surveys like the Multiple Cluster Indicator Survey (MICS4) and child related surveys can feed also into updating the database with a larger number of child indicators.

Although UAE Info has been established and launched, it is still considered an initial database with a limited number of childhood indicators and need to be disaggregated to accurately identify the most disadvantaged children. Moreover, the database content is presently poor in sensitive child indicators, especially those related to child protection. More partnerships should be established with concerned institutions to share important information that could enrich this national database. Also, knowledge sharing would be an
effective strategy in ensuring the sustainability of updating the database.

**IR 3780/A0/05/334/014** By end of 2013 national authorities in UAE & Bahrain finalize, endorse, and launch the national childhood strategies that were developed in 2011.

**Progress:** Based on results of SitAns and informed by evidence, UNICEF provided technical assistance to UAE and Bahrain in developing their national childhood strategies (NCS) in order to identify priorities of policies, legislation, programmes, and services to create a safe and supportive environment that contribute to guaranteeing the rights of all children. The NCS of Bahrain was launched in the third quarter of 2013 and NCS UAE launch is scheduled to take place early 2014.

The evidence-based strategies were also drawn from the involvement of children themselves (200 children, 50% males and 50% females) as right-holders, in the framework of national consultations led by children and adolescents and where the latter expressed their views and concerns on issues that affect them.

In the UAE, UNICEF partnered with the GWU and SCMC, in addition to 45 institutions from different sectors. Subsequently, a national consultation, with approximately 150 representatives from relevant governmental and non-governmental institutions at the Federal and Emirate levels, took place to review and discuss the preliminary draft strategy and develop a final strategy document. UNICEF followed a similar process in Bahrain to develop the national childhood strategy in partnership with UNDP Bahrain office, the National Childhood Commission, and the Ministry of Social Development and Human Rights (MoSD).

Through the strategy development process, UNICEF contributed to the improvement of public policy development to realize the rights of children and women and pro-actively engaged a wide array of national stakeholders. The strategy will eventually ensure the use of available resources is maximized for children.

**IR 3780/A0/05/334/015** By end of 2013, policy makers and childhood professionals in KSA have a reference study that assesses and analyses the situation of children.

**Progress:** UNICEF has forged a strategic partnership with NCC and the National Safety Programme (NSP) to prepare a SitAn in Saudi Arabia, with clearly assigned roles and responsibilities. Deliverables include producing a reference study, evidence based and equity focused, to reflect the situation of children in Saudi Arabia with recommendations to be shared with policy makers to highlight gaps, challenges, bottlenecks, and ways forward. The study will be annexed with a policy brief for policy makers, as well as a summary report. A research firm was contracted to develop a SitAn with technical support from UNICEF and administrative support from NCC. Implementation will start early 2014.

GAO advocated for conducting a Situation Analysis at the highest level, including with Prince Faisal bin Abdullah, the MoE and Princess Adelah, the President of NSP.

**IR 3780/A0/05/334/016** By end of 2013, national institutions and policy makers have results of MICS4 survey as baseline for monitoring the situation of children in UAE

**Progress:** UNICEF has been advocating with strategic partners on the importance of implementing a household survey, the MICS4, to provide policy makers with information and indicators on children in UAE. Based on the results of SitAn 2010 and the country needs assessment conducted by UNICEF’s Middle East and North Africa Regional Office (MENARO) in 2010, UNICEF, GWU, SCMC and the National Bureau of Statistics (NBS) agreed to support the implementation of MICS4. Consequently, GWU allocated necessary funds for its implementation. It was planned to implement the survey in 2012-2013 and all preparatory work had been done, including letters of agreement (LOA), formulation of committees, funds secured, etc. However; the lack of the master sampling frame hindered the implementation process.

UNICEF, with the support of UNICEF MENARO, mobilized technical experts at the regional level and with in-country visits for the MICS Regional Coordinator to support partners and provide guidance and technical assistance for the preparation, implementation and completion of MICS4. The strategy of capacity development in MICS4 resulted in raising the capacity of technical staff from NBS, the implementing partner, and others institutions. This reaffirms the importance of capacity development and national ownership as essential conditions to achieving the MDGs. In terms of partnership, UNICEF fostered national and local ownership and capacity-building to realize children’s rights and gender equality to achieve sustainable development. This also involved the government in and ownership of the equity agenda.

A sampling expert mobilized by MENARO in March 2013 assisted NBS in evaluating the existing information (establishment surveys at the level of the individual Emirates), adopted a specified frame for each Emirate and prepared a timetable for implementation to update the local and master sampling frames. Once the master sampling frame is ready, field implementation should start early 2014.
PC 333 - Child Protection

On-track

PCR 3780/A0/05/333 By end of 2013, the national system on child protection is strengthened to better address child protection issues including juveniles and victims of abuse, violence, neglect, and exploitation

Progress: UNICEF addressed the enabling environment for child protection by supporting two countries in the Gulf (UAE and KSA) to strengthen their national child protection systems. In UAE information were collected in relation to gaps in the laws, policies, regulations, services, capacities, monitoring, and oversight needed across all social sectors—especially social welfare, education, health, security, and justice—to prevent and respond to protection-related risks in order to strengthen the child protection systems. UAE is to devise an investment plan based on the results of the gap assessment. In Saudi Arabia, GAO is supporting the National Childhood Commission in developing a comprehensive manual/guide on the national procedures for child protection in Saudi Arabia.

On-track

IR 3780/A0/05/333/002 By end of 2013, capacities of school staff in KSA on the early detection and intervention of child abuse cases is developed.

Progress: The training package on early detection and intervention of child abuse (two manuals for trainers and two manuals for trainees) was produced, assessed, and tested. A network of professionals in the child protection field was formed, and an introductory brochure on the project was produced. Capacity building was conducted, with 53 teachers from 13 provinces of the Kingdom trained on the manual and designated as Trainers-of-Trainers (ToT). Eighty-seven additional beneficiaries will receive the training and will be added to the ToT team, for a total of 140 beneficiaries, with equal numbers male and female. These ToTs will receive two refreshment workshops to be conducted in the first quarter of 2014 to refresh their knowledge. A training plan has been prepared for the 140 trainers to conduct three training workshops each, for a total of 420 workshops. As each workshop will target 25 beneficiaries, 10,500 will benefit. The network will then be activated on line for further registration of beneficiaries. The project experienced delays in implementation, as various approvals from various departments in MoE need to be granted and repeated reviews and feedback completed before the manual could be launched.

On-track

IR 3780/A0/05/333/004 By end of 2013, national institutions and policy makers in KSA would have developed their national systems/procedures on child protection and identified the gaps in child protection services.

Progress: UNICEF, in consultation with NCC, recruited a consultancy firm to produce the manual on child protection with technical support from UNICEF and administrative support from NCC. The conceptual framework, detailed proposed methodology, and outlines & timeframe of the study are to be produced early 2014. GAO adopted the Knowledge Management strategy in providing policy makers with appropriate and sufficient information on procedural data related to child protection systems. The initial stages of implementation required lengthy negotiation with the partner in making a decision on the scope and deliverable of the project, causing changes in the Annual Work Plan (AWP). GAO advocated for conducting mapping of the overall child protection system as well as a gap analytical study with recommendations in the child protection system, while the partner required a manual/guide on the procedural systems within and among ministries. A compromise reached to implement the mapping as part of the SitAn and final agreement is reached to produce the map without the gap analysis study. GAO recruited a Saudi national partner for better accessibility of local data on child protection.

On-track

IR 3780/A0/05/333/005 By end of 2013, national institutions and policy makers in UAE have knowledge on the gaps in child protection laws, legislation and services.

Progress: According to the recommendations of the study on the situation analysis of children in UAE (2010), the national child protection system in UAE needs to be strengthened. Since then, UNICEF has advocated with relevant strategic partners for the importance of assessing the national child protection system in the UAE in order to strengthen it, enabling the country to properly respond to cases of child abuse, violence and exploitation. Subsequently, UNICEF, SCMC, GWU, the Ministry of Interior (MoI) and the Emirates Centre for Strategic Studies and Research (ECSSR) forged a partnership to start the process of assessing the national child protection system using a Toolkit that was developed by UNICEF to map and assess child protection systems globally.

A mix of strategies has been used to achieve aspired results. In relation to capacity development, 35 representatives from relevant governmental and non-governmental institutions were built on assessing child protection systems and on child protection global trends. In addition, the capacity of a team of 7 researchers from the Emirates Center for Strategic Studies and Research (ECSSR) was built on data collection using UNICEF's toolkit for assessing child protection systems. A special webmail was created for the 35 representatives where information and updated materials on child protection is shared.
The choice of strategic partners was effective; having MoI on board as a partner is essential, because MoI is carrying the child protection umbrella in UAE and pushed for drafting the child rights law. ECSSR, a national research centre, took the responsibility of collecting the data. ECSSR started collecting data after receiving appropriate training and is expected to consolidate the toolkit and submit it in early 2014.

Once data is received by ECSSR, a report will be prepared in 2014 to be the base for preparing investment plans for strengthening the child protection systems in two Emirates. It is noteworthy that the UAE is the first state in the Gulf to adopt this approach. The toolkit has been translated into Arabic by the Government of UAE and was shared with MENA countries for potential use.

### PC 334 - Adolescent empowerment

**PCR 3780/A0/05/338** By end of 2013, caregivers are more empowered in ways to improve care for children and their interaction with them and enrich the environment in which children live. Provide continuous care and support needed for child growth and development. By 2013, manuals on "Early Childhood Development" and "Better Parenting" are amended as per the culture of UAE and are adopted by institutions concerned with childhood.

**Progress:**

Moved to 2014-2015 Rolling Plan because funds unavailable.

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**IR 3780/A0/05/338/001** By end of 2013, caregivers are more empowered in ways to improve care for children and their interaction with them and enrich the environment in which children live. Provide continuous care and support needed for child growth and development. By 2013, manuals on "Early Childhood Development" and "Better Parenting" are amended as per the culture of UAE and are adopted by institutions concerned with childhood.

**Progress:** Moved to 2014-2015 Rolling Plan because funds unavailable.

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### PC 343 - Adolescents are more capable to prevent themselves and people around them from injuries

**PCR 3780/A0/05/222** Injury Prevention Care and Support. Governments and child care providers will be able to implement the Injury Prevention Project.

**IR 3780/A0/05/222/004**

**On-track**

**PCR 3780/A0/05/336** By end of 2013, adolescents’ awareness on leading healthy lifestyles is raised through school peer education initiatives.

**Progress:** UNICEF has been addressing several healthy life style issues in UAE to ensure that social and cultural practices and beliefs among adolescents, their parents and school staff are supportive to adopting healthier life styles and in fostering safer environment to reduce child injuries.

UNICEF enhanced the knowledge and understanding of the causes and consequences of child injuries and preventive measures of 200 students in the UAE (aged 12-15 years) and empowered them with life skills to enable them to become proactive in reducing the incidence of accidents and injuries in their schools and communities. This was evidenced by the number of awareness raising initiatives the students accomplished in their respective schools and communities, reaching 18,000 students, school staff and parents between 2011 and 2012. UNICEF also enhanced the capacities of 4,844 students (2,222 boys; 2,622 girls) and 779 school staff and parents on how to lead a healthy lifestyle through the implementation of two phases of a Child Obesity Prevention Project (Phase I in 2012; Phase II in 2013). Phase III of the project will continue until June 2014, to reach a further 1,500 children. In addition, a Step-by-Step Programme Guide, along with a training manual, will be completed and distributed to the health and education authorities. UNICEF will provide training to the government authorities on implementing the project to mainstream across all government secondary schools in the UAE.

UNICEF is advocating for replicating these initiatives in other Gulf countries and in adopting a more comprehensive life-skills-based education approach as an interactive, educational methodology that focuses on transmitting knowledge, shaping attitudes and developing interpersonal skills. A proposal has been submitted to the different Gulf countries and discussion will be initiated and a work plan finalized in 2014.

**IR 3780/A0/05/336/001** By end of 2013, adolescent students are more capable to prevent themselves and people around them from injuries (road traffic accidents, falls, poisoning, drowning, etc.).

**Progress:** Child injuries in the UAE is the leading cause of death and disability amongst children and adolescents. UNICEF has been advocating for the participation of adolescents in planning and implementing youth-led peer injury prevention initiatives. Following the
success of Phase I of the project in raising awareness of 9,000 students, staff and parents in Dubai on child injury prevention in 2011, UNICEF continued its work alongside its partners DHA (Dubai Health Authority) and MoE to reach larger numbers of students, school staff and parents. UNICEF provided capacity development training workshops to 103 adolescents (aged 12 to 15 years) from 19 government schools in 2 Emirates (Dubai and Sharjah) to train them on designing and creating their own awareness raising initiatives in their schools and communities. UNICEF enhanced students’ knowledge and understanding of the causes and consequences of child injuries and preventive measures, and empowered them with life skills to enable them to become proactive in reducing the incidence of accidents and injuries in their schools and communities. This was evidenced by the number of awareness raising initiatives students accomplished in their respective schools and communities reaching additional 9,000 students, school staff and parents in 2012. It is worth noting that UNICEF has reached all secondary school students in the Emirate of Dubai, and approximately 30% of school students in the Emirate of Sharjah.

This project follows the Human Based Approach (HRBA) for programming by advocating for the protection of children from accidents and injuries and promoting the participation of children in issues related to their protection and wellbeing. To ensure gender equality, the project recruited 9 girls’ and 10 boys’ schools training a total 54 boys and 40 girls to educate their respective peers and communities.

On-track

IR 3780/A0/05/336/002 By end of 2013, adolescent students and school staff (principals, teachers, and nurses) are more aware of the importance of health education and physical activities to prevent obesity.

Progress: Due to the increased prevalence of obesity due to unhealthy eating habits and decreased physical activity levels in the UAE, UNICEF partnered with GWU, SCMC, MoE, Abu Dhabi Education Council (ADEC) and SEHA ambulatory health services to implement a child obesity prevention project in 12 government secondary schools across the UAE (6 boys and 6 girls schools). UNICEF enhanced the capacities of 4,844 students (2,222 boys; 2,622 girls) and 779 school staff and parents on how to lead a healthy lifestyle. The effectiveness of the project was evaluated using pre- and post- assessments, and results were disseminated in a report and press conference. Results showed that students’ knowledge of healthy eating and activity increased (males by 6%; females by 19%) and reduced their % fat levels (2.5% males; 0.7% females). The project will continue until June 2014 where a Step-by-Step Programme Guide, along with a training manual will be completed and distributed to the health and education authorities. UNICEF will provide training to the government authorities on implementing the project to mainstream across all government secondary schools in the UAE.

Although the Child Obesity Prevention Project achieved the objectives set in raising the awareness of students to lead a healthy lifestyle, there were some delays due to the different agendas, policies, and procedures that the health and education authorities serving each Emirate have. A unified anti-obesity programme in schools (through the Guide and training) will work on providing a unified approach to implementing the programme across all schools in the UAE.

On-track

IR 3780/A0/05/336/003 By end of 2013, university students in Dubai and Sharjah have increased awareness on HIV/AIDS.

Progress: A knowledge, attitudes and practices survey by UNICEF, in collaboration with the Ministry of Health, collected from 3,359 university students (2,408 female; 860 male) in the UAE in 2011 showed that only 50% of students had good knowledge of HIV/AIDS and 40% had highly stigmatised attitudes to HIV/AIDS. In an effort to reduce the gaps in knowledge and increase the awareness of young people on HIV/AIDS, GAO signed an agreement with the American University in Dubai (AUD) to set up a ‘Peer Health Educator (PHE) Group’, GAO, along with the support of MENARO, trained nine PHE students and empowered them with the skills needed to raise awareness of HIV/AIDS within their communities. A training manual/guide was developed by the AUD PHEs, and two other universities in Dubai and Sharjah were added to the project (Sharjah and Zayed Universities). In 2013, a further 20 PHEs were recruited and trained to increase the awareness of students and staff within their universities on HIV/AIDS.

A post-knowledge and attitudes survey was planned in 2013 to assess students’ level of knowledge on HIV/AIDS, following the students’ awareness raising activities. However, due to the sensitivity of the topic, there were delays in receiving approvals from universities in distributing the survey, and the survey will be distributed in early 2014 instead.

Discontinued

IR 3780/A0/05/336/004 Vitamin D Def. Awareness Raising

Progress:

No Funds Allocated. Discontinued

Met

IR 3780/A0/05/336/005 By end of 2013, policy makers’ knowledge on the causes and effects of obesity on children and young people in Saudi Arabia. The capacities of the non-government partner (KAYL) is empowered to lead the initiative in Saudi Arabia.

Progress: In 2013, UNICEF, as a member of the UNCT, cooperated with and provided technical support to KAYL, a NGO that combats obesity. Sixty policy makers were exposed to information on the situation of child obesity in Saudi Arabia and to best practices from the Gulf and regional experiences on obesity prevention. In addition five booklets on healthy eating habits were produced and printed –
3,200 each - for distribution to young people. A couple of roll ups and awareness materials on KAYL were also produced and printed for awareness raising purposes.

GAO adopted advocacy and communication to promote positive behaviour and social change and motivate adolescents to follow healthy lifestyles. Knowledge management is also followed by providing awareness materials disseminated to the public. Multi partners are involved in this project including the UN agencies, governmental bodies, and voluntary groups to implement a specific target. However, signing the MoU with KAYL has been delayed by MoSA and this caused printing materials without UNICEF’s clearance on insertion of logo. In the coming programme cycle, GAO will enhance and promote adolescent development and will support the generation of knowledge and the sharing of global best practices to develop an effective life-skills programme. This programme will aim to increase opportunities for the participation of adolescents and increase their awareness of the benefits of adopting a healthy lifestyle. It will also enhance their ability to make healthier choices (for prevention of obesity, injury and HIV/AIDS) and resist pressures to adopt harmful or risky behaviours. At the same time it will improve their conflict resolution skills. Social media and mobile technology will promote interactive learning.

**PC 335 - Cross-sectoral costs**

Cross-sectoral costs will support the management of the overall programme, including planning and coordination, M&E, media outreach and strengthened information management. It will be used to support staff and non-staff cross-cutting costs, including one international professional social policy specialist post, national staff, office equipment, operations, communications, staff training, travel, and logistics.

**Progress:** In 2013 cross-sectoral costs supported the management of the overall programme and achieved the set results.

**IR 3780/A0/05/336/006** By the end of 2013, an action plan on the implementation of the anti-bullying project and its harmful effects in a number of schools in the UAE will be ready for health and education policy makers.

**Progress:** According to the recommendations of the preliminary evaluation from the CFS Study (2013); the anti-bullying system in government schools in the UAE needs to be strengthened. UNICEF, SCMC, and GWU included this project in the 2013-2014 work plan. An anti-bullying anti-violence seminar is planned to be held in 2014; it aims to bring international best practices and lessons learnt to help in developing an action plan on the implementation of the anti-bullying project in a number of government schools in the UAE.

**IR 3780/A0/05/335/004** UNICEF’s people effectively deliver results for children and women

**Progress:** Existing expertise achieved the required results for the children, as per the 2013 AMP.

**IR 3780/A0/05/335/005** By end of 2013, GAO’s equity-based approach and advocacy in the Gulf are better introduced.

**Progress:** Sixty Saudi policy makers gathered during a round table session on Child Protection and Social Protection: Linkages and Opportunities and discussed the synergies between child protection and social protection systems: mechanisms for integrated policies for the most vulnerable children. The seminar resulted in the production of a recommendation report, which outlined the next required steps to strengthen both systems and their synergies.

The capacity of 60 policy makers from four Gulf countries was built through a training workshop on Child Sensitive Social Protection, with financial & technical support from the RO. By the end of the seminar, participants had a deeper understanding of social protection; awareness of key issues to be taken into consideration when choosing and designing inclusive child-sensitive social protection and the development of context-specific social protection systems; and identified Gulf country-specific priorities for child-sensitive social protection.

**IR 3780/A0/05/335/006** Salaries of programme and admin support staff

**Progress:** The GAO structure was developed to maximize existing expertise to achieve the required results for the children; therefore the main structure was kept with no changes in 2013. The office achieved 100% completion of Performance Assessment (PAS & EPAS). All HR related actions were completed and accurate.
IR 3780/A0/05/335/007 New Element

Progress: N/A

PCR 3780/A0/05/800 Office governance systems and financial resources are managed efficiently and effectively throughout the programme cycle.

Progress: GAO continued monitoring programme and budget performance through regular Country Management Team (CMT) meetings and VISION Performance Management. Performance indicators were monitored through VISION Managers Dashboard and Country Reports. All office statutory committees met regularly and functioned in 2013. GAO continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets.

IR 3780/A0/05/800/001 Adequate governance structures and oversight,

Progress: A new Table of Authority, which reflects the changes was prepared and approved as per the guidelines issued in the last quarter of 2012. After the approval of the new ToA, all staff members were informed in writing about their responsibilities. All statutory committees met regularly and functioned well in 2013. CMT has taken the initiative to improve management performance

IR 3780/A0/05/800/002 Safeguarding the financial and other assets of the organization by maintaining and improving financial and administrative systems and procedures to ensure efficient, timely, cost-effective and transparent utilization of these resources

Progress: The Office continues to make effective use of its bank optimization and cash forecasting tools and has performed very well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. Deadlines on bank reconciliations and bank optimization targets were met. The CMT reviews the red flag areas, including Programme Budget Allotment (PBA) expiry, Direct Cash Transfer (DCT) liquidations, and programme implementation level of expenditures. In 2013, GAO liquidated all outstanding DCT and by December 2013. As of 31 December 2014, the Institutional Budget (IB) was utilized at 100%

IR 3780/A0/05/800/003 UNICEF’s people effectively deliver results for children and women

Progress: The Local Training Committee held scheduled meetings in 2013. The committee reviewed the training needs of the staff and made recommendations to the Representative. Relevant staff members participated in most of the regional trainings/workshops in due course. Overtime was avoided as far as possible and compensatory time-off was utilized except drivers. Local administrative and human resources matters of general concern to the staff were discussed in the local JCC, CMT. E-PAS and PAS for all staff were completed on time.

IR 3780/A0/05/800/888 UNICEF’s people effectively deliver results for children and women

Progress: The GAO structure was developed to maximize existing expertise to achieve the required results for the children. The main structure was kept with no changes in 2013. The office achieved 100% completion of Performance Assessment (PAS & EPAS). All HR related actions were completed and accurate.
Effective Governance Structure

Based on the 2013 work plans, the key programme results and operational priorities articulated in the Annual Management Plan (AMP) were built to focus on strengthening knowledge management systems and adolescents’ development and participation. The AMP identified the programmatic and operational mechanisms to reach those priorities.

GAO developed a risk-informed set of programme and management indicators to focus on the following:

- Assess the situation of children, so as to identify barriers and bottlenecks and highlight the areas of inequality;
- Strengthen partnerships with donors and partners to leverage resources for children; and
- Advocate for equal rights in both development and humanitarian settings through the effective and efficient use of UNICEF’s financial and human resources.

The indicators were reviewed by the CMT on a quarterly basis, measuring the office performance against results, and identifying areas for improvement.

The CMT met eight times in 2013, reviewing office efficiency against the office programme and management indicators and the manager dashboard. The GAO Representative invited all staff to the CMT meetings to ensure that all staff understood the office objectives and priorities. The CMT reviewed the office work processes, Visual Integrated System of Information (VISION) role distribution, Segregation of Duties (SOD) conflict report, Risk and Control Self-assessment (RCSA) library and updates, audit recommendations, donor reporting, DCT liquidations, staff welfare, and security situation in the Gulf countries. All audit recommendations in 2011 are closed and regularly reviewed during the CMT meetings (three recommendations on a quarterly basis).

The RCSA library was updated and the key areas were uploaded to VISION Risk Assessment module. These areas highlighted the most challenging risks the office is facing being in High Income Countries.

GAO retreat meeting was held on 8 December and was dedicated to explaining to the staff the new outcomes set for the new programme cycle of 2014-2017.

The Office has a number of governance committees: Contract Review Committee (CRC), Property Survey Board (PSB), Local Training Committee (LTC), Local Central Review Body (LCRB), and Local Joint Consultative Committee (LJCC). The frequency of the committees meetings depended on the office requirements so that the office functioned at the highest level of efficiency.

Given the small size of the office and the limited number of staff, roles distribution remained a challenge that was addressed by developing risk-informed work processes and explaining to staff their specific role and what are the mitigation measures applied to minimize the risk. The AMP includes the ToA and the work processes. During the retreat, staff were briefed again on the work processes to enrich their knowledge of the office and organization procedures and policies.

Strategic Risk Management

The risk assessment update, Business Continuity Plan (BCP) update and Early Warning Early Action (EWEA) updates are all included in GAO’s management indicators list, which is reviewed quarterly. Action plans were monitored during the CMT meetings.

GAO has updated its RCSA library as part of its regular activities. No new risks were identified in the review, and some risks were resolved. The action plan for the remaining risks were reviewed and updated accordingly. The significant risks were added to the VISION ERM (risk assessment module) and their action plans were addressed in the office AMP.

The office role distribution and ToA reflects the office risk tolerance and its ability to manage risks. The BCP was updated and tested in 2013, with few recommendations, to ensure timely response to changes. The office planned to develop an EWEA plan in 2013 and requested assistance from RO in this regard.
However given the situation of the Gulf countries, there was no page for GAO on the EWEA and the need to have an EWEA was not crucial.

**Evaluation**

During the current GAO programme cycle (2010-2013), Integrated Monitoring and Evaluation Plans (IMEPs) were developed on a yearly basis and regularly monitored during programme meetings. GAO structure does not include M&E-dedicated staff; therefore the office obtained such capacities from external institutes or consultants to cover the gap. Directions to consultants were provided by programme staff and follow up with consultants was encouraged through CMT meetings.

During the current programme cycle, three SitAns were prepared in UAE, Bahrain and Kuwait (still in draft form) and a SitAn in Saudi Arabia is underway. An MICS4 in Qatar was conducted and the report published. Preparatory work for a MICS4 in UAE has started in anticipation of field implementation beginning in early 2014. Two evaluation studies were completed on Child Obesity Prevention and Child Injury Prevention. An assessment on Children Previously Used as Camel Jockeys was conducted and disseminated. The data collection phase to assess the national child protection system in UAE has been finalized; the synthesis and report production will be undertaken in early 2014.

Reporting on child-related indicators on Country Report on Indicators for the Goals 2014 (CRING) for the MDGs was undertaken on a yearly basis and any inquiries related to children in the Gulf were provided when available.

GAO evaluates the office performance by monitoring implementation using a set of indicators developed at the beginning of the every year and the managers’ dashboard as a tool to identify areas for improvement. Annual retreats were conducted to discuss global trends and programme, operations and RM achievements, challenges and way forward.

Yearly AMPS were produced with clearly identified duties, processes, budgets and key results.

**Effective Use of Information and Communication Technology**

The Regional Information and Communication Technology (ICT) HUB in MENARO provides IT support remotely for GAO offices, supplemented in 2013 by four visits by MENARO Regional HUB IT officer to the Gulf office. The core business applications, mainly VISION and Lotus Notes, are accessed remotely using various IT tools such as Office IPSec connection, CITRIX, and the VPN client.

GAO offices in Riyadh and Dubai have a standard UNICEF Country Office ICT Infrastructure consistent with the organizational IT policy, while Abu Dhabi office has a small office with light infrastructure. Connectivity is provided through 4MB leased lines from a local internet service provider (ISP) in Saudi Arabia & Dubai and a DSL connection in Abu Dhabi Wireless 3G connections, as backup, guest access, and Business Continuity (BC), are also available in the three offices. HQ rollouts were applied in a timely manner and scheduled mainly during the visits of the ICT Officer. Computer hardware being used in the office is as per UNICEF’s standards and meets the current requirements and configurations of UNICEF standards.

BC BGAN Satellite terminals and Thuraya sets are available, which can be utilized for voice and data connectivity in case of emergency. Corporate e-mail access over BlackBerry and Smart phones are also maintained for the office staff.

Efforts are made with UN agencies in Saudi Arabia and UAE to contact ISP and telecom providers as a one-UN team to ensure competitive prices and services are provided. In Saudi Arabia, the UN building has provided GAO the opportunity to access common services as part of the business continuity, such as photocopiers, wireless access, on-site IT support, etc.

As part of the office strategy and UNICEF strategy for cost savings, the office promoted the use of free tools,
such as VOIP, Skype, and Webex for communicating in CMTs and daily work. Upgrades of hardware are limited to essential needs only. Obsolete equipment was submitted to the Property Survey Board (PSB) for proper disposal at the year end.

The office will continue on relying on the ICT support provided from MENARO as the office application servers are hosted there.

**Fund-raising and Donor Relations**

Overall, US$82 million was raised from the Gulf donors in 2013, of which US$1.5 million was RR to UNICEF HQ, US$18.9 million was OR and US$61.6 million was ORE.

The GAO programme ceiling for the 2013 cycle was US$3 million, of which the office raised 55% through government contributions and private sector fund raising.

More than 95% of the funds were utilized before PBA expiry. GAO uses the manager’s dashboard and CMT meetings to monitor the funds and avoid unnecessary extensions, which resulted in submitting four donor reports submitted this year on time.

GAO uses the standardized template for donor reports that was developed following the MENA Donor Reporting Quality Assessment in 2010 and is in line with MENA Donor Quality Assurance Checklist and PARMO Donor Reports guidelines.

The new RM structure is to be fully implemented in 2014 and will include a Fundraising Officer (P-2) responsible for the funds management and contribution to ensure efficient monitoring of funds and timely reporting to donors.

**Management of Financial and Other Assets**

GAO received a ‘satisfactory’ rating in the area of operations during the last audit review in 2010. Continuous improvements are being introduced to maintain this rating for future audits.

GAO financial resources are inadequate, because three Gulf countries are not paying their funds commitment to the APD.

The Office used VISION tools for regular monitoring of financial and other assets. GAO relied completely on OR resources, which are carefully planned and closely monitored. Matching the planned resources to the planned results is one of the major challenges GAO is facing. GAO has a 27% shortfall of funding from the APD ceiling for year 2013, which requires prioritizing implementation of the planned results based on the availability of funds and the situation in the country. The utilization rate from the available OR funds was 53%, due to delays in implementing from partners and delays in signing the AWPs. The IB budget was utilized at 100%.

Bank reconciliations for five bank accounts were finalized on time regularly, and cash forecasts and monthly optimization reports were posted on the intranet regularly. All fundraising amounts received in our bank accounts that exceeded the office needs in disbursements were transferred to the cashier account.

CMT closely monitored the government contributions status, budget control & financial procedures, along with the 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. DCTs were fully liquidated in 2013 after several follow-ups with the implementing partner.

GAO introduced staff to a set of work processes to ensure efficiency in the response time and quality of the services provided. Further gains and cost efficiency are described in the efficiency part of the report.
Being in high-income countries (HIC), where the United Nations Development Assistance Framework (UNDAF) is not applicable, exemption for Harmonized Approach to Cash Transfer (HACT) implementation was obtained from the United Nations Development Group (UNDG) Regional Director for Arab States.

**Supply Management**

GAO serves in HICs; therefore, partners do not require UNICEF supply assistance as the governments are considered self-sufficient and usually provide supplies to other countries in need as donations. UNICEF Programmes in the Gulf does not include a supply component. Procurement is mainly made for technical expertise and consumable items.

GAO collaborated with other UN agencies to develop Long Term Agreements (LTAs) for office supplies and consumables.

GAO supplier database includes mainly individual and institutional contractors and office consumables suppliers. The database helps to streamline the contracting processes of the office to serve as technical assistance and to procure office consumables.

The Office 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).

**Human Resources**

GAO's structure was developed to maximize existing expertise to achieve the required results for children through a combination of international and local expertise, taking into consideration the office’s limited financial capacities. The office structure was changed in 2013 in the PFP section. Positions for a Fundraising Manager (corporate) (P4), Fundraising Officer (contribution management) (P2) were established and that of a Fundraising Specialist (P3) abolished, with a view to increase UNICEF’s capacity to leverage resources.

Based on the global, regional, and office priorities, GAO developed a Learning/ Training Plan to address gaps in the office staff competencies. Staff were encouraged to take e-learning courses and visit the iLearn website for hands on training. Completion of developmental output was monitored throughout the year in the Performance Appraisal System (PAS) & ePAS.

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

GOA achieved 100% completion of Performance Assessments (PAS & ePAS). The Performance Assessment (PAS/e-PAS) in a regular results-oriented discussion between staff and supervisors. Staff were involved in the revision of the RCSA library to ensure their understanding of the risk management.

All staff were aware of the Peer Support Volunteers (PSV). 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. GAO staff participated in the 2011 Global Staff Survey, where a number of areas were identified for improvement and strengthening. Improvement targets results from the Global Staff Survey were reviewed with all staff and addressed in the office improvement plan. Some of these areas were addressed in the office Risk library.

Staff in Riyadh attended the annual HIV-in-the-workplace orientation held by the UNDP, along with orientation on the CORONA virus.
Efficiency Gains and Cost Savings

During 2013 GAO implemented several measures to ensure that staff focused more on key strategic issues and programmatic work, rather than transaction processing, partly by ensuring staff were trained to deliver better results in transaction processing and procurement processing.

In 2013, GAO continued to reduce costs by outsourcing some services, eliminating overnight stays during travel when possible, using VOIP, receiving service donations, planning travel in advance to get better air fare rates, receiving in-kind support from partners for programme implementation (facilitators, catering, venue), rent free premises, and negotiating common shared services cost with UNDP.

Use of other UN Agencies long-term agreements or other UNICEF offices LTA (travel, stationery, hotel directory) proved to be an efficient way to reduce work load and staff time related to market research processes conducted by each agency separately.

GAO saved around US$329,000 in 2013 in the below areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Baseline (2012/actual cost) (US$)</th>
<th>Actual 2013 expenditure (US$)</th>
<th>Savings amount (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courier</td>
<td>20,000</td>
<td>0</td>
<td>20,000</td>
</tr>
<tr>
<td>Rent- free premises including security &amp; Common shared</td>
<td>349,000</td>
<td>40,000</td>
<td>309,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>329,000</strong></td>
</tr>
</tbody>
</table>

Changes in AMP & CPMP

As part of the preparation for the new Area Programme Document (APD), GAO prepared an Area Programme Management Plan (APMP) for the period 2014-2017. The APMP presented the structure and resource requirements needed to implement and achieve the goals and objectives of the APD, taking into account UNICEF regional and global priorities, particularly in sustaining partnerships for child rights in the Gulf and globally.

GAO proposed office and management structures aimed at providing an appropriate foundation for the modalities of cooperation between UNICEF and five Gulf countries. The modalities are tailored to respond to the distinctiveness of this area-based programme, where all the Gulf countries have graduated based on the Executive Board’s criteria for countries in transition.

The 2014 AMP will have significant changes in terms of office committees and role distribution due to the structural changes in the office.

Acronyms

- ADEC: Abu Dhabi Education Council
- AFESD: Arab Fund for Economic and Social Development
- AMP: Annual Management Plan
- APD: Area Programme Document
- APMP: Area Programme Management Plan
- AUD: American University of Dubai
- AWP: Annual Work Plan
- BADEA: Arab Bank for Economic Development in Africa
- BCP: Business Continuity Plan
- BGAN: Broadband Global Area Network
- CFS: Child Friendly Schools
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>CMT</td>
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<td>Convention on the Rights of the Child</td>
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**Document Centre**

**Evaluation**

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