Executive summary

In 2017, protracted conflict and internal political tension in Iraq continued to cause a complex and multi-layered humanitarian crisis that left 11 million people in need of humanitarian assistance, approximately half of them children. Throughout the year, armed violence intensified as the Government of Iraq re-took areas of the country held by Islamic State of Iraq and the Levant (ISIL).

In September 2017, the Kurdistan Regional Government’s referendum on independence was rejected by the Government of Iraq, which resulted in disruptions at internal border-crossing points. Movement of personnel and humanitarian supplies between the Kurdistan Region of Iraq and northern federal governorates became more challenging.

UNICEF continued to play a significant role in service delivery for conflict-affected children, through government and non-government partners. As a central part of its coordination role as lead UN agency for water, sanitation, and hygiene (WASH) and education clusters, the child protection sub-cluster and nutrition working group, UNICEF ensured clear strategies were in place to ensure results for children.

More than 95 per cent of UNICEF’s resources in 2017 were directed to humanitarian response. UNICEF’s strategy was adjusted in the first half of the year to ensure scale-up of services for larger numbers of children and families leaving western Mosul City. In a context of continued mass displacement, UNICEF Iraq surpassed its planned targets, including those for water supply, psychosocial support (PSS), nutrition screening, and the rapid response mechanism (RRM). These achievements were possible due to consequent adjustments in strategy to address large-scale displacements and the high rates of affected population. For example, after reports of malnourishment in the children leaving Mosul, UNICEF, the Ministry of Health (MoH) and nutrition partners began a rapid screening strategy where, between May and July, UNICEF provided financial support to mobile MoH teams who deployed to mustering and transit sites to ensure first-line services for children leaving besieged areas. Nearly 200,000 children were screened and referred to primary health centres (PHC) for specialised follow up as needed.

Lower market costs for supplies and services, including those obtained through private contractors, supported the humanitarian response, even in a constrained funding environment.

In many areas of Iraq, even those not affected by armed conflict, children lived in multi-dimensional poverty. This remained a grave concern for UNICEF. In addition to first-line emergency response, where the context allowed, UNICEF delivered resilience-building interventions. Countrywide, UNICEF continued to work with upstream partners, including the Government of Iraq, to bolster policies that ensure services that realize children’s rights. Progress in policy work remained constrained in many sectors, although positive change was seen with the validation of the National Child Protection Policy (NCPP) after more than five years of development.

As of November 2017, the rapid response mechanism consortium led by UNICEF, the World
Food Programme (WFP), and the UN Population Fund (UNFPA) reached more than 2.4 million people within 72 hours of their displacement with critical food, water and hygiene items. The RRM consortium also reached nearly 1.3 million vulnerable people in conflict-affected areas through the multi-sector emergency package (MSEP). Mobile child protection teams travelled to scattered or remote populations, offering psychological first aid and facilitating referral of critical cases to specialised service providers. By October 2017, more than 332,000 children had accessed UNICEF psychosocial support (PSS) programmes across the country. Temporary learning spaces were established in newly-constructed camps, offering protective spaces for formal and non-formal learning.

Gathering updated evidence about children in Iraq remained a challenge. A nationwide maternal neonatal and child health survey (MNCH) and a ‘cost of education’ study were carried out, supporting advocacy for investments in health and education services. UNICEF’s technical and financial support to federal and regional statistics offices continued, preparing for the planned round of the Multiple Cluster Indicator Survey (MICS-6) that will inform programming.

Operationally, the UN Business Operations Strategy (BOS) remained at the initial stages of implementation. UNICEF and UN partners in Iraq made significant strides toward more efficient and effective operations in 2017, including notable reduction in overheads through agreements for shared office and accommodation space.

**Humanitarian assistance**

In 2017 UNICEF responded to socio-political crises in Iraq, including the Syrian refugee crisis (ongoing since 2012), the Iraq internal displacement crisis (ongoing since 2014) and internal displacement after the Kurdistan independence referendum in September 2017. In November, UNICEF responded to an earthquake on the Iran-Iraq border measuring 7.3 on the Richter scale. In the second half of the year, UNICEF responded to increased number of cases of acute watery diarrhoea (AWD).

In 2017, more than 1 million people were newly-displaced from Ninewa following the February scale-up of military operations against ISIL. An additional 177,000 people were newly-displaced from Hawiga and western Anbar between July and September 2017. As a result of displacements, the number of children separated from caregivers increased. UNICEF undertook capacity-building for government staff working with these children, including in Mosul’s state care home, and led efforts for care and reunification for unaccompanied non-Iraqi children from families suspected of ISIL association.

Between October and December 2017, the internally displaced population in Iraq decreased from 3.2 million to 2.6 million individuals, with rates of return increasing as security improved. In the same time frame, the ‘returnee’ population increased from 2.2 million to 3.2 million. Many return areas lacked basic services and local government coordination was challenging due to the sensitive political context. UNICEF engaged with UN partners and the Government to develop targeted responses for returnees, and encouraged connected action between humanitarian and development agendas.

UNICEF and partners surpassed a range of planned humanitarian targets, including reaching large numbers of children and families with rapid response mechanism items, safe water, learning materials, psychosocial support (PSS) and specialised care services and nutrition screening and advice. UNICEF provided lifesaving services for more than 291,000 people in camps and settlements. The UNICEF, World Food Programme (WFP) and United Nations
Populations Fund (UNFPA) rapid response mechanism (RRM) met immediate needs of more than 2.4 million vulnerable people within 72 hours of displacement, providing dignity-raising packages and representing a critical bridge between the emergence of acute needs and deployment of first-line cluster assistance. The adoption of low-cost, high-impact interventions supported outreach despite a more constrained fundraising environment. Reductions in market prices for supplies and services through partners also contributed to these achievements.

UNICEF delivered more than 1,300 tonnes of water treatment materials countrywide, and undertook ‘quick fixes’ to conflict-damaged water supply networks in Mosul. This supported safe water provision for entire urban populations for several months and represented a one-time cost to UNICEF. UNICEF and partners adopted a ‘mobile team’ approach that enabled small teams of qualified staff to deliver psychosocial support to a significantly higher number of children than anticipated, while maintaining reduced overhead costs. More than 10,600 women and girls accessed gender-based violence (GBV)-related services and more than 75,700 community members participated in community-based trainings on gender-based violence issues.

UNICEF provided hygiene items and children’s winter clothes for 2,000 earthquake-affected families (6,000 children), and delivered temporary learning spaces that supported education for 3,800 students while comprehensive repairs to damaged schools commenced.

In response to the increased number of acute watery diarrhoea cases, UNICEF issued guidelines for risk assessments and water quality monitoring and supported partners to develop localised work plans aligned with the joint UN and Government of Iraq cholera preparedness and response plan. UNICEF stepped up awareness campaigns on safe treatment and storage of water and on good health and hygiene practices. More than 3,800 hygiene promoters, volunteers, and community mobilisers were trained and more than 65,000 children participated in hygiene promotion events, including for World Toilet Day.

UNICEF humanitarian action in Iraq complemented recovery and stabilization activities by enhancing preparedness and response capacity of state institutions and local actors. UNICEF played a substantial role in humanitarian response through its role as lead UN agency for WASH and education clusters, child protection sub-cluster, nutrition working group and co-lead of rapid response mechanism. UNICEF programming supported the humanitarian-development nexus, maintaining strong relationships with government partners at federal, regional, and local levels to strengthen institutional capacities in water conservation and resource management, educational planning through the devolved ‘school based management’ approach, and for the juvenile justice sector, among others. The community-based child protection approach built local capacity to manage child-related issues and strengthened existing services while reducing the ongoing support required from UNICEF and partners. UNICEF continued to facilitate government engagement with the cluster system through the Government’s federal and regional emergency coordination cells in Baghdad and Erbil.

**Equity in practice**

In support of resilience-building efforts, UNICEF Iraq provided cash assistance, based on a vulnerability approach, to strengthen the capacities of households to access life-sustaining support that responded to the needs of children with flexibility based on identified priorities. In 2017 UNICEF expanded its cash assistance to vulnerable children in Iraq, beginning support in Anbar and Ninewa governorates. In Mosul, as of November 2017, more than 1,280 children up to 12 years old were supported through a ‘child grant’ run in coordination with UNHCR as part of a broader multi-purpose cash programme. Nearly 2,200 children from households in Anbar
received cash support to cover their first semester of school. In the Kurdistan Region of Iraq, cash assistance in support of children’s enrolment and attendance at school reached more than 1,300 children.

**Emerging areas of importance**

### Refugee and migrant children

In 2017, UNICEF continued to respond to the needs of internally displaced Iraqi children and Syrian refugee children. Syrian refugees have been hosted in the three northern governorates of Dahuk, Erbil, and Sulaymaniyah since late 2012. In 2017 the Syrian refugee population was approximately 246,000, of which 43 per cent were children under 18 years old.

Despite the increased internal political tension between the federal and regional governments in Iraq after the September 2017 Kurdistan referendum on independence, no active conflict took place in Kurdistan Region of Iraq areas hosting refugees. Increased internal spending on defence, combined with a prolonged downturn in the economic situation, stretched the Kurdistan Regional Government’s (KRG) capacity to respond to refugee needs and limited the planned handover of service support from UNICEF and humanitarian partners to the KRG authorities. While the overall situation for refugees in Iraq was comparatively better than in other refugee-hosting countries in the region, the situation was deteriorating, particularly for those who could not obtain an income. Thirty seven per cent of refugees were estimated to be living below the poverty line. With approximately 40 per cent of Syrian refugees under the age of 18, the need for formal education access remained high. Although refugees in camps were comparatively well served in Iraq, those in host communities may not have had regular access to basic education, primary healthcare, regular safe water supply, or adequate sanitation.

Gathering of data on Syrian children in Iraq and on humanitarian response under the Regional Refugee and Resilience (3RP) Plan improved in 2017 as more response partners more regularly used the agreed upon data collection tool (ActivityInfo). Sector coordination teams conducted trainings for the more than 100 NGO and government partners across the country, increasing knowledge and understanding of the UN-wide tool. Challenges remained in relation to overall quality of reporting, including common understanding of agreed indicators and definitions. Data collection and information management from NGO partners was frequently challenged by high turnover rates among partner staff. In 2018, sector coordination staff will implement rounds of refresher training. UNICEF will continue to emphasise the importance of information consistency, and will refer to ActivityInfo and regular information-sharing in all agreements with partners.

Although constrained by significant funding shortfalls for the refugee response in 2017, UNICEF, with government and NGO partners, continued to supply safe water for more than 74,400 Syrian refugees, including 35,000 children, in eight refugee camps in Dahuk and Erbil. UNICEF also supported enhanced and expanded learning spaces for 21,900 Syrian refugee children in 27 camp and host community schools and e-Learning centres; and routine vaccination of children up to 15 years old, including those crossing the Syria-Iraq border. UNICEF ensured provision of nutrition services to 24,500 children in camps. Newborn monitoring and healthcare advice was provided to mothers through tent-to-tent newborn home service teams as part of UNICEF’s work to reduce child and maternal mortality. UNICEF and partners delivered psychosocial support to 27,000 Syrian refugee children (12,560 girls) and plans to deliver seasonal humanitarian assistance to 30,000 refugee children before the close of the winter of 2017.
UNICEF coordinated with UNHCR and government and NGO partners to enact more sustainable means of service delivery for refugees that increase community resilience and build capacity of government service providers. A ‘Sustainable Framework for Child Protection Programs’ was endorsed by the Child Protection Sub-Cluster in June 2017, and capacity building activities for governorate-level staff and community groups were implemented. Sustainable programming for child protection in refugee response focused on three areas: psychosocial support; programs through community based groups; and a case management approach to strengthen child-focused referral and service delivery through existing systems.

UNICEF’s advocacy contributed to the KRI Ministry of Education (MoE) issuing a formal directive to governorate-level education authorities that Syrian refugee children at Grade 1 are permitted to enrol in Kurdish language-medium schools. This change of policy in the KRI will increase equitable access to education for all children, as it will support social cohesion between Arabic-speaking Syrian refugee and Kurdish-speaking host community populations.

UNICEF concluded a skills-building project that trained 720 volunteers (half of them women) in minor repairs/fixing for water and sanitation facilities. The volunteers were linked to camp managements, supporting WASH operations and maintenance as part of resilience-building interventions.

**Summary notes and acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AI</td>
<td>ActivityInfo (UN wide data management tool)</td>
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<td>AOG</td>
<td>armed opposition groups</td>
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<td>AWD</td>
<td>acute watery diarrhoea</td>
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<td>BCP</td>
<td>business continuity plan</td>
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<td>BOS</td>
<td>Business Operations Strategy</td>
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<td>CFS</td>
<td>child-friendly space</td>
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<td>CMT</td>
<td>country management team</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CPAP</td>
<td>Country Programme Action Plan</td>
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<td>CPIE</td>
<td>child protection in emergencies</td>
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<td>CP</td>
<td>child protection</td>
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<td>CRB</td>
<td>Central Review Body</td>
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<td>CTF</td>
<td>cholera task force</td>
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<td>DCT</td>
<td>direct cash transfer</td>
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<td>DoE</td>
<td>Directorate of Education</td>
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<td>DHR</td>
<td>Division of Human Resources</td>
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<td>Directorates of Health</td>
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<td>DoLSA</td>
<td>Directorate of Labour and Social Affairs</td>
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<td>DSS</td>
<td>Department of Safety and Security</td>
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<td>eZHACT</td>
<td>Enhanced Harmonised Approach to Cash Transfer</td>
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<td>EPI</td>
<td>expanded program on immunization</td>
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<td>FGM</td>
<td>female genital mutilation</td>
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<td>GBV</td>
<td>gender-based violence</td>
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<td>GOI</td>
<td>Government of Iraq</td>
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<td>HACT</td>
<td>harmonised approach to cash transfer</td>
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<td>HRBA</td>
<td>human rights-based approach</td>
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<td>HPM</td>
<td>humanitarian performance monitoring</td>
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<td>HRP</td>
<td>humanitarian response plan</td>
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<td>Acronym</td>
<td>Description</td>
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<tr>
<td>IHPF</td>
<td>Iraq Humanitarian Pooled Fund</td>
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<td>IMEP</td>
<td>integrated monitoring and evaluation plan</td>
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<td>IMNCH</td>
<td>integrated maternal, neonatal and child health</td>
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<td>IPV</td>
<td>inactivated polio vaccine</td>
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<td>IP</td>
<td>implementing partner</td>
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<td>ISIS</td>
<td>Islamic State of Iraq and Syria</td>
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<tr>
<td>ISIL</td>
<td>Islamic State in Iraq and the Levant (an alternative name for the same group)</td>
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<td>IYCF</td>
<td>infant and young child feeding</td>
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<td>KRG</td>
<td>Kurdistan Regional Government</td>
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<td>KRI</td>
<td>Kurdistan Region of Iraq</td>
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<td>LoA</td>
<td>letter of agreement</td>
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<td>LoU</td>
<td>letter of understanding</td>
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<td>LTA</td>
<td>long-term agreement</td>
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<td>MICS</td>
<td>Multiple Indicator Cluster Survey</td>
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<td>Ministry of Education</td>
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<td>MoHE</td>
<td>Ministry of Higher Education</td>
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<td>MoP</td>
<td>Ministry of Planning</td>
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<td>MORSS</td>
<td>Minimum Operational Residential Security Standards</td>
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<td>MOSS</td>
<td>Minimum Operating Security Standards</td>
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<td>MoU</td>
<td>memorandum of understanding</td>
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<td>MRM</td>
<td>monitoring and reporting mechanism</td>
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<td>MSCR</td>
<td>Mission Security Clearance Request</td>
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<td>NVS</td>
<td>National Vaccines Cold Storage</td>
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<td>NWG</td>
<td>nutrition working group</td>
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<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
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<td>OIAI</td>
<td>Office of Internal Audit and Investigation</td>
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<td>OIP</td>
<td>Office Improvement Plan</td>
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<td>ORE</td>
<td>Other Resources-Emergency</td>
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<td>PCA</td>
<td>Programme Cooperation Agreements</td>
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<td>PHC</td>
<td>primary health care</td>
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<td>PHCC</td>
<td>primary health care centre</td>
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<td>PRS</td>
<td>poverty reduction strategy</td>
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<td>PSV</td>
<td>peer support volunteer</td>
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<td>PTA</td>
<td>parent teacher association</td>
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<td>RED</td>
<td>Reach Every District</td>
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<td>RMT</td>
<td>Regional Management Team</td>
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<td>RRM</td>
<td>rapid response mechanism</td>
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<td>RR</td>
<td>Regular Resources</td>
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<td>RWP</td>
<td>Rolling Work Plan</td>
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<td>SAIT</td>
<td>Security Awareness and Induction Training</td>
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<td>SAM</td>
<td>severe acute malnutrition</td>
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<td>SCPC</td>
<td>Single channel per carrier (VSAT)</td>
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<td>SitAn</td>
<td>situation analysis</td>
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<td>SRP</td>
<td>Strategic Response Plan</td>
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<td>SSFE</td>
<td>safe and secure approaches in field environments</td>
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<td>SSFA</td>
<td>small scale funding agreement</td>
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<td>SSI</td>
<td>Security Section in Iraq</td>
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<td>UNAMI</td>
<td>United Nations Assistance Mission for Iraq</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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Capacity development

Capacity development of national partners remained a core part of UNICEF programming in Iraq in 2017, in line with the Country Programme as well as with the Regional Refugee and Resilience Plan (3RP), and the ‘third line’ of the Iraq 2017 Humanitarian Response Plan (HRP).

Through close collaboration with relevant government water and municipal services bodies, UNICEF supported adoption of a ‘Smart City’ initiative that promotes improved national capacity for water conservation and management, combined with enhanced public access to water monitoring and online billing through e-Governance under joint initiatives as part of the Iraq Public Sector Modernization Project Phase II (IPSM-II).

Concerted efforts were made to increase devolution of authority from the Ministry of Education (MoE) to school-level bodies as part of the school-based management (SBM) approach. This approach includes significant capacity building pillars such as trainings for local communities, parents, and school administration staff, as well as teaching staff and principals, focusing on child-centred needs identification, planning, budgeting, implementation, and monitoring skills to build more child-focused and child-friendly learning environments.

UNICEF increased its focus on capacity of youth and adolescents with expansion of the adolescent development and participation (ADAP) programme into southern Iraq. Through the Ministry of Youth and Sport (MoYS) and local NGO partners, UNICEF trained youth and adolescents on peer-to-peer mentoring, use of social media to connect with young people and share positive messaging, and design awareness-raising campaigns on issues facing youth and adolescents in their local areas.

Evidence generation, policy dialogue and advocacy


UNICEF supported research on ‘push and pull factors’ for children associated with armed groups. Based on the research findings, UNICEF and partners developed a prevention and response strategy.

The Cost and Benefits of Education report analysed the negative impact that neglect of education can cause. The report findings supported UNICEF advocacy with the Government for
increased investment in education. UNICEF, UNHCR and OCHA mapped youth programming to support 2018 programming.

WHO, UNFPA, and UNICEF supported the Ministry of Health to finalize the Reproductive Maternal Neonatal and Child Health (RMNCH) Strategic Plan 2018-2020. UNICEF provided technical input on immunization and nutrition. A maternal, neonatal and child health (MNCH) survey was conducted to update the baseline for UNICEF-focus districts. The survey revealed urban-rural inequity and mothers’ educational level as key factors.

A UNICEF survey in Mosul City gathered information on children during ISIL occupation. Only 25 per cent of children born during occupation had their birth registered, representing a decrease to countrywide pre-2014 rates (99 per cent). UNICEF provided technical support to the Government to re-establish birth documentation services, which will continue into 2018.

**Partnerships**

In 2017 UNICEF initiated a new private sector partnership with the national mobile network provider Zain to support child-focused behaviour change interventions through communication for development (C4D) campaigns and public advocacy. Key child-centred topics to be addressed by mass communication actions in this partnership include a breastfeeding promotion campaign, focus on the UNICEF-led ‘Back to School’ initiatives, the importance of immunization, and information on preventing violence against children. Zain also supported UNICEF cash assistance interventions in Iraq as part of a ‘mobile money’ approach that has reduced operational costs (compared to the ‘cash-in-envelope’ approach used previously by UNICEF in Iraq), and which offered improved security for people receiving cash transfers via mobile phone.

As part of joint UN-government contingency preparedness for potential flooding risk, UNICEF partnered with UNDP to increase child-centric awareness and school-based emergency preparedness targeting children and teachers in 50 schools along the Tigris flood plain.

In partnership with UNAMI, UNICEF initiated coordinated strengthening of national capacities for responses to gender-based violence through the UN Action Against Sexual Violence in Conflict, a project that responds to the needs of children born of rape, children born to ISIL fighters, and their survivor mothers. This project will continue into 2018.

**External communication and public advocacy**

An advocacy campaign on ‘Back to Learning’ coincided with reopening of schools in newly-retaken areas of Ninewa, including Mosul City. This campaign received extensive coverage in top tier media. In July 2017, a second campaign on child protection and education was launched as part of the ‘No Lost Generation’ strategy, involving street-based poster and social media components, engaging stakeholders including the Government, the Iraqi and international public, donors, and civil society. Campaigns were conducted in English, Arabic and Kurdish as appropriate. The ‘Cost of Education’ report provided an opportunity for high-level advocacy for investment in children’s education. Key findings were highlighted at public launch events in Baghdad and Erbil.

UNICEF leveraged audio-immersive technology through the ‘Portal’, using the internet to connect displaced Iraqi children and adolescents with decision-makers and society globally. In 2017 there were more than 100 portal connections where Iraqi children interacted with international leaders at the European Parliament in Brussels, high-level ministerial delegations
during the UN General Assembly (UNGA) in New York, as well as with donors and civil society. These events offered a space for children to advocate for themselves and highlight their needs. They spoke about the importance of education, employment opportunities for adolescents, and civic participation.

UNICEF Iraq maintained close relationships with sister UN agencies through the UNOCHA Emergency Communication Cell. UNICEF also co-chaired with UNAMI the Strategic Communications Group, strengthening coordinated public messaging on key child-related issues. UNICEF also maintained and expanded productive relationships with top-tier media, supporting delivery of significant social and multi-media child-centric products to key national and international audiences.

**Identification promotion of innovation**

In 2017 UNICEF initiated a new private sector partnership with the national mobile network provider Zain to support child-focused behaviour change interventions through communication for development (C4D) campaigns and public advocacy. This approach leverages technology to increase public awareness. Key child-centred topics to be addressed by mass communication actions in this partnership include a breastfeeding promotion campaign, focus on the UNICEF-led 'Back to School' initiatives, the importance of immunization, and information on preventing violence against children. Zain also supported UNICEF cash assistance interventions in Iraq as part of a ‘mobile money’ approach that has reduced operational costs (compared to the ‘cash-in-envelope’ approach used previously by UNICEF in Iraq), and which offers improved security for people receiving cash transfers via mobile phone.

UNICEF sustained its WASH Service Centre (WSC) approach as part of coordinated service delivery to conflict- and displacement-affected communities. The absence of active management for settlements and camps in the central and northern areas of Iraq had been exacerbated by limited capacity of local authorities to follow up on service delivery, resulting in lack of information on needs of displaced populations and insufficient monitoring and response or services. UNICEF committed to the establishment and strengthening of ‘WASH Service Centres’ to assist in the management, delivery, and monitoring of WASH-related services in camps and in host communities. UNICEF supported service centres in formal and non-formal settlements, collective centres and unfinished buildings. Centres were managed by local NGO partners and linked to their local municipality to strengthen ownership by national authorities. There were 15 WASH service centres maintained in Iraq, which have supported service delivery to more than 1.8 million people in Iraq in 2017.

**Support to integration and cross-sectoral linkages**

In 2017 UNICEF continued to support integrated programming to ensure a coordinated response to vulnerable children. In the UNICEF Iraq Country Programme, geographic areas of focus were selected based on data highlighting children facing multiple deprivations (i.e., lack of access to two or more basic rights). This focus was reflected in the UNICEF humanitarian response, where cross-sectoral needs assessments took place to ensure coordinated information gathering results in a coherent and connected response across UNICEF programmes and, by extension, through the UNICEF-led clusters.

UNICEF continued to operate under the banner of the regional ‘No Lost Generation’ strategy that incorporates education, child protection, and adolescent development interventions; and to ensure that new evidence, such as the Child Poverty Report launched in 2017 (using 2007 and 2012 data), informs a shared strategy and common goals. UNICEF rolled out an Adolescent
Girls Toolkit developed jointly with UNFPA to increase girls’ participation in adolescent development, child protection, and gender-based violence programming. UNICEF also supported establishment of the Adolescent Girls Task Force in KRI to coordinate and strengthen girls’ participation. UNICEF also supported integrated child protection and education programming by working across sectors on psychosocial support (PSS) curriculum for teachers to address the psychosocial support needs of children in schools in areas that were retaken from ISIL.

The national Multiple Indicator Cluster Survey (MICS-6) was prepared, and will be implemented in 2018. A survey of this scale and scope required integrated preparation between national and regional level government bodies, including the Ministry of Planning and Offices of Statistics. The new MICS data will be leveraged to support even closer integration for children in the coming two years of the Country Programme in Iraq.

**Service delivery**

UNICEF’s capacity for service delivery was bolstered through progressive devolution of financial and operational authority to its field offices. This included increased authority to activate local-level partnerships with local government, international and national NGOs and civil society organisations. This was coupled with simultaneous internal systems strengthening, including dedicated human resources for emergency coordination, planning, and programme monitoring expertise in four of its five sub-offices.

Central oversight remained in line with UNICEF policies and procedures, including regular assessment of implementing partners through the routine harmonized approach to cash transfers (HACT), as well as updating of office-wide capacity on the eZHACT procedures rolled out during the year.

UNICEF carried out office-wide planning and milestone reviews through quarterly programme management team (PMT) reviews, including reporting at the mid-year and end-year marks, combined with a light review with government counterparts. A midterm review (MTR) process was initiated between October and December 2017, providing broader consideration of UNICEF Iraq’s progress halfway through its 2016 to 2019 Country Programme. Based on findings from this MTR, minor adjustments will be made to the Country Programme, taking into consideration the contextual and operational shifts in Iraq since the Country Programme began. These internal processes have formed a backbone of UNICEF ongoing quality assurance and internal review.

**Human rights-based approach to cooperation**

With UNICEF’s technical support, the Government of Iraq launched the National Child Protection Policy (NCPP), which represented a significant strengthening of the national framework after five years of development. Relevant ministries were developing Action Plans to operationalize the NCPP, led by the Ministry of Planning. UNICEF initiated planning with the Government to review child protection legislation in line with international standards.

UNICEF supported research on ‘push and pull factors’ for children associated with armed groups and developed a strategy for prevention and response to child recruitment in Iraq. This work was complementary to the UNICEF and UNAMI-led monitoring and reporting mechanism (MMR) on grave violations of child rights. In 2017, the higher-level Country Task Force (CTF) was re-activated, and will enhance advocacy, including dialogue with the Government. UNICEF and UNAMI continued to engage with the Government on establishing an inter-ministerial
UNICEF supported the juvenile judiciary system through: capacity-building of judges and encouraging use of alternatives to detention; rehabilitation of reformatory institutions (juvenile correction centres) and services to ensure children in detention are held with respect for rights; and, through partners, ensuring aftercare services for children released from detention. This support was critical given the increased number of children in detention since 2016, with a notable increase in children held on terrorism-related charges.

In response to gender-based violence-related concerns, UNICEF provided capacity-building on caring for survivors of sexual abuse. UNICEF began a pilot partnership with religious leaders to address norms on violence, exploitation and abuse.

A UNICEF survey in Ninewa found that only one quarter of children born during ISIL-occupation had their birth registered, a dramatic decrease compared to countrywide pre-2014 rates (99 per cent). UNICEF began technical support to re-establish these services.

In 2017 Iraq saw an increase in children separated from caregivers. UNICEF undertook capacity-building for government staff working with unaccompanied children. UNICEF led efforts for care and reunification for unaccompanied non-Iraqi children from families suspected of ISIL association.

UNICEF and the Government of Iraq launched a human rights-based fully-budgeted Iraq Every Newborn Action Plan (IENAP) for 2017-2020, which will help ensure Iraqi children reach their potential.

### Gender equality

In 2017, with advocacy and technical support from UNFPA and UNICEF, the Government of Iraq endorsed clinical management of rape (CMR) protocols, supporting a coordinated and targeted response in these critical services for vulnerable people. Through NGO partners, UNICEF supported affected girls and women in emergencies through multisectoral services, reaching at least 10,600 girls and women by October 2017. UNICEF rolled out an Adolescent Girls Toolkit developed jointly with UNFPA to increase girls’ participation in adolescent development, child protection, and gender-based violence programming. UNICEF also supported establishment of the Adolescent Girls Task Force in the KRI to coordinate and strengthen girls’ participation.

UNICEF advocacy efforts contributed to negotiations being initiated with religious leaders on the negative impact of child marriage. UNICEF plans to work through these key leaders and existing institutions to better inform families and the community at large of the risks of child marriage.

UNICEF advocated with the Ministry of Education to include a 'menstrual hygiene management' (MHM) curriculum in secondary schools. Future advocacy efforts will be cross-sectoral, engaging education, child protection, and WASH partners both upstream and downstream to ensure a coordinated approach that is combined with necessary hardware and equipment to facilitate girls’ and communities’ better understanding of menstrual hygiene management.
Environmental sustainability

The Iraq Country Programme aimed to build more sustainable and environmentally friendly interventions focusing on realizing the rights of every child in the country. The most significant progress in 2017 was made through UNICEF’s work on water conservation and natural resources management, ensuring that multiple stakeholders, including Ministries of Education, Municipalities, Public Works, Health and Environment, Water Resources, Planning, the Mayoralty of Baghdad, and the Prime Minister’s Advisory Commission (PMAC), reactivated the Public Awareness Task Force at national level and awareness units (one in each of Iraq’s 18 governorates).

The national task force developed and coordinated strategy for public campaigns on water conservation, reviewing the current laws, policies, procedures and practices and recommending alternative policy response options. It also worked to integrate public awareness in other sectors, recommending new or remedial measures where required. The Government’s commitment to management of natural resources was reflected through an agreement to invest public awareness raising and water resource management projects under the ‘Smart City’ approach.

Effective leadership

The 2017 Annual Management Plan objective was to strengthen office capacity to efficiently and effectively manage human and financial resources. An Office Improvement Plan (OIP) was prepared in a participatory manner to address feedback received from staff through the Global Staff Survey (GSS) and the Iraq 2016 office retreat. The country management team (CMT) monitored progress against key indicators on a monthly and quarterly basis per the monitoring table that was agreed upon at the team’s first meeting in January 2017. Programme chiefs and the operations unit monitored relevant indicators in weekly and monthly meetings, respectively, and ensured timely follow-up on areas of concern.

All 2015 and 2016 audit follow-up and extended audit recommendations were closed by the Office of Internal Audit and Investigation (OIAI) and UNICEF has ensured sustainability of the corrective actions and best practices for its Iraq office.

UNICEF updated its February 2016 risk assessment in 2017 after operational context changes following the September 2017 independence referendum in the KRI. The risks remained largely similar to those in the previous assessment, including: misuse of funds, natural disasters, and a weak political governance environment. Risk management processes were enhanced, standard operating procedures (SOP) were updated, and work processes were simplified where possible.

Implementation and roll out of the enhanced harmonized approach to cash transfer (eZHACT) framework was underway, including streamlined field monitoring and supply end-user monitoring. The business continuity plan (BCP) was updated, with simulations carried out at field office level.

Financial resources management

In 2017, UNICEF Iraq continued to improve its contribution management, budget control, financial procedures, accounting and liquidation of cash assistance. Performance was reviewed during monthly country management team (CMT) meetings. Key performance indicators (KPI) were utilized for budget and financial control at weekly section chief meetings. Financial resources were allocated in line with the expected results for each programme.
UNICEF Iraq's total allotment in 2017 was US$170.4 million, of which US$169.5 million was utilized (99.5 percent). From the resources allotted to UNICEF Iraq in 2017, 2 per cent were from Regular Resources, 5 per cent were from Other Resources Regular and 93 per cent were from Other Resources Emergency.

UNICEF adhered to monthly accounting processes of bank reconciliations and maintaining general ledgers and preventive and detective control checks to mitigate programme and operational risks in line with HACT modalities. Micro-assessment of selected implementing partners was conducted prior to partnership. Assurance activities included programme monitoring, spot checks, and scheduled audits to provide assurance that funds were utilized for intended purposes. The outstanding direct cash transfer (DCT) amounted to US $14.65 million, with no DCTs over nine months.

To address challenges faced with liquidation in 2016, the UN conducted a banking survey in Iraq, with UNICEF participation. Two banks were selected. A new bank was sought and is now fully operational. The Finance Sub-Committee of the Operations Management Team (OMT) was activated and will enhance UN Coherence and collaboration in financial matters. With assistance from the Central Bank of Iraq (CBI), outstanding UNICEF balances from the former bank were recovered.

**Fundraising and donor relations**

UNICEF’s largest donors in Iraq were once again government donors aligned to the humanitarian agenda, including ECHO, Japan, Norway, the United Kingdom and the United States. UNICEF National Committees made a significant contribution to humanitarian response in Iraq in 2017, with flexible multi-year humanitarian funds facilitating swift and more predictable response to children’s needs. Significant contributions from the Iraq Humanitarian Pooled Fund (IHPF) were also received.

UNICEF built strong donor relations through frequent proactive engagement that included facilitating field visits by donors to UNICEF projects, field meetings with in-country donors and regular sharing of monthly situation reports for both Syrian refugee and Iraq internal displacement crises. More than 87 donor reports were submitted on time, maintaining UNICEF’s regular communication with its resource partners. UNICEF continued to engage donors in strategic dialogue on the nexus between development and humanitarian response, making a case for multi-year funding to support sustained and positive change for children.

In 2017, UNICEF Iraq's total planned budget of US$242 million was 77 per cent funded, at just over $US186 million. From the resources allotted to the Iraq Country Office in 2017, 2 per cent was from Regular Resources (RR), 5 per cent was from Other Resources Regular (ORR) and 93 per cent was from Other Resources Emergency (ORE). The Country Programme 2017 budget (RR) of US$43.1 million for development was 51 per cent funded, which represented an improvement against 2016 (US$3 million raised against the planned US$23 million). Of the total humanitarian response planned, the UNICEF Humanitarian Action for Children (HAC) appeal of US$161.4 million was 92 per cent funded. The Regional Refugee and Resilience Plan (3RP) appeal of US$38 million was 62 per cent funded.
Evaluation and research

UNICEF Iraq’s current country programme includes two planned studies and assessments, evaluations as per its integrated monitoring and evaluation plan (IMEP). An evaluation of the adolescent and development programme was submitted for review, and a management response will be developed. As of the end of 2017, an evaluation of the rapid response mechanism had also been submitted for review.

Efficiency gains and cost savings

As of the end of 2017, the UN was in the initial stages of implementing a common Business Operations Strategy (BOS) in Iraq. The most significant cost efficiencies in 2017 were found in streamlining UN accommodation and office space. UNICEF offices and some accommodations in Basrah, Baghdad, Dahuk and Erbil were in shared premises, with security and rental costs shared among UN agencies.

Savings of more than US$1 million were made for international staff accommodations in 2017 through negotiation of a common reduced UN rate for hotel accommodations in the International Zone, Baghdad. In the final quarter of 2017, new construction in the UN Compound in Baghdad provided an allocation of 11 rooms, resulting in a further 20 per cent reduction in accommodation costs. In Basrah City, UNICEF entered a joint office and accommodation rental agreement with UNDP, resulting in further savings. For UNICEF’s Dahuk operations, a memorandum of understanding (MoU) between UNICEF, UNFPA and UNOCHA for sharing security and common areas resulted in cost recovery of more than US$28,000.

The increased focus on common services with other UN agencies continued to result in efficiency gains and cost savings, including a common approach in ICT services with UNAMI in Baghdad and Erbil, which has resulted in a cost saving of US$46,000. Due to improved management of warehouse space and inventory, direct delivery strategies, and usage of logistics cluster warehouses for larger consignments, UNICEF logistics costs were also reduced by more than US$108,000. Logistics and security costs of UN ground and air transport were shared among UN agencies. UNICEF had access to UNAMI services in Baghdad and Erbil, as well as to the UNAMI-run flights between Baghdad and Erbil.

Supply management

In 2017, UNICEF procured supplies and services totalling US$59 million. Cost-efficiency and quality were supported through 102 long-term agreements (LTAs) and use of the United Nations Global Marketplace (UNGM) to advertise bids and requests for high-value supplies and services.

In April, a delegation from Iraq’s Ministry of Health (MoH) visited UNICEF Supply Division to: reactivate the 2011 MoH and UNICEF MOU; ensure effective procurement of a full package of prequalified EPI vaccines and supplies, medicines, and nutrition supplements; understand vaccine pricing from different sources and mechanisms to ensure best value for money; share best practices from UNICEF quality control laboratory; and examine quality assurance mechanisms for health-related products.

UNICEF strengthened the Government’s supply chain capacity through support to the MoH in constructing regional vaccine storage stores and to the Directorate of Water (DoW) Dahuk, supporting refurbishment of a WASH supplies warehouse; through introduction of a web-based vaccine stock supply management (vSSM) that will strengthen the immunization supply chain.
UNICEF also supported cold-chain equipment inventory through state-of-the-art web technology and inventory management training for Ministry health staff.

The table below shows the breakdown of supplies and services in 2017:

<table>
<thead>
<tr>
<th>Total value of supplies and services received</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic supplies, including PS-funded</td>
<td>$35,085,578.14</td>
</tr>
<tr>
<td>Channelled via regular procurement services</td>
<td>$166,748.00</td>
</tr>
<tr>
<td>Channelled via programme</td>
<td>$34,918,830.14</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>$1,059,775.82</td>
</tr>
<tr>
<td>Services</td>
<td>$21,790,188.99</td>
</tr>
<tr>
<td>International freight</td>
<td>$722,658.87</td>
</tr>
<tr>
<td>TOTAL supplies and services received</td>
<td>$58,658,201.82</td>
</tr>
</tbody>
</table>

UNICEF operations in Iraq included significant goods passing through warehouses. In 2017, the total value of supplies passing through Iraq warehouses was US$35 million. With changes in the internal political situation in Iraq following the September referendum on Kurdistan’s independence, air shipment of offshore supplies destined for the Kurdistan Region became more complex due to the federal Government’s stoppage of international flights to the two Kurdistan Region airports. This meant heavier reliance on road and seafreighting in the final quarter of the year. Administrative requirements became more complex, including on the number and types of documentation required for goods and staff to cross internal borders, which caused customs clearance delays. Receiving supplies by air to Baghdad and road freighting them north toward the Kurdistan Region of Iraq (KRI) increased logistics costs and overall shipment times. UNICEF coordinated with the global supply division in Denmark, freight forwarders, and the logistics cluster for information-sharing and coordinated advocacy with the Government.

**Security for staff and premises**

In 2017 Iraq remained a challenging environment in relation to safety and security of staff. The Kurdistan Regional Government referendum on independence was rejected by the Government of Iraq and resulted in disruption to many border-crossing points. Regular movement between the KRI and the northern federal governorates (Diyala, Kirkuk, Ninewa) became more challenging. There was a ban on international flights to the Iraqi Kurdistan airports in Erbil and Sulaymaniyyah.

Minimum operating safety standards (MOSS) compliance was reviewed in all UNICEF field premises, and staff participated in Business Continuity Plan (BCP) simulations and mass
casualty exercises. Field and country level warden systems were updated, tested regularly, and activated by real-time events. UNICEF ensured availability of a continuous cycle of security trainings in coordination with UNAMI. In 2017, national staff were required to complete safe and secure approaches in a field environment (SSAFE) training. Previously, only international staff were required to attend in-person training. In total, 117 of 156 national staff completed SSAFE training by the end of 2017. National staff who had not completed the training were prioritised for participation in the first half of 2018. It is expected that all staff will have completed SSAFE certification by December 2018.

A substantial number of self-support field missions took place across the country in 2017, positioning UNICEF as an active front-line operator. New armoured vehicles were procured, additional drivers were recruited, and MOSS compliancy was ensured. Within the conflict environment, UNICEF maintained surge capacity human resource support for security in northern Iraq.

**Human resources**

UNICEF consolidated and aligned its staffing structure in 2017 to achieve expected results with optimum efficiency. Extensive human resources support was provided to staff affected by post upgrades, including career advice, application and interview preparation, and international stretch assignments. Those efforts led to successful placements for affected staff. UNICEF aligned business processes with HR Reform to ensure quality talent and performance management and HR services through coordination with the Global Shared Services Centre (GSSC). Staff were sensitized to shifts through face-to-face HR Reform Dialogue sessions. Three joint consultative committee (JCC) meetings were held in 2017 and minutes were disseminated to staff.

With the workforce nationalization strategy at its core, the annual learning and staff development plan implementation was systematically monitored by the country management team. UNICEF Iraq also developed an Office Improvement Plan (OIP) effective September 2017 to December 2018, taking into consideration Global Staff Survey findings and feedback from the office staff retreat. UNICEF Iraq, with the support of the Division of Human Resources (DHR), was the first to successfully roll out the management master class programme, with 28 middle and senior managers participating. This represented a key milestone for cultural change in people management and in building agility for the evolving operating environment. In 2017, five staff (one international and four national) benefited from international stretch assignments.

Gender imbalance in national workforce remained a challenge. A draft strategy for national recruitment to improve gender balance was developed, and UNICEF Iraq will investigate means to include more female personnel.

Staff well-being was a priority, especially in contexts of prolonged humanitarian emergency. UNICEF Iraq strengthened its active network of peer support volunteers (PSV) and benefited from support of a Regional Staff Counsellor who visited in January and November 2017.

**Effective use of information and communication technology**

In 2017, UNICEF Iraq maintained high performance in information and communication technology (ICT). UNICEF put in place a compatible hardware and operation system to improve user experience, and ensured internet in every field office met minimum bandwidth for business (MBB). All offices were equipped with two links - one Primary, with local internet service provider (ISP) and one Secondary, with very small aperture terminal (VSAT) (Single channel per
carrier, or SCPC, or iDirect) and protected by Mission Control Secure Gateway.

UNICEF promoted online collaboration tools such as Skype for Business and Office 365 applications to leverage investments in internet connectivity and improved ICT infrastructure. The installation of Polycom handsets and sensitization of staff to online collaboration tools contributed to cost savings. All ICT systems and interfaces were maintained within prescribed corporate practices and policies. Availability of core UNICEF systems and applications was sustained at more than 99.5 per cent throughout 2017. Office business continuity requirements were well established and recovery procedures were in place, supported by an up-to-date primary recovery site.

UNICEF leveraged audio-immersive technology through the ‘Portal’, using the internet to connect displaced Iraqi children and adolescents with decision-makers and society globally. In 2017 there were more than 100 portal connections where Iraqi children interacted with international leaders at the European Parliament in Brussels, high-level ministerial delegations during the UN General Assembly (UNGA) in New York, and with donors and civil society. These events offered a space for children to advocate for themselves and highlight their needs. They chose to speak about the importance of education, employment opportunities for adolescents, and civic participation.

Programme components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Children and their families access timely and quality child and maternal health and nutrition services in humanitarian situations in Iraq

Analytical statement of progress
With UNICEF advocacy and technical support, stronger policies and plans for newborn health were launched in 2017. The Iraq Every New-born Action Plan 2016-2020 (IENAP) was fully budgeted and activated. The Perinatal Deaths PND Surveillance and Auditing System was initiated, which will build on the Maternal Deaths Surveillance and Response System (MDSR), eventually ending up with an integrated MPDSR system country-wide.

UNICEF Iraq, jointly with WHO and UNFPA, supported the Ministry of Health (MoH) to finalize the Reproductive Maternal Neonatal and Child Health (RMNCH) Strategic Plan 2018-2020. UNICEF provided technical input on immunization and nutrition and ensured that the Iraq Every Newborn Action Plan was fully integrated in this strategy.

Health and nutrition services were strengthened in Syrian refugee and internally displaced person camps and in host community locations through establishment of fixed health units, and through training of frontline staff. Restoration and re-equipping of primary health centre services and cold chain services in the newly-accessible areas of conflict-affected governorates were properly completed. Access to quality nutrition services for vulnerable populations was improved through stronger referral pathways between primary healthcare centres and nutrition rehabilitation centres (NRC). Three new NRCs were constructed with UNICEF financial support. Nutrition supplementation also was provided. UNICEF developed a training package for delivery of nutrition services. More than 33,205 displaced mothers accessed feeding counselling, and 16,324 Syrian mothers accessed services in refugee camps.
UNICEF supported a SMART nutrition survey for children newly displaced from Mosul, which showed a global acute malnourishment (GAM) rate of 3 per cent and severe acute malnourishment (SAM) rate of less than 1 per cent. The nutrition working group was reactivated in 2017 as part of the health cluster, under UNICEF leadership, and worked to improve coordination among partners and the Directorates of Health (DoH) to increase coverage and reduce duplication.

Standard specifications on infant formula labels were changed in line with the Iraq Code of Marketing on Breastmilk Substitutes. Three additional hospitals were certified as baby-friendly, strengthening neonatal health care services.

As part of strengthening supply chain management, web-based Vaccine Stock and Supply Management (vSSM) training was provided to Ministry of Health staff working in the central warehouse. Najaf and Basrah maintained polio-free status in 2017. Pneumococcal vaccine was introduced in March 2017. Immunization services reached more than 5.6 million children through two national and four subnational campaigns.

Cold chain equipment inventory was undertaken in the last quarter of 2017. Based on gap analysis, a comprehensive supply chain improvement plan will be completed in 2018. A web-based stock management system was introduced in the national vaccine store, in addition to Najaf and Basra governorates. This will allow for more reliable data on vaccine stock management, improving vaccine management and forecasting.

**OUTPUT 1** Policies, strategies and plans to reduce neonatal mortality and malnutrition are developed and budgeted for.

**Analytical statement of progress**

The Iraq Newborn Action Plan (ENAP) for 2017-20 was budgeted and launched after intensive advocacy and technical support from UNICEF. It represents a sign of the Government’s commitment to reducing neonatal mortality rates in the next four years. It includes a budget allocation from the Ministry of Health and identifies funding gaps that will help to inform resource mobilization. A Perinatal Deaths Surveillance and Auditing System was initiated, building on the existing Maternal Deaths Surveillance and Response System (MDSR), and will culminate in an integrated MPDSR system countrywide.

UNICEF, jointly with WHO and UNFPA, supported the Ministry of Health to finalize the Reproductive Maternal Neonatal and Child Health (RMNCH) Strategic Plan for 2018-2020. UNICEF provided technical input on immunization and nutrition, and ensured that the Iraq Every Newborn Action Plan was fully integrated.

A joint project was signed between the Eastern Mediterranean Public Health Network (EMPHNET) and UNICEF to support the Ministry of Health in strengthening integrated supply chain management to improve Iraq’s immunization system. Preparation for the comprehensive Effective Vaccine Management (cEVM) exercise was finalized and all 24 district focal points were trained to ensure proper vaccine management. Cold chain equipment inventory was undertaken in the last quarter of 2017 and a comprehensive supply chain improvement plan and multi-year expansion/replacement plan is planned for 2018.
A joint review of National Nutrition Strategy 2012-2021 was initiated using the World Food Programme (WFP) food security survey. A joint Nutrition Research Institute (NRI) and UNICEF Task Force was formed to prepare the road map for the review of the nutrition strategy, which will be concluded in 2018. Updated malnutrition protocols and guidelines were shared with all Directorates of Healthstaff, covering management of moderate and severe acute malnourishment in children. In partnership with NRI, UNICEF supported a nutrition training package for primary health centres delivering nutrition services. A Barrier Analysis study on infant and young child feeding (IYCF) practices in internally displaced person camps was undertaken, which supported the development of appropriate messages on IYCF practices for children from birth to 23 months.

New specifications for infant formula labelling in line with the Breastmilk Substitutes (BMS) Code were enacted.

OUTPUT 2 Children and their families access timely and quality child and maternal health and nutrition services in humanitarian situations in Iraq

Analytical statement of progress
UNICEF and the Nutrition Research Institute (NRI) developed a nutrition training package that included most recent modules and guidelines for primary healthcare centres (PHCCs) delivering nutrition programmes and services. A ‘training of trainers’ (ToT) workshop was conducted for 32 participants (19 female) from all governorates to support creation of core teams who will conduct cascade training for PHC staff. UNICEF signed a memorandum of understanding (MoU) with the World Food Programme (WFP) for treatment of acute malnutrition, and a letter of agreement (LoA) with the same agency (WFP) to distribute nutrition supplies to health facilities and to ensure capacity in nutrition rehabilitation centres (NRC) to treat severe acute malnutrition cases with complications.

To support improved management of severe acute malnutrition (SAM), UNICEF established three new nutrition rehabilitation centres in Anbar, Erbil, and Salah al Din. A total of 150 doctors and medical staff (95 female) were trained on outpatient and inpatient management of SAM. UNICEF provided nutrition supplements and anthropometric equipment to NGO partners in Mosul for treating malnutrition. As part of revitalization of services in the retaken areas, UNICEF supported rapid nutrition screening of 183,224 children aged 6-59 months in Mosul along with a polio vaccination campaign and distribution of vitamin A. Identified moderate acute malnourishment (MAM) and SAM cases were treated using nutrition supplementation supplies provided in focal primary health centres (PHCs).

To promote infant and young child feeding (IYCF) practices, UNICEF supported three hospitals in Najaf, Basra and Thi Qar to become certified as baby-friendly hospitals (BFHI). Twenty-nine doctors (18 female) participated in a training of trainers training on breastfeeding promotion focusing on early initiation.

UNICEF provided advocacy and technical support to MOH/NRI teams to audit new standard specifications of infant formula labelling per Breastmilk Substitutes (BMS) Code regulation. The health inspection started to recognize and follow all violations at borders and in the wider Iraq market. Advertisements for infant formula were removed from public places.
OUTPUT 3 Service providers ensure better quality child health services, focusing on neonatal and young child health, in the most vulnerable districts, and in humanitarian situations.

Analytical statement of progress
Two rounds of national polio immunization days (NPID) took place in January and March 2017, reaching more than 5.6 million children under five years of age. UNICEF supported microplanning, vaccine distribution, and intra-campaign monitoring. To improve supply of vaccines, UNICEF provided technical and financial support to MOH to implement self-assessment vaccine management, web-based initiatives and temperature mapping. Those efforts will continue into 2018.

UNICEF supported the MOH to update standard operating procedures for antenatal and postnatal care services. Guidance was contextualized for providers at different levels and included references to services in humanitarian settings. A maternal, neonatal and child health (MNCH) household survey took place in 19 districts to generate updated evidence for prioritization of UNICEF interventions. Results will be available in 2018.

UNICEF provided technical and financial support to the establishment of Maternal and Newborn Health Quality Improvement Initiative in eight governorates, using World Health Organization (WHO) standards, to improve quality of maternal and neonatal health care at service delivery level. UNICEF supported preparations for a district-based newborn registration at primary healthcare centre (PHC) level that will facilitate follow-up on post-natal care, immunization, and growth monitoring. Initial dialogues took place between UNICEF, the MoH, and the birth registration office and full implementation will begin in 2018.

UNICEF installed two cold rooms for safe storage of vaccines to support conflict-affected areas of Iraq, one each in East and West Mosul, Nineva governorate. UNICEF supported a survey in 139 Anbar PHCs and 175 Salah al Din PHCs to assess the extent of facility damage, the human resource situation and equipment status. Based on the findings, UNICEF mobilized needed cold chain equipment, including refrigerators, freezers, cold boxes and vaccine carriers.

OUTPUT 4 Children and families have improved basic health and nutrition practices, especially in the most vulnerable districts and in humanitarian situations.

Analytical statement of progress
UNICEF supported social mobilization for two nationwide and four sub-national polio immunization campaigns. Between campaigns, UNICEF supervisory field visits to priority locations assessed campaign quality and recommended strategies to improve the next campaigns. During routine vaccinations sessions in the Kurdistan Region of Iraq (KRI), more than 80 per cent of vaccination sites gave required messages to the communities. UNICEF led awareness campaigns that reached more than 70,000 families in vulnerable areas of seven governorates in central and southern Iraq that have been high-risk locations for waterborne disease outbreak in the past (Basra, Kerbala, Najaf, Muthanna, Missan, Qadissiya and Thi-Qar). Campaigns focused on safe water, best hygiene practices and handwashing with soap. Ongoing partnerships with mobile phone providers allowed key messages to be sent via SMS to all subscribers. National TV channels included messages in their ‘ticker tape’ subtitles.

UNICEF and the Nutrition Research Institute (NRI) conducted a social mobilization campaign on salt iodization in primary schools across ten governorates, orienting children in 150 schools on
the importance of iodized salt and encouraging each child to become a ‘promoter’ in their family.

UNICEF worked with the MOH to develop a national communication strategy for routine immunization in collaboration with Eastern Mediterranean Public Health Network organization (EMPHNET), which will be completed in the first half of 2018.

OUTPUT 5 Children and their families access timely and quality child and maternal health and nutrition services in humanitarian situations in Iraq

Analytical statement of progress
UNICEF supported mass vaccination campaigns and rapid nutrition screening for children leaving conflict-affected areas. More than 398,000 children under the age of 15 were vaccinated against polio in Ninewa (including 306,300 in Mosul City), and more than 381,000 were reached with measles/rubella vaccination (297,500 in Mosul). In response to a circulating vaccine-derived polio virus (cVDVP) outbreak in Syria, UNICEF Iraq supported social mobilisation for two sub-national campaigns in seven governorates. The campaigns achieved more than 97 per cent coverage.

UNICEF supported a full-scale nutrition survey in internally displaced person (IDP) camps using the SMART methodology. Data was collected from 600 households. Key findings showed a global acute malnourishment (GAM) rate of 3.2 per cent, severe acute malnourishment (SAM) rate of less than 1 per cent and stunting at 21.5 per cent. Results informed the location and scale of nutrition services. Through UNICEF and partner-supported screening, a total of 335,274 children aged 6-59 months were screened in IDP camps. Of those, 8,912 children were diagnosed with moderate acute malnourishment (2.66 per cent) and 2,180 were diagnosed with severe acute malnourishment (0.65 per cent) and were provided with treatment. In general, malnutrition rates were below the World Health Organization (WHO) threshold in emergency.

A total of 252,649 displaced children and 19,787 Syrian refugee children accessed growth monitoring and screening services, including identification, referral and treatment. UNICEF included high energy biscuits (HEB) in rapid response mechanism (RRM) kits. UNICEF estimated that more than 150,000 children under 5 years benefited from the RRM kits.

UNICEF reactivated the nutrition working group (NWG) with technical human resources support and established new partnerships with local and international NGOs to provide nutrition services for children in humanitarian situations. UNICEF also supported a barrier analysis study on infant and young child feeding (IYCF) practices in internally displaced persons camps with support from a technical rapid response team. Results were used to revise the IYCF strategy.

As of November 2017, 390 confirmed cases of cholera were reported in eight governorates, although there was no official declaration of an outbreak. UNICEF and WHO supported the MoH to develop and implement a cholera contingency plan. UNICEF provided 1 million ORS sachets and 1 million zinc tablets to governorates that had reported cholera cases. UNICEF also supported three Training of Trainer (ToT) sessions on case management for acute watery diarrhoea (30 participants each) followed by cascade training for 646 staff in southern and central Iraq, and supported supervision and mentoring for PHC staff. UNICEF Iraq also supported the MoH to develop and implement a comprehensive cholera communication plan.
All services mentioned were delivered in internally displaced persons (IDP) and refugee camps who, overall, represent only a small portion (around 16 per cent) of the total IDP and Syrian refugee populations in Iraq. The rest live within host communities and present challenges when it comes to tracing and tracking of service access and delivery. Damaged infrastructure and poor quality of services, including shortage of qualified health staff, is a major concern for sustaining quality services in re-taken areas.

**OUTCOME 2 Education in Emergencies**

**Analytical statement of progress**
UNICEF Iraq, in partnership with the Mayoralty of Bagdad, developed an online water and municipal services billing and complaint system as a main pillar of the ‘Smart City’ initiative. This accelerated the collecting of water bills, improved water service provision in Baghdad city and made the governance of the sector more sustainable through an efficient cost-recovery and complaints management system.

In 2017, with UNICEF support, the Council of Ministers’ Secretariat (COMSEC) increasingly took leadership of activities for water conservation campaigns and of provision of water conservation tools and prioritization of sanitation issues. COMSEC committed to leadership of development of water safety plans in Baghdad, Kirkuk and Ninewa over the next two years.

Throughout 2017, UNICEF continued to engage with youth and adolescents in Iraq through awareness raising activities. With UNICEF advocacy and technical support, the ‘Friends of UNICEF’ network, comprised of adolescents and civil society representatives, maintained their social media platforms. The Ministry of Youth and Sport was a key partner for UNICEF.

UNICEF continued to seek value for money in all its programming. In 2017, increased engagement of government staff has helped to ensure more streamlined and cost-effective interventions that also encourage national ownership. UNICEF provided technical and supply support for government technical staff to rehabilitate water project sites in Baghdad and Ninewa. Water Directorate staff played an increasingly important role, especially in the completion of large-scale rehabilitation of WASH infrastructure in Baghdad, Kirkuk, Ninewa and Salah al Din.

Capacity building was an important component of UNICEF’s WASH programme at all levels, including with WASH service providers, ministerial staff, community voluntary groups and local non-governmental organizations (NGOs). There were at least 60 active WASH partners engaged in humanitarian and development interventions across Iraq under UNICEF leadership, The WASH Service Centre (WSC) initiative, which began in December 2015, was maintained in 2017, with 15 WSCs supporting managing, provision and monitoring of WASH services in conflict- and displacement-affected governorates, including support both in formal camps and in non-formal settlements and host community areas.

Shortage of federal government budget continued to be a challenge in 2017. External factors caused some delays in progress in government-led initiatives in water conservation and environmental awareness that were intended to run parallel to the UNICEF-supported interventions. There were also delays in undertaking actions planned under the National Development Plan 2013-2017, and planned actions under the first two years of the Strategy for Water and Land Resources 2015-2035.
Overuse and waste of water in Iraq was a major issue, with per capita consumption rates nearly three times the regional and international averages. Despite changing security and multi-layered massive displacement, UNICEF has managed to maintain good progress against its 2017 target, and is on track for most its 2019 targets.

As of November 2017, UNICEF Iraq’s contributions (through partners) under the Iraq displacement crisis response (Humanitarian Response Plan 2017) consisted of 54 per cent of the WASH cluster’s overall water supply work, 76 per cent of all sanitation support and 74 per cent of all hygiene support. UNICEF maintained a strong WASH cluster coordination team (including information management support) throughout the year.

Cluster coordination challenges in 2017 included humanitarian access to and movement in certain areas such as Zummar and West Anbar due to border disputes between KRI/GOI and security clearance/restrictions in re-taken areas. In the second half of the year, travel time to and from project sites doubled in some cases. Logistically, shipment of equipment and supplies to KRI was challenging due to border controls that affected the pace of activities such as water plant repairs. Low power voltage and irregular government supply of electricity, coupled with limited fuel supplies, affected water provision and caused damage to water pumps in Tikrit camps/collective centres, Salah al Din and Anbar. Lengthy, complex, and non-transparent visa processes affected the presence of technical expertise on the ground for INGOs. UNICEF and UN partners engaged in common advocacy on this issue with the Government.

**OUTPUT 1** Government has strengthened capacity for water auditing, integrated water management resource planning, and sustainable management of WASH services.

**Analytical statement of progress**

In partnership with the Mayoralty of Bagdad (MoB), UNICEF provided technical and financial support to develop an online billing for water and municipal services and complaint system as the main pillar of the ‘Smart City’ initiative. More than 640,000 subscribers in Baghdad were able to access the newly established, public web-based platform through an online water billing and complaints system. A total of 16,000 inhabitants of Baghdad and Kirkuk cities were empowered to reduce their water consumption through early leakage detection, and the capacity of 43 technical staff at federal level was strengthened on knowledge and data management issues. With UNICEF support, city water department staff were trained in operations and management of the new water billing system.

This improved access to water services for users in Baghdad city and made the governance of the sector more sustainable through an efficient cost-recovery and complaints management system. It also contributed to increased and more reliable sources of revenue for the city water department.

UNICEF also promoted the public ArcGIS application to raise awareness among decision makers of systems-level ‘smart’ water grids that use the technology to review integration into smart water systems. In support of the ‘Smart City’ initiative, UNICEF provided and installed 132 smart meters (out of a planned 150) in Mansour quarter, Baghdad, benefiting 9,500 inhabitants. Installation of smart meters in Khasa quarter, Kirkuk, was ongoing and once complete will benefit 6,500 inhabitants. This new initiative enabled municipal services to: measure non-revenue water in piloted areas in Baghdad and Kirkuk, detect leaks and tampering (illegal
connections), improve water conservation and reduce man power needed to manually track and follow up on water resources issues.

Six technical workshops on water resource management and water conservation were carried out for technical staff at federal level. Workshops involved high-level staff from various ministries, including the Council of Ministers and the Prime Minister’s Advisory Commission. An additional 43 technical staff were trained on operations and management of the e-water billing system, including how to install smart water meters.

OUTPUT 2 Government provides safe water and sanitation services in more health and education facilities, particularly in the most vulnerable districts.

Analytical statement of progress
UNICEF interventions provided better access to WASH services for more than 140,320 children in 271 primary schools (140,320 children) and 567,000 people in 61 primary health care facilities in targeted governorates throughout Iraq. The 271 schools were located in eight governorates (40 in Anbar, 12 in Baghdad, 14 in Basrah, 46 in Dahuk, 79 in Ninewa, 12 in Qadissiya, 54 in Salah Al Din and 14 in Thi Qar). This improved access was achieved through collaboration with local government bodies and international and national NGOs who supported joint planning and technical assessments, implementation, and monitoring of construction and upgrade works in WASH facilities in primary schools. Partners also supported regular hygiene education activities, coordinated with school administrations or parent teacher associations (PTA). Special consideration was given to gender-appropriate facilities in mixed-gender schools and girls’ and boys’ bathrooms were separated. Children with disabilities were also provided with adapted units. Other protection considerations, including lighting and locks on doors, were also considered.

UNICEF worked with counterparts to improve WASH facilities in primary healthcare centres (PHC), which are often the first point where service providers meet vulnerable populations. UNICEF technical and financial support delivered improved WASH services and facilities in 61 PHC in six governorates in 2017 (1 in Anbar, 4 in Basrah, 28 in Dahuk, 20 in Ninewa, 4 in Qadissiya, and 4 in Thi Qar).

OUTPUT 3 Low-cost appropriate technologies for improved water supply, sanitation and hygiene services are demonstrated in communities with higher levels of child mortality and morbidity.

Analytical statement of progress
UNICEF developed a cost-sharing mechanism with government bodies at federal and local government levels. This approach was one of the most significant modalities developed in Iraq in the past two years. Along with the cost-sharing mechanism, integrated capacity building support was provided to government workers, leveraging UNICEF technical expertise to improve technical capacities on operations and maintenance issues, as well as enhancing the national and local-level ownership over services and facilities. Cost-sharing, through formal agreement, helped to decrease the cost per capita of WASH-related services. In two governorates, Thi Qar and Qadissiya, a co-financing modality with the governorate authorities facilitated total rehabilitation of community water projects. UNICEF provided support through procurement of supplies, including different types of pipes and centrifugal pumps. Local
governments carried out the implementation of these projects. Strong local partnerships helped increase the likelihood of longer-term sustainability of equitable, environmentally sound solutions well-suited to the specific needs of targeted communities.

During 2017, more focus was placed on most-vulnerable communities. This meant that 178,439 households, or approximately 1,070,634 individuals, were supported with access to safe water through the upgrade and rehabilitation of 47 community water projects in seven governorates (Anbar, Baghdad, Dahuk, Muthanna, Ninewa, Salah al Din and Thi Qar), exceeding the 2017 targets. UNICEF also provided supplies and equipment, including generators and pumps, and constructed four new water networks in Ninewa, Qadissiya, and Thi Qar governorates.

UNICEF worked with governorate-level directorates to enhance capacity of 47 communities to cover increased water demand and decrease pressure on WASH infrastructure through providing technical and financial support to adopt new low-cost technology, specifically, adding a post-filtration system that significantly decreased the high turbidity rates in the Tigris River in Salah al Din, where seasonal upstream flooding had significantly impaired the efficiency of the downstream water projects.

OUTPUT 4 Children and their families have improved knowledge on safe healthy behaviours for hygiene, sanitation, and water conservation, particularly in the most vulnerable districts.

Analytical statement of progress
Mass awareness campaigns were undertaken in schools and local communities in all 18 of Iraq’s governorates. Campaigns incorporated materials specifically targeted at waterborne disease prevention and improving sanitary practices, along with dissemination of key messages on cholera risk mitigation and critical times for hand washing, among others. In partnership with a national mobile network provider, Zain, UNICEF designed and disseminated key messages to mass audiences. UNICEF estimated that, in 2017, 819,954 individuals (adults, teachers, youth and children) were reached with UNICEF and partner messages on hygiene promotion.

In coordination with the Ministry of Youth and Sport, with UNICEF technical and financial support, 8,500 school children and students from seven primary schools and one national university enhanced their knowledge on water conservation and hygiene behaviour. A total of 36,000 households were reached with mass awareness campaigns in the two governorates of Baghdad and Wassit on how to treat polluted water and the importance of handwashing.

UNICEF worked with the Directorate of Health to reach more than 78,000 households in cholera-risk areas through combined interventions engaging community health workers, mass SMS messages through the national mobile network provider and distribution of water purification tablets among other activities.

After an agreement reached with the Mayoralty of Baghdad in 2016, a permanent environmental awareness area was set up in Al Zawra Park in Baghdad. In 2017 a two-day environmental campaign was hosted where school children attended lectures and activities to improve hygiene awareness. This was combined with an ‘exposure visit’ to a water treatment plant, informing children of the process of water purification and why it is necessary.

As part of Global Handwashing Day (GHD), UNICEF supported events in 100 primary schools in more than 18 governorates and reached more than 31,000 school children (12,360 girls),
demonstrating correct handwashing with soap, making the link between handwashing and health, and increasing understanding of water resource management issues and water conservation at individual and household levels.

**OUTPUT 5** Children and their families access timely sufficient and safe WASH services in humanitarian situations.

**Analytical statement of progress**
In 2017, UNICEF provided access to safe water to 1,883,405 individuals, including 1,035,872 females (518,000 girls) sanitation services to 675,965 individuals and access to safe hygiene practices to 575,956 individuals.

In 2017, UNICEF and WASH cluster partners exceeded the target number of people to be reached with access to safe water by 174 per cent. Low-cost high-impact strategies included ‘quick fix’ repairs to treatment plants, undertaken while longer-term work was organized through other partners. This was the strategy in Mosul City, where infrastructure damage was significant. As part of strengthening resilience, more resource-heavy interventions included construction of WASH infrastructure in IDP camps, where high initial investments were followed by a need for regular maintenance. In order to fill national shortages of stock for water purification materials, UNICEF supported water projects in all 18 governorates, with a cumulative 3,355 tons of water treatment materials that enabled provision of safe drinking water to internally displaced persons and affected communities, especially during cholera outbreak season.

The UNICEF-led WASH Service Centres (WSC) initiative worked through local NGO partners to maintain a network of 15 WSCs, each covering specific geographic areas in conflict- and displacement-affected governorates, facilitating a stronger feedback and complaints system for IDPs on services provided. This mechanism significantly enhanced UNICEF’s capacity to involve, and to be accountable to, affected populations in Iraq. Participation by IDPs in the WASH Service Centre model facilitated their active role in decision-making processes that affect them and their communities. For example, the ‘ZAMZAM’ (‘holy water’) water supply system is a community-based low-cost technology operated by the targeted communities themselves. It includes boosting stations with high capacity water storage tanks connected to a source of water.

UNICEF and partners delivered humanitarian support to Syrian refugee children and families, coordinating with the Government of Iraq and the Kurdistan Regional Government (KRG) to protect children’s rights through integrated packages to improve access to a sustainable supply of safe water. More than 74,521 Syrian refugees had sustained access to safe and clean water in camps. Funding to support more sustainable interventions for Syrian refugees was a challenge in 2017.

**OUTCOME 3** Education in Emergencies

**Analytical statement of progress**
Overall, during the 2016-17 academic year, there was greater demand for education for internally displaced persons and Syrian refugees in camps and in host communities, which resulted in increased enrolment in Iraq Centre and in Kurdistan Region of Iraq (KRI).
In 2017, UNICEF directly contributed to enrolment of 1,726,997 children (795,676 girls), including at least 252,560 children (121,229 girls) from areas formerly controlled by ISIL.

UNICEF worked with the Ministries of Education in Iraq and KRI, their Directorates and civil society partners to construct or rehabilitate learning spaces, distribute school supplies, and train teachers and parents committees. Regular monitoring reports indicated improved attendance rates, partly attributable to timely provision of improved learning environments and resources. Enrolment achievements were undermined by internal inefficiencies due to grade repetition, irregular attendance, student dropout and students not learning while in school.

To foster an enabling policy environment for education, UNICEF supported the Ministry of Education to develop school based management (SBM) policy and guidelines. As an interim measure, until the guidelines are completed and approved, the Minister of Education issued a Ministerial Order granting decision-making authority to schools and parent-teacher association committees in schools that are implementing school based management (SBM) approaches. In 2017, 365 schools embraced the SBM model. More than 193,534 students are now learning in SBM schools.

UNICEF supported the Ministry of Education (MOE) to undertake a study on the cost and benefits of education. The study formed the basis for two national conferences, hosted by the Prime Ministers of Iraq and KRI, respectively. Findings continued to inform key MOE policy, planning, resource allocation and advocacy.

UNICEF completed a study to establish baselines for girls’ transition from primary to post-primary education in southern governorates where girls’ education is challenged by social norms and lack of infrastructure. Concurrently, UNICEF worked in partnership with the Directorates of Education to establish six secondary schools for girls in Thi’Qar, Qaddisiya and Diwaniya governorates.

UNICEF is in advanced discussions with MoE to establish a system for measuring learning outcomes especially at the early grade in reading and numeracy. Several factors continue to challenge attainment of learning outcomes, including inadequate pupil/teacher contact times, inequitable distribution of qualified teachers, low teacher morale and poorly-coordinated professional development opportunities. Others relate to low government spending on infrastructure, multiple school shift system, and unaligned curriculum.

In 2017 UNICEF Iraq provided technical and financial support to the MOE to develop the emergency response strategy, which is aligned to the Interagency Network for Education in Emergencies (INEE) standards. UNICEF also facilitated MOE participation in the education cluster, resulting in better leadership and coordination of education in emergencies (EiE) interventions.

UNICEF funded the MOE-KRI to install the e-Perwede computer-based Education Management Information System (EMIS) system and built the capacity of the Planning Directorate to utilize the system.

OUTPUT 1 Ministry of Education at central and decentralized levels has strengthened capacities for policy development, coordination, planning, budgeting and monitoring, including in humanitarian situation.
Analytical statement of progress
With UNICEF technical support, the MOE reviewed regulations on decision-making at ministry, governorate, district, community and school levels. The school-based management (SBM) approach was generally accepted as a model for improving the quality of learning and school environments. The Minister of Education directed that decision-making authorities be extended to schools applying the SBM model.

The Government and UNICEF produced a ‘Cost and Benefits of Education’ study, highlighting the insufficient government expenditure (5.7 per cent of national budget) on education and the critical shortage of school buildings, with adverse impact on education quality. UNICEF supported high-level advocacy conferences in Baghdad and Erbil that recommended enhanced budgetary provisions and urgent resource mobilization to address gaps and lay the foundation for sustainable education. The Ministry of Education embraced the study outcomes and the evidence generated provided the basis for important decisions, including informing the Iraqi Reconstruction Summit in Kuwait.

Efforts continued in 2017 to move the national Education Management Information System (EMIS) from a paper-based to computer-based platform that would provide timely and reliable information for educational planning. UNICEF, UNESCO and the Ministry of Education agreed on a project to strengthen the education sector database and advocated with donors for funding to roll out the Student Information Management System (SIMS) in 10 governorates. In the Kurdistan Region, UNICEF supported the MOE to strengthen the existing system by developing the e-Perwerda data management system. To date 191 schools have been linked to the system. The KRG Council of Ministers voted to fund the linking of 4,000 more.

UNICEF provided technical and financial support to the MOE to establish a system to track out-of-school children. The MOE identified a Mobile Network Operator to provide internet services for the rollout of EduTrac, a phone-based system that uses short message services (SMS) to report on a range of indicators. School principals, teachers and community representatives will provide updates on out-of-school children.

Some interventions were challenged by external factors. The effort to establish a system for monitoring learning achievement was deferred due to difficulties with the team obtaining Iraqi visas. The plan to establish a public expenditure review process was deferred to allow for wider stakeholder consultations and inputs. Both initiatives are planned for in 2018.

OUTPUT 2 School-based management, action and monitoring is mainstreamed and operationalized in selected governorates

Analytical statement of progress
By the end of 2017, 365 new schools had adopted the UNICEF-led school based management (SBM) approach, with at least 193,534 students benefiting from improved learning environments and quality of education (exceeding the annual target of 250 schools (and 75,000 students). There was increased demand for SBM and many schools embraced the SBM approaches without waiting for UNICEF block grants. In Sulaymaniyah Governorate, 171 schools implemented SBM and school improvement plans with locally mobilized resources.
UNICEF ensured that ‘multiple shift’ schools were incorporated into the SBM approach, expanding coverage without compromising on quality. In 2017, the British Council consulted UNICEF for technical advice on mainstreaming SBM in their projects in Iraq.

UNICEF facilitated a national workshop for sub-national stakeholders, including SBM master trainers and implementers. Based on the recommendations from this workshop, the Minister of Education issued a directive giving authority to the MOE Committee to ensure more powers are devolved to schools.

To ensure sustainability, MOE and UNICEF agreed on an exit strategy whereby schools are granted the authority to manage school canteens that will provide a source of income to school committees to manage day to day improvements.

The SBM initiative promoted inter-sectoral programming among UNICEF programme components. For example, in Basra, established PTA committees were engaged in facilitating renovation works on school WASH facilities. This broadened skill-sets of PTA committees and empowered them to plan priority actions to improve the quality of education in their respective schools.

There were challenges with the decentralization process whereby some political leaders continued to resist full devolution of authority to schools. Challenges caused by schools not having their own bank accounts were partially resolved through UNICEF advocacy that secured a ministerial directive for SBM schools on this issue. Where banking services were unavailable, alternatives such as mobile banking service providers were used.

The planned assessment of students in SBM schools, designed to gauge their acquisition of key skills and competencies and whether they would demonstrate national minimum performance standards, was deferred due to logistical constraints.

OUTPUT 3 Increased access of children including those out-of-school, to basic and post-basic education opportunities in selected governorates, and in humanitarian situations.

Analytical statement of progress
In 2017, UNICEF enabled more than 1.7 million out-of-school children in IDP and refugee camps, host communities and returnee communities to access education opportunities, exceeding the target for 2017 of 1,226,000 out of school children brought to school UNICEF installed or rehabilitated learning spaces in formal and non-formal education (NFE), provided school supplies and ensured teacher presence through incentives (monthly payments and transport) and training. UNICEF constructed or rehabilitated 576 schools in 10 governorates, including 214 schools rehabilitated in East Mosul within 100 days of the city coming under government control. UNICEF provided 36,206 desks and more than 2,000 whiteboards to improve learning environments for children, distributed essential education kits to 1,726,997 students and provided financial support to MOE to transport 1.7 million textbooks and other curriculum materials to benefit 475,000 students in Ninewa and Dohuk.

In support of girls’ transition from intermediate to secondary level, six girls’ secondary schools were established in southern Iraq. Three schools were established in the Marshlands area in Thi Qar and three in Qadissiya. In Qadissiya UNICEF also established a school for 119 Roma
community children on the outskirts of Diwaniya city, the first intervention in this location for this historically marginalized community.

UNICEF worked with a private education service provider and the MOE in KRG to implement an e-Learning pilot programme for out-of-school children, which enabled an initial group of 160 out-of-school Syrian refugee children in Dahuk, Sulaymaniyyah and Erbil to access education. The pilot inspired the federal MOE to request UNICEF technical support to replicate the intervention for 550 internally displaced children in Baghdad, using the accelerated learning programme (ALP) curriculum.

UNICEF supported the MOE to complete a Conceptual Framework for Non-Formal Education (NFE). In the KRI the NFE concept was endorsed by the MOE in June 2017. The MOE-KRI requested additional UNICEF support to develop a policy, strategy and costed action plan on NFE as a way of strengthening government adoption of alternative approaches for out-of-school children.

OUTPUT 4  Children aged 6-17 access timely and quality early childhood education, basic and post-basic education in humanitarian situations in Iraq

Analytical statement of progress
UNICEF funded implementation of curricular and co-curricular activities in 664 schools, directly benefiting 211,049 students across 11 governorates of Iraq. All participating schools mainstreamed life skills and citizenship education in their school plans. At least 5,919 teachers (4,663 females) were trained on a range of aspects, including psychosocial support for students and teachers, how to foster positive discipline, and linkages between life skills and learning outcomes. The Iraq LSCE is aligned with the MENA Life Skills and Citizenship Education Conceptual and Programmatic Framework, which Iraq and Kurdistan MOEs endorsed in October 2017.

UNICEF provided technical support to the MOE to finalize LSCE curriculum materials, which collectively contributed to strengthening teacher and student capacities for implementing life skills and citizenship education within formal and non-formal learning spaces. The life skills initiative was embraced by education stakeholders. In Baghdad governorate, 93 schools took the initiative to mainstream LSCE in their plans and activities without waiting for UNICEF funding.

UNICEF and partners trained students in group facilitation skills to enable them take LSCE beyond school confines. The students disseminated life skills and social cohesion messages based on the theme ‘With Peace, We Co-exist’. Students led public events in Baghdad, Basra and Dohuk governorates to galvanize public awareness about social cohesion in Iraq. In Baghdad, children worked in coordination with the Children Culture House (a member of the child welfare committee) and the Ministry of Education to host an outreach event where 400 students from schools in Baghdad performed music, interactive theatre and ballet dancing to demonstrate behaviours portraying positive discipline, social cohesion, and respect for diversity. In southern Iraq, students engaged in sports tournaments, and in Dahuk inter-district student youth camps brought young people from different social backgrounds together and developed skills to celebrate diversity. Public audiences at the student-led activities were estimated at more than 5,000 adults and children.
In 2017, the MOE finalized a psychosocial support (PSS) teaching materials package with support from UNICEF education and child protection specialists. The package was disseminated to SBM schools to enhance training and delivery capacities. Through NGO partnerships 17,888 children (9,307 boys and 8,581 girls) in camps and host communities were reached with systematic life skills and PSS interventions.

Major challenges included the lack of a framework for assessing qualitative changes resulting from implementation of LSCE and some resistance to inclusion of Life Skills Education because of inadequate clarity on whether life skills is a method, approach, or curriculum subject.

**OUTPUT 5 Education in Emergencies**

**Analytical statement of progress**

In 2017 UNICEF reached 1,726,997 children in humanitarian situations with basic education interventions. A total of 843,449 children received school supplies, and 252,560 out-of-school children (121,229 females) were brought into school, either as formal education students or non-formal education beneficiaries. A total of 34,069 Syrian refugee out-of-school children were enroled in school, including 160 who participated in the e-Learning pilot project.

UNICEF led emergency education initiatives, including rehabilitating 241 schools within 100 days after Mosul City returned to central government control. As a result, 200,631 students (82,461 females) in the city regained access to school. In the Sinjar Mountain and Sinuni districts of Ninewa, where ethnic minority Yazidi population were violently displaced by ISIL in 2014, only 27 schools of 374 schools remained functional. UNICEF provided financial support and supplies for the 11 Arabic-medium and 16 Kurdish-medium schools there, enabling 7,350 students to continue learning.

In November 2017, 108 schools in Diyala and Sulaymaniyah were damaged by the 7.5 force earthquake that hit Iraq and Iran. UNICEF provided technical support to assess damages to schools and provided tents and prefabricated classrooms to 16 of the most-affected schools, reaching 3,899 students (1,875 girls) and 320 teachers.

UNICEF partnered with a private education service provider to design and roll out a pilot eLearning intervention for 160 out-of-school Syrian refugee children. The model was recognized by the MOE Baghdad, which requested UNICEF technical support to replicate it in five Baghdad internally displaced person (IDP) camps, targeting 550 IDP children through an accelerated learning programme (ALP).

Due to limited funding, Syrian refugee teacher training was constrained - only 193 teachers were trained out of a planned 5,000. There were a limited number of Syrian refugee teachers in Iraq, and even the anticipated levels of refugee children inflows were higher than the actual numbers received so the intended target was unrealistic. High turnover among senior government counterparts had serious implications for timely decision-making on key education issues, for Ninewa governorate, six Directors-General passed through the post in 12 months.

In 2017, UNICEF provided technical and financial support to the MOE to develop the Emergency Response Strategy, which is aligned to the Interagency Network for Education in Emergencies (INEE) standards. UNICEF also facilitated MOE participation in the Education Cluster, resulting in better leadership and coordination of education in emergencies (EiE)
interventions. UNICEF and UNESCO also took on the role of anchor organisations for conflict-sensitive education and provided technical support to cluster organisations to build their respective capacities.

OUTCOME 4 By 2019, an increased proportion of children, who are vulnerable and exposed to violence, including those in humanitarian situations, are protected by prevention and response services, a supportive institutional and legislative framework and protective social norms.

Analytical statement of progress
Iraq strengthened its framework for a protective environment through endorsement of a National Child Protection Policy, which was moving toward implementation. In 2017, five governorates improved quality of child protection service delivery and increased functionality of child protection systems. Quality was improved by establishment and more regular use of referral pathways, by increasing availability of services and by supporting dedicated human resources for child protection and gender-based violence case management. Juvenile justice authorities in Iraq improved coordination and provision of child friendly justice procedures and services. In four governorates, courts increasingly applied alternatives to detention for children in conflict with the law.

The Iraq Monitoring and Reporting Mechanism for grave violations of child rights increased its reach and verification rate. Children in humanitarian need had increased access to child protection services during 2017. A total of 359,334 internally displaced and refugee children received psychosocial support (PSS) aimed at improving their safety, well-being and resilience. The quality and reach of specialized child protection services improved and reached 31,884 internally displaced and refugee children. Specialized protection services such as emergency alternative care and family tracing and reunification services were provided for 674 unaccompanied children and 3,209 separated children. An additional 10,611 women and girls received multi-sectoral gender-based violence services. Overall, four of the five output areas are on track. Work to strengthen legislative and institutional frameworks was constrained, specifically in relation to the expansion of a foster care system and the Child Helpline (telephone child abuse reporting) system.

OUTPUT 1 The legislative and institutional framework is strengthened to better protect vulnerable girls and boys and those exposed to violence, abuse and exploitation

Analytical statement of progress
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OUTPUT 2 Increased availability of government, NGO, and civil society organization child protection services that prevent and respond to violence, abuse in selected governorates.

Analytical statement of progress
To improve service delivery for prevention and response to violence and abuse, UNICEF focused on improving knowledge and practice of case management for children in need of specialised services, especially children affected by conflict, with a specific focus on five governorates. To address the caseload of children found as unaccompanied and separated due to Mosul operations, UNICEF, in coordination with the child protection sub-cluster, developed minimum standards for alternative care for unaccompanied and separated children (UASC). Improved referral pathways, mapping of services, and increased capacity including application of case management approach resulted in 31,884 children (14,822 girls) affected by violence and abuse receiving specialised services such as legal assistance, focused psychosocial support (PSS), family tracing and reunification. This represented 173 per cent of the target for 2017.

To improve engagement with community-based child protection structures for prevention and response to violence and abuse and to improve protective environments for children, UNICEF provided capacity building support for 307 community-based child protection structures through which 6,054 adults (3,137 men and 2,917 women) have increased knowledge on child protection approaches and standards, and 336,985 children and parents (113,980 boys, 127,246 girls, 36,657 men and 39,102 women) participated in awareness-raising on child protection issues, including prevention of separation, risk education and gender-based violence.
In 2017, UNICEF supported a case management consultant to assess the capacity of case management workers and supervisors and to provide recommendations on case management. Based on the recommendations, UNICEF, in coordination with UNHCR, initiated systematic capacity building for the child protection social workforce, including a Child Protection Information Management System (CPIMS) in KRI. UNICEF and the child protection sub-cluster completed an assessment of the existing data management system, which recommended development of a CPIMS as an integral part of case management. UNICEF launched a call for proposals and identified two implementing partners, one to strengthen Inter-Agency CPIMS as a tool for case management in KRI and one to strengthen Capacity of CP Social Workforce on Case Management and Inter-agency CPIMS in Federal Iraq. UNICEF mapped the social workforce in federal government and prepared for an assessment of children in institutions to be conducted in 2018.

To improve community and civil society participation in prevention of violence and abuse, UNICEF established a partnership with religious leaders in federal government to begin work on prevention of violence against boys and girls and social norms permissive to child marriage. UNICEF’s dialogue with these leaders resulted in an agreed upon framework for changing attitudes and social norms regarding violence against children and child marriage that will be piloted in targeted neighbourhoods.

UNICEF provided technical assistance to Ministry of Education to develop a school curriculum for public schools in areas that were under control of Islamic State in Iraq and the Levant (ISIL) which includes social cohesion and psychosocial support (PSS) components. UNICEF provided developed and tested chapters and had topics introduced into the training curriculum for primary and secondary teachers.

OUTPUT 3 A functional child-friendly justice system is in place that includes prevention mechanisms and alternatives to detention sanctions, and is in line with international standards, in selected governorates.

Analytical statement of progress
As of the end of 2017, four governorates had a pre-trial diversion programme within the juvenile justice system. (The 2017 target was three governorates). In the three governorates of the Kurdistan Region of Iraq (KRI), 24 per cent of children in conflict with the law received alternatives to detention either pre- or post-trial. Out of 1,803 children arrested, alternatives to detention measures such as diversion at juvenile police level through mediation, bail, or conduct monitoring (probation) were used for 432 children. In 52 per cent of cases of children in conflict with the law in Kirkuk, alternatives to detention were used. Out of 191 cases of children reported to juvenile police, alternative to detention measures were used for 97 children. At year end, data on alternatives to detention was not yet available for governorates in the centre and south of Iraq.

Six governorates had juvenile justice systems that were partially functional to international standards. Legal services were available for children and case management systems were available or being strengthened in 12 governorates. Justice for children task forces were functional in five governorates. Alternatives to detention measures were being applied routinely in four governorates and data management systems were partially functional. Progress toward developing juvenile delinquency prevention plans was constrained, with no governorate having
an existing and implemented plan. The development of such plans is included as part of the activities of the Justice Task Forces in 2018.

At the national level, UNICEF continued to advocate with the Government to re-activate the Juvenile Care Council. The Ministry of Labour and Social Affairs is committed to this objective and was working to obtain commitments from other ministries. Reactivation will provide a forum to discuss handling of children’s cases, particularly the situation of children who are suspected of terrorism-related offenses.

UNICEF also continued to provide technical and financial support and supplies to the Directorates of Social Reformatory under the Ministry of Labour and Social Affairs and Juvenile Police to improve the conditions of confinement for children in detention and to provide services for rehabilitation and reintegration of children after their release. These joint efforts provided opportunities for more positive outcomes for children in contact with the law. Data collection on the children in contact with the law and the outcomes in their cases remained a challenge, as such data is not centrally or systematically collected or analysed.

OUTPUT 4 Systems for monitoring, reporting and responding to violations of children's rights are strengthened.

Analytical statement of progress
UNICEF trained 374 monitoring and reporting mechanism (MRM) partners working in nine governorates (Anbar, Baghdad, Erbil, Diyala, Dahuk, Kirkuk, Ninewa, Salah al Din, and Sulaymaniyah) on identifying, reporting, and verifying grave violations of child rights. A total 667 incidents were reported, affecting 3,481 children (1,084 boys, 302 girls and 2,095 sex unknown). Of the 667 incidents, 553 were verified, affecting 781 children (459 boys, 240 girls and 82 sex unknown). As of the end of November 2017, the verification rate was 82 per cent, up from a baseline of 59 per cent and exceeding the target of 75 per cent. Access, security threats and sensitivities around violations remained the biggest challenges to obtaining and verifying reports.

The MRM Technical Working Group gradually expanded its membership and strengthened its work. In October 2017, the Country Task Force (CTF) was re-activated under leadership of the United Nations Assistance Mission in Iraq (UNAMI) Special Representative to the Secretary General (SRSG) and UNICEF Representative. The CTF will enhance advocacy on prevention and response to grave violations, including dialogue with the Government. UNICEF and UNAMI engaged with the Government on establishing an inter-ministerial commission on grave violations of child rights. The commission was agreed on in principle, but concrete steps toward officially establishment remain to be taken.

To inform programming for reintegration of children disengaging from armed actors, including ISIL and militias, and to strengthen prevention of recruitment of children, UNICEF completed a study on push and pull factors for child association with armed groups across Iraq. The study was validated by a wide range of government and military actors and informed development of a strategic framework for response. UNICEF and MRM partners successfully piloted a project to disengage young men from armed actors in one location. The pilot included economic and psychosocial interventions, education activities to counter recruitment activities, a search and rescue project during West Mosul operations to locate and bring people for emergency medical care as a means of preventing child deaths, and integrated education projects that included
school rehabilitation, psychosocial support (PSS), and risk education about explosive devices in retaken areas.

Risk education activities focusing on recognizing and avoiding dangers presented by unexploded ordnance (UXO) including explosive remnants of war (ERW) and improvised explosive devices (IED) were implemented in four of the conflict-affected governorates (Anbar, Baghdad, Ninewa, and Salah al Din). Those efforts reached 149,756 people, including 100,959 children (48,369 girls) and 48,797 adults (21,091 women). In Mosul specifically, which saw intensive fighting in 2017, 45,216 people were reached through interventions in newly re-opened schools, including 43,056 students and 1,423 school teachers from 81 schools, 69 governmental staff and 668 community members, all from East Mosul.

**OUTPUT 5 Children in humanitarian situations access child protection services.**

**Analytical statement of progress**
UNICEF provided technical leadership in rolling out a mobile child protection in emergency (CPiE) team approach that increased the number of children with access to CPiE services. UNICEF trained 87 child protection mobile team members to provide psychological first aid (PFA), family tracing and reunification (FTR) of unaccompanied and separated children, mobile psychosocial care of children-on-the-move, as well as for those exposed to gender based violence. CPiE teams were placed in strategic locations to provide onsite immediate response and to identify unaccompanied children. Children and families also received services on arrival to camps to identify children in distress. As a result, 174,220 people (72,244 girls, 15,850 women) received psychological first aid.

Mobile and static child friendly spaces were among the entry points for children to access recreational and psychosocial services (PSS) activities aimed at providing normalcy. As a result, 359,334 Iraqi internally displaced persons and Syrian refugee children (168,784 girls) were provided with PSS services. Of these, 332,335 internally displaced children (156,221 girls) and 26,999 refugee children (12,563 girls) received PSS in 2017. This represented 195 per cent of the target. Widespread use of mobile modality allowed greater reach by partners. Unpredictable movements of people, large scale of displacement, and the complex security environment were continuous challenges to reaching vulnerable children.

UNICEF provided case management services for 3,609 separated children (1,574 girls) and 674 unaccompanied children (182 girls) including unaccompanied children of foreign nationality. These services included documentation, family tracing, reunification and alternative care.

In 2017, 10,611 women and girls (against a target of 9,000), accessed multi-sectoral services including case management and PSS and 10,097 participated in recreational, life skills and other psychosocial support activities through UNICEF programs in Diyala, Kirkuk, Erbil, and Ninewa. To reduce stigma and increase acceptance of services around gender-based violence (GBV), 75,773 community members participated in GBV prevention activities and community-based trainings on GBV issues. To support high quality gender-based violence (GBV) service provision and strengthen referral pathways, 288 GBV service providers were trained on GBV concepts and 26 were trained on caring for child survivors. GBV mobile teams working in Anbar, Baghdad, and Salah al Din received intensive training on GBV case-management services.
To improve protection and GBV programming for adolescent girls, UNICEF and UNFPA finalized and began rollout of an Adolescent Girls Toolkit developed through a joint initiative in 2016. The Toolkit provides a set of ready-to-use tools for partners to reach and support young girls with information and life skills essential for their well-being and safety.

**OUTCOME 5** By 2019, more adolescents (age 10-18) access positive development opportunities, which enhance social cohesion in their communities.

**Analytical statement of progress**
At the end of 2017, 44 support and learning networks for adolescents had been created with technical and financial support from UNICEF. UNICEF expanded its interventions in 2017 to southern Iraq. (Previous interventions had taken place only in northern Iraq.) In collaboration with local partners, including the Ministry of Youth (MoY) and the Ministry of Labour and Social Affairs (MoLSA), good progress was made towards achieving planned results.

Adolescent programming was a relatively new area of work for UNICEF in Iraq. Through a participatory approach, 2,000 adolescents and youth (880 girls and 1,120 boys) were nominated or volunteered to be trained as peer leaders to mobilize 94,000 adolescents and youth to develop community-based initiatives aimed at promoting social cohesion and social change.

Challenges encountered were related to social norms that limited full participation and engagement of adolescent girls and data gaps that limited the scope for evidence-based programming. To address the issue of social norms the adolescent development and participation programme will scale up support for behavioural change interventions and youth-led community-based awareness raising initiatives. An initial study was undertaken in 2017 on UNICEF’s pilot projects for adolescents under the No Lost Generation (NLG) approach. To address the lack of data on adolescents, studies will be undertaken as needed to provide more in-depth analysis on key issues such adolescent development in line with UNICEF’s Country Adolescent Tracker (CAT).

**OUTPUT 1** Gender-sensitive community initiatives that promote inclusiveness and social cohesion established in select districts.

**Analytical statement of progress**
UNICEF provided financial and technical support for creation or strengthening of 47 adolescent and youth safe spaces in 18 districts in 5 governorates in Iraq in 2017 (8 of the safe spaces are in IDP camps in Dahuk and Erbil). Through these structures, 2,000 adolescents and youth (880 girls and 1,120 boys) participated in peer leadership training to mobilize others to participate in skills building and social cohesion activities, including language training. Adolescents from the host community, internally displaced persons and refugees from different ethnic (Kurds, Arabs, Turkmen) and religious backgrounds (Christian, Muslim, Assyrians, Yazidis) were involved in various socialization, recreation and language classes to promote social cohesion and mutual acceptance.

To promote inclusion of ethnic minorities, adolescents with disabilities, and girls, UNICEF and partners designed easily accessible, culturally acceptable, gender-sensitive activities to promote their participation and address the issue of exclusion. This helped increase participation of adolescent girls (40,420) in most areas, broaden understanding of socialization and need to
include adolescents with disabilities and promote social cohesion. Through life-skills based education modules, adolescents and youth were trained on self-awareness, self-efficacy, resilience, cooperation, decision making and communication as part of skills building aimed at personal empowerment. The modules also enhanced social cohesion and civic and social engagement.

In some areas girls-only activities were designed and held in setups that allowed for parents to participate. Parents and guardians welcomed this opportunity, and were supportive of their daughters’ involvement in education-linked interventions such as learning support classes, English and ICT courses. For adolescents with disabilities, locations close to their homes were chosen wherever possible to increase accessibility and to encourage participation.

The 2,000 peer leaders were trained on leadership, communication, and relationship building. These peer leaders mobilized another 94,000 adolescents and youth (53,580 male, 40,420 female, 64,000 in KRI and 30,000 in the South) to become actively involved in activities and events to empower adolescents and youth. To increase the number of girl participants, 20 gender-sensitive community youth-led initiatives to promote social change, environmental hygiene inclusiveness and social cohesion were conducted in Basrah, Dahuk, Erbil, Qadissiya and Thi Qar governorates. Some 12,000 adolescents and youth (6,840 boys and 5,160 girls) were actively involved.

Participation of adolescent girls, adolescents with disabilities and those who had not been in school was still low in some areas, mainly because of social cultural, economic, and religious beliefs that limit acceptance of the participation by these groups, as well as economic prioritization in situations where adolescents are involved in income-generating activities to boost family income.

To advance coordinated action related to adolescents, UNICEF engaged in discussions with multiple partners (the Government, UNFPA, UNDP and civil society) on drafting and operationalizing an adolescent action plan based on existing youth policy. This was a slow process due to financial constraints, multiple stakeholders, the ongoing humanitarian crisis, and competing government priorities.

**OUTPUT 2 Virtual support and learning networks established for adolescent girls and boys.**

**Analytical statement of progress**

With UNICEF’s financial and technical support, 44 social/virtual networks were established in Dahuk, Erbil, Basra, Thi Qar and Qadissiya to facilitate youth and adolescent engagement, leadership modeling, and mentoring through the peer to peer approach, with additional support from adult mentors. Adolescents and youth used Facebook and other social media platforms in 2017 to raise awareness, motivate and update each other on issues and highlight inspirational success stories. Innovative gender-sensitive communication strategies were created in 75 per cent of the 18 targeted districts to facilitate increased awareness, exchange ideas and showcase skills. More than 2,000 adolescents and peer leaders were trained in the use of ICT, administration and running of social media pages and online groups. Participation of adolescent girls in virtual networks has been limited by societal expectations of how girls should interact and use technology, especially social media. To address cyber safety, and to increase participation of girls, participants were oriented on safe use of the internet and solutions such as proactive administration of social media sites and the use of avatars were implemented.
More than 5,300 adolescents (2,332 girls and 2,968 boys) had access to virtual networks. There were 3,200 active social media users for various activities, and 2,100 adolescents were involved in sporting activities, including cross networks tournaments.

OUTCOME 6 By 2019, children in Iraq have increasingly benefitted from evidence-based social policies, programmes, plans and budgets which address equity and child-centred stabilization and social inclusion.

Analytical statement of progress
By the end of 2017, 44 support and learning networks for adolescents had been created with technical and financial support from UNICEF. During the year, UNICEF expanded its interventions to southern Iraq. (Previous interventions had taken place only in northern Iraq.) In collaboration with local partners, including the Ministry of Youth (MoY) and the Ministry of Labour and Social Affairs (MoLSA), good progress was made toward achieving planned results.

Adolescent programming was a relatively new area of work for UNICEF in Iraq. Through a participatory approach, 2,000 adolescents and youth (880 girls and 1,120 boys) were nominated or volunteered to be trained as peer leaders to mobilize 94,000 adolescents and youth to develop community-based initiatives aimed at promoting social cohesion and social change.

Challenges encountered were related to social norms that limited full participation and engagement of adolescent girls and data gaps that limited the scope for evidence-based programming. To address the issue of social norms the adolescent development and participation programme will scale up support for behavioural change interventions and youth-led community-based awareness raising initiatives. An initial study was undertaken in 2017 on UNICEF’s pilot projects for adolescents under the No Lost Generation (NLG) approach. To address the lack of data on adolescents, studies will be undertaken as needed to provide more in-depth analysis on key issues such adolescent development in line with UNICEF’s Country Adolescent Tracker (CAT).

OUTPUT 1 Government has increased capacity to expand and ensure equitable access to child-sensitive social protection initiatives.

Analytical statement of progress
UNICEF has provided cash support to 13,304 children in five governorates (Anbar, Baghdad, Dahuk, Erbil, and Ninewa), against a target of 15,000 children (88.7 per cent). Funding constraints limited full achievement of the target.

After coordinated assessments with UNHCR, UNICEF launched a ‘child grant’ in Mosul shortly after it came under control of the Government of Iraq. A total of 3,536 children were supported by UNICEF’s child-focused ‘top up’ grant of approximately US$30 to households with a large number of children. The assistance was delivered in complementarity with multipurpose cash assistance from UNHCR.

In 2017, UNICEF and UNHCR entered into a partnership with a national mobile network provider, Zain, for the delivery of cash assistance through mobile transfers. This improved security, ensured timely disbursement, confidentiality of the beneficiaries’ data and reduced cost of transactions compared with the previously-used ‘cash in envelope’ delivery mechanism.
In a separate but complementary intervention, UNICEF partnered with the World Bank to support a cash transfer pilot program in Al-Sadr City 2 in Baghdad. While the law considers these 'conditional' cash transfers (the recipient must agree to certain conditions when receiving the transfer), UNICEF successfully advocated with the Ministry of Labour and Social Affairs (MoLSA) to soften the conditionality of the programme with the introduction of a case management approach, aiming to improve school enrolment and health status of children and pregnant women, and improve connectedness of social protection, child protection and education services for children from identified vulnerable families. The pilot targeted approximately 4,000 households (2,000 controlled target group and 2,000 treatment group, to facilitate evaluation), and will continue into 2018.

As part of capacity building, UNICEF provided technical support and trainings in humanitarian cash assistance for government staff at MoLSA federal and regional levels, as well as at governorate level. In the context of ongoing mass displacement, high turnover of Syrian refugee and Iraqi internally displaced populations caused challenges in maintaining a consistent caseload and the enrolment of families in the cash assistance programme.

**OUTPUT 2** New data, knowledge and evidence on childhood poverty, vulnerability and deprivation is generated to inform equity focussed and child-centred social sector planning, budgeting and financing, including in humanitarian situations

**Analytical statement of progress**

The Ministry of Planning (MoP) committed to carry out the sixth Multiple Indicator Cluster Survey (MICS-6) in 2017. A memorandum of understanding (MoU) was signed in March 2017 between UNICEF, Central Statistics Organization (CSO) and Kurdistan Regional Statistics Office (KRSO). The survey plan was finalized by CSO and KRSO with technical and financial support from UNICEF. MICS-6 will bridge existing data gaps (the previous MICS was undertaken in 2011) and serve as a key repository for setting developmental priorities for Iraq in line with the Sustainable Development Goals.

UNICEF, together with the Government of Iraq, produced Iraq’s Child Poverty Report, which is a comprehensive analysis of child monetary poverty and multiple deprivations using Iraq household socio-economic surveys conducted in 2007 and in 2012. The report examines child poverty in Iraq by measuring the incidence, depth, severity and risks of income poverty for children, and assesses of key determinants to understand the interaction between expenditure (monetary or income poverty) and deprivation of child rights. The report also assesses the role of, and gaps in, current social protection schemes in benefiting poor and vulnerable children. The findings were shared with Iraq’s technical committee responsible for drafting Iraq’s second phase Poverty Reduction Strategy (PRS-II) for integration of child deprivation into the six goals of PRS-II. At year end, the final report was awaiting the Government’s official endorsement.

Poverty- and deprivation-focused data was gathered on vulnerable populations in newly-accessible areas of Iraq through joint UN assessments to understand child deprivation in areas recently re-taken by the Government. The assessment took place in three vulnerable neighbourhoods in Mosul in the first half of 2017 and a Multiple Overlapping Deprivations Analysis (MODA) was undertaken. The full report will be launched in 2018.

UNICEF looked into alternative ways to regularly monitor child poverty in Iraq, where prolonged conflict, mass displacement, and uncertain security mean that regular or comprehensive
surveys are difficult to conduct. UNICEF and mobile provider Zain agreed on an initial assessment of the feasibility of using cell phone usage data in developing child and poverty-focused data. Zain agreed to provide access to Cellphone Data Records (CDR) data from 2012 to UNICEF technical teams, who are assessing possible approaches and means of measurement.

In 2017, lack of updated data continued to present a challenge for achievement against this output. The Child Poverty Report is based on 2007 and 2012 data. This lack of data constrains provision of a robust updated analysis of the current situation of children. With updated MICS data expected in the second half of 2018, this challenge may be partially resolved in the coming year.

**OUTCOME 7** By 2019, strengthened institutional capacities ensure enhanced coordination, preparation for and response to children and families in humanitarian situations.

**Analytical statement of progress**

In 2017 UNICEF strengthened its role as lead agency for coordination of the WASH and education clusters, child protection sub-cluster and nutrition working group. UNICEF assured effective preparedness, coordination and delivery of humanitarian response against the Iraq Humanitarian Response Plan (HRP) and the Regional Refugee and Resilience Plan in response to the Syria Crisis (3RP). UNICEF provided dedicated leadership, alongside NGO co-coordinators from Action Contre la Faim (ACF) and Save the Children, and information management staffing support for cluster coordination. Working closely with government counterparts, UNICEF strengthened system-wide preparedness and technical capacity to respond to the various humanitarian emergencies occurring in Iraq, and provided clear leadership and accountability in the main areas of humanitarian response.

The child protection sub-cluster now has six child protection working groups at governorate level, plus a dedicated task force on case management that brought together stakeholders in a regular manner and facilitated timely information-sharing and action. This included supporting the operation of coordination mechanisms at national, regional and governorate level and strengthening information management systems to enhance tracking and monitoring the humanitarian situation and the responses in the country. UNICEF supported dedicated cluster coordinator and information management human resources and ensured several surge support staff to fill gaps in geographic coverage for coordination as needs arose.

More than 1 million people were newly-displaced from Ninewa following the February scale-up of military operations against ISIL. An additional 177,000 people were newly-displaced from Hawiga and western Anbar between July and September 2017. Displacements meant an increase in children separated from caregivers. UNICEF undertook capacity-building for government staff working with those children, including in Mosul’s state care home and led efforts for care and reunification for unaccompanied non-Iraqi children from families suspected of ISIL association. Between October and December 2017, the internally displaced persons population in Iraq decreased from 3.2 million to 2.6 million individuals (IOM), with rates of return increasing as security improved. In the same timeframe, the returnee population increased from 2.2 million to 3.2 million. In many return areas, basic services were lacking, and local government coordination was challenging in the sensitive political context. UNICEF engaged with UN partners and government to develop targeted responses for returnees, encouraging connected action between humanitarian and development agendas.
Alongside consortium members UNFPA and WFP and key NGO implementing partners, UNICEF continued to deploy and strengthen the rapid response mechanism (RRM) to deliver life-saving humanitarian support in a timely, coordinated and predictable manner. In 2017, the RRM was an effective mechanism to reach people when they were most vulnerable, working within a 72-hour window to give them initial access to lifesaving assistance (food, water, dignity kits) as other humanitarian assistance was being mobilised. With a significant number of families unable to flee, or choosing to remain in their communities after they were retaken from ISIL, UNICEF and partners adapted rapid assistance mechanisms, delivering multisectoral emergency packages (MSEP) designed to provide critical assistance across conflict lines.

In 2017, through the RRM and MSEP mechanisms, 3,707,833 people affected by humanitarian crisis received rapid life-saving assistance. UNICEF reached 2.4 million people through RRM and 1.2 million through multisector emergency response packages (MSEP). Combined, these efforts reached 3.6 million people against a target of 1.3 million, achieving 278 per cent of the target.

More than 1.8 million internally displaced people (55 per cent female) in camps, non-camp areas and host communities throughout conflict- and displacement-affected governorates in Iraq received timely critical WASH assistance. More than 74,000 Syrian refugees had sustained access to safe water, well-maintained sanitary facilities and hygiene promotion awareness sessions. In 2017 UNICEF reached 1,726,997 people in humanitarian situations with basic education interventions. A total of 241 schools were rehabilitated within 100 days in Mosul City, with 200,631 students in the city regaining access to education.

Children in humanitarian need had increased access to UNICEF-supported services in 2017. A total of 359,334 internally displaced and refugee children received psychosocial support to improve their well-being. A total of 10,611 women and girls received multisectoral gender based violence services and 192 unaccompanied children received emergency alternative care.

UNICEF replenished cold chain equipment in conflict-affected governorates of Anbar, Ninewa, and Salah al Din. More than 272,000 children accessed growth monitoring and 37,500 mothers of newborns and infants participated in feeding counselling. A total of 4,386 newborn babies and their mothers in refugee/internally displaced people camps benefited from postnatal home visits by trained community health workers.

OUTPUT 1 Government emergency planning and coordination structures have strengthened knowledge and resources to use child-centred approaches to monitor, plan and coordinate.

Analytical statement of progress
In 2017, the three UNICEF led clusters/sub-clusters (WASH, education and child protection) and the nutrition working group were strengthened through qualified UNICEF-supported human resources. UNICEF actively supported humanitarian coordination and delivery alongside the Government of Iraq and Kurdistan Regional Government (KRG) emergency coordination bodies, contributing to effective response across Iraq. Each UNICEF cluster led design of 2017 cluster strategy under the Humanitarian Response Plan (HRP) 2017 and provided technical review of cluster partner projects.

UNICEF internal capacity was strengthened with dedicated emergency and programme monitoring expertise in four of its five sub-offices. Specific achievements included: development of...
of 16 contingency plans between UNICEF and its clusters, including for responses in Ninewa, Tel-Afar, West Anbar, Hawiga, Mosul Dam, and for cholera; strengthened coordination with UNDP for child-centred preparedness and response to potential collapse of the Mosul Dam through a child-focused awareness-raising project for schools in the flood path; and improved government co-leadership of National and Sub-National Clusters through multi-level engagement.

Throughout 2017, UNICEF ensured coordination through the UNOCHA and its civil-military liaison bodies. In response to the changing operational environment in Iraq, UNICEF continued a multisector response package (MSEP) designed to reach conflict-affected people remaining in taken areas (‘remainees’). MSEP distributions assisted an additional 1.28 million people, including 6.6 million children, in retaken areas. For the fourth consecutive year, UNICEF supported vulnerable children and families with warm winter items. Supplies reached 35,088 children (17,755 female) as of December.

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Fluctuating humanitarian access due to insecurity was a challenge in 2017. In some cases, changes in humanitarian access impacted delivery costs and information tracking. A significant funding gap at cluster level limited the response in the Kurdistan Region of Iraq (KRI), Anbar and Baghdad. High turnover of key resource personnel for coordination caused bottlenecks in the operation of clusters and working groups. Short-term technical support was engaged to mitigate this challenge.

**OUTPUT 2** Information and evidence is generated and used for child-centred risk-informed emergency planning and response

**Analytical statement of progress**

In 2017, UNICEF provided technical and financial support to cluster coordination functions, including information management, resulting in improved timeliness and accuracy of information and analysis for operational decision-making. For rapid response mechanism (rrm) and cluster responses, regular and timely use of ActivityInfo as a data management tool was supported
through UNICEF-led trainings for implementing partners and for wider cluster partners across WASH, education and child protection clusters and sub-clusters, and for the nutrition working group. Improved understanding and use of ActivityInfo as the main UN tool for clusters to report response figures has resulted in an increased number of partners reporting more regularly.

UNICEF, WFP and UNFPA, as the lead UN agencies of the RRM Consortium, undertook multi-cluster assessments through a consortium of international and national NGO partners. Information was fed into an online dashboard available to all partners, including the Inter Cluster Coordination Group (ICCG) and the Assessment Working Group (AWG). An external evaluation of the RRM response was conducted, which was under review at year end, with expected finalization in early 2018.

Challenges in 2017 included: staff turnover and absence of dedicated reporting focal points for cluster partners; quality of information reported; and the use of multiple platforms to collect information.

**OUTCOME 8** Special Purpose Outcome: Staff and premises comply to Minimum Operating Standards

**Analytical statement of progress**

During 2017, Minimum Operating Safety Standards (MOSS) compliancy was reviewed in all UNICEF field premises. Staff participated in business continuity plan (BCP) simulations and mass casualty exercises. Field and country level warden systems were updated, tested regularly and activated by real-time events. UNICEF ensured a continuous cycle of security trainings were available, in coordination with UNAMI. In 2017, national staff were required to complete Safe and Secure Approaches in a Field Environment (SSAFE) training (in 2016, only international staff were required to do so).

Given the substantial need for self-support field missions across the country, new armoured vehicles were procured, additional drivers were recruited and trained and MOSS compliancy was ensured. UNICEF maintained surge capacity human resource support for security in northern Iraq.

Iraq remained a challenging environment in relation to safety and security of staff. The KRG referendum on independence was rejected by the Government of Iraq and resulted in the closure of many internal border-crossing points. Regular movement between the KRI and the northern federal governorates (Diyala, Kirkuk, Ninewa) became more challenging. There was a ban on international flights to the Iraqi Kurdistan airports in Erbil and Sulaymaniyyah.

**OUTPUT 1** Premises and Security

**Analytical statement of progress**

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international staff were required to do so). In total 117 of 156 national staff completed SSAFE training by the end of 2017. Given the substantial need for self-support field missions across the country, new armoured vehicles were procured, additional drivers were recruited and trained and MOSS compliancy was ensured. UNICEF maintained surge capacity human resource support for security in northern Iraq.

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OUTCOME 9 Management and Operations: The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in Iraq.

Analytical statement of progress
In the second year of its country programme, significant improvements in streamlining and rationalization of UNICEF Iraq’s management and operations procedures were made, including ongoing efforts to ensure and improve the safety and security of staff and premises in a context of continued insecurity. Iraq remained a challenging environment in relation to safety and security of staff. The KRG referendum results on independence were rejected by the Government of Iraq and the ensuing political tension resulted in disruption to many border-crossing points, including a ban on international flights to the Iraqi Kurdistan airports in Erbil and Sulaymaniyah. This made movement of staff and air shipment of supplies challenging both internationally and within the country.

Compliance with UN Minimum Operating Safety Standards (MOSS) was updated, and staff in all field locations participated in emergency event simulations and mass casualty exercises, in coordination with UNAMI. UNICEF Iraq’s staff warden systems were updated daily, based on staff presence in country or movement in the field. The warden systems were tested by real-time events, including natural disaster (earthquake), and civil unrest. In 2017, UNICEF national staff were required to complete Safe and Secure Approaches in a Field Environment (SSAFE) training run by UNAMI. (In 2016, only international staff were required to attend in-person training.) In total 117 of 156 national staff completed SSAFE training by the end of 2017.

Audit recommendations were closed, and the sustainable corrective actions that were instituted represented significant progress in bringing UNICEF Iraq in alignment with best practices.

OUTPUT 1 Governance and Systems Management: Governance and Systems exist to support the direction of country operations

Analytical statement of progress
The 2017 Annual Management Plan objective was to strengthen office capacity to efficiently and effectively manage human and financial resources. An Office Improvement Plan (OIP) was prepared in a participatory manner to address feedback received from staff through the Global Staff Survey (GSS) and the Iraq 2016 office retreat. The country management team (CMT) monitored progress against key indicators on a monthly and quarterly basis per the monitoring
table that was agreed upon at the CMT’s first meeting in January 2017. Programme chiefs and
the operations unit monitored relevant indicators in weekly and monthly meetings, respectively,
and ensured timely follow-up on areas of concern.

All 2015 and 2016 audit follow-up and extended audit recommendations were closed by the
Office of Internal Audit and Investigation (OIAI) and UNICEF Iraq ensured sustainability of
corrective actions and best practices.

UNICEF updated its February 2016 risk assessment in 2017 after operational context changes
following the September 2017 independence referendum in the KRI. The risks remained largely
similar to those identified in the previous assessment, including: misuse of funds, natural
disasters, and a weak political governance environment. Risk management processes were
enhanced, Standard Operating Procedures were updated, and work processes were simplified
where possible.

Implementation and roll out of the enhanced harmonized approach to cash transfer (eZHACT)
framework was underway, including streamlined field monitoring and supply end-user
monitoring. The business continuity plan (BCP) was updated, and simulations were carried out
at field office level.

**OUTPUT 2** Financial Resources Management: Stewardship of Financial Resources creates the
conditions to pursue country operations.

**Analytical statement of progress**

In 2017, UNICEF Iraq continued to improve its contribution management, budget control,
financial procedures, accounting and liquidation of cash assistance. Performance was reviewed
during monthly country management team (CMT) meetings. Key performance indicators (KPI)
were utilized for budget and financial control at weekly section chief meetings. The financial
resources were planned in line with the expected results for each programme.

UNICEF Iraq’s total allotment in 2017 was US$170.4 million, of which US$169.5 million was
utilized (99.5 percent). From the resources allotted, 2 per cent were from Regular Resources, 5
per cent were from Other Resources Regular and 93 per cent were from Other Resources
Emergency.

In 2017, UNICEF adhered to monthly accounting processes of bank reconciliations and
maintaining general ledgers and preventive and detective control checks to mitigate programme
and operational risks in line with HACT modalities. Micro-assessments of selected implementing
partners were conducted prior to partnership. Assurance activities included programme
monitoring, spot checks, and scheduled audits to provide assurance that funds were utilized for
intended purposes. The outstanding direct cash transfers (DCTs) amounted to US$14.65
million, with no DCTs over nine months.

After challenges faced with liquidation in 2016, the UN conducted a banking survey in Iraq, with
UNICEF participation. A new bank was sought and is now fully operational. The Finance Sub-
Committee of the Operations Management Team was activated and will enhance UN
 collaboration in financial matters. With assistance from the Central Bank of Iraq, outstanding
UNICEF balances from the former bank were recovered.
OUTCOME 3 Human Resource Management: Human resources have the capacities, skills, morale and motivation to support country operations

Analytical statement of progress
UNICEF further consolidated and aligned its staffing structure in 2017 to ascertain capacity to achieve expected results with optimum efficiency. Extensive HR support was provided to staff affected by post upgrades, including career advice, application and interview preparation and international stretch assignments. These efforts led to successful placements for affected staff. UNICEF aligned business processes with HR Reform to ensure quality talent and performance management and HR services through coordination with the Global Shared Services Centre (GSSC). UNICEF translated its Workforce Nationalization Strategy into tangible achievements. Staff were sensitized to shifts through face-to-face HR Reform Dialogue sessions. Three joint consultative committee (JCC) meetings were held in 2017 and minutes were disseminated to staff.

With the Workforce Nationalization Strategy at its core, the Annual Learning and Staff Development plan implementation was systematically monitored by the CMT. UNICEF Iraq also developed an Office Improvement Plan (OIP) effective September 2017 to December 2018, considering Global Staff Survey findings and feedback from the staff retreat. With the support of the Division of Human Resources, UNICEF Iraq was the first office to successfully roll out the Management Masterclass programme, with 28 middle and senior managers participating. This represented a key milestone for cultural change in people management and in building agility for the evolving operating environment. In 2017, six staff (one international and five national) benefited from international stretch assignments.

Challenges remained, visible in a gender imbalance in national workforce. A draft strategy for national recruitment to improve gender balance was developed, and UNICEF Iraq will investigate means to include more female personnel.

Staff well-being was a priority, especially in contexts of prolonged humanitarian emergency. UNICEF Iraq strengthened its active network of Peer Support Volunteers (PSV) and benefited from support of a Regional Staff Counsellor who visited in January and November 2017.

OUTCOME 10 Programme Effectiveness Outcome: Country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children

Analytical Statement of Progress:
Strong advocacy to include children in policy and public agendas was maintained through child-focused advocacy with donors, international and national media, policy and decision-makers and with children themselves. This supported significant media attention on the situation of children in Iraq, and continued resource mobilization to support children’s needs.

Programme coordination was enhanced by technical guidance from dedicated human resource capacity covering planning, partnerships, monitoring, and budget functions, contributing to overall effectiveness and efficiency of UNICEF Iraq’s programmes. Improved planning and monitoring of the Country Programme was supported through surveys and assessments to
gather information on relevant programme areas. Two evaluations were in advanced stages and when finalized will provide improved evidence to guide programming.

**OUTPUT 1** Programme Coordination: UNICEF staff and partners are provided guidance, tools and resources to effectively design and manage programmes

**Analytical statement of progress**

Under the Office of the Deputy Representative, programme and management indicators were tracked, recorded and subjected to quality assurance procedures by a dedicated planning, monitoring, and evaluation (PME) unit in coordination with Country Office programme specialists and officers. In 2017, UNICEF Iraq’s field monitoring capacity was strengthened through the placing of monitoring officers in each field location, working in detail with field office teams to gather and verify information needed to guide achievement of the rolling workplan results, enabling heads of field office and programme managers to make timely, evidence-based corrective actions as needed.

**OUTPUT 2** External Relations: UNICEF staff and partners are provided tools, guidance and resources for effective communication and advocacy on child rights issues with stakeholders.

**Analytical statement of progress**

UNICEF maintained strong external relations through frequent and proactive engagement with donors and the media. This included facilitation of field visits by donors and international media to UNICEF projects and field meetings with in-country donors and international and national media representatives. UNICEF shared monthly situation reports for both Syrian refugee and Iraq internal displacement crises and disseminated social media articles and blogs to share children’s stories with a global audience. More than 87 donor reports were submitted on time, maintaining UNICEF Iraq’s regular communication with its resource partners.

UNICEF continued to engage donors in strategic dialogue on the nexus between development and humanitarian response, making a case for multi-year funding to support sustained and positive change for children. UNICEF’s largest donors in Iraq continued to be government donors aligned to the humanitarian agenda, including ECHO, Japan, Norway, the United Kingdom and the United States. UNICEF National Committees made a significant contribution to humanitarian response in Iraq in 2017, with flexible multi-year humanitarian funds facilitating swift and more predictable response to children’s needs.

In line with Sustainable Development Goals (SDG) and UNICEF Global Communication and Public Advocacy Strategy, UNICEF advocacy focused on ‘Back to Learning’, including the reopening of schools in newly-retaken areas of Ninewa, including Mosul City. This effort received extensive coverage in top tier media. In July 2017, a second campaign on child protection and education was launched as part of the ‘No Lost Generation’ strategy, involving street-based poster and social media components, engaging stakeholders including the Government, the Iraqi and international publics, donors, and civil society. Campaigns were conducted in English, Arabic and Kurdish as appropriate.

UNICEF leveraged audio-immersive technology to connect displaced children and adolescents with decision makers globally. Through more than 100 portal connections, Iraqi children
interacted with international leaders at the European Parliament in Brussels, high-level ministerial delegations during the UN General Assembly (UNGA) in New York, and with donors and civil society. These events offered a space for children to advocate for themselves and highlight their needs. They chose to speak about the importance of education, employment opportunities for adolescents and civic participation.

UNICEF maintained close connections with sister UN agencies through the UNOCHA Emergency Communication Cell and through the Strategic Communications Group chaired by UNAMI, to strengthen coordinated and coherent public communications and UN messaging on key child-related issues. UNICEF maintained productive relationships with media partners, supporting delivery of significant social media and multi-media child-focused products that reached key audiences nationally and internationally.

**OUTPUT 3** Management of planning, monitoring and evaluations: UNICEF staff and partners are provided guidance, tools and resources to effectively plan and monitor programmes

**Analytical statement of progress**

UNICEF Iraq’s current country programme has two evaluations per its integrated monitoring and evaluation plan (IMEP). An evaluation of the adolescent and development programme was submitted for review, and a management response will be developed. As of the end of 2017, an RRM evaluation was submitted for review.

Programme performance monitoring for the humanitarian response continued to be supported through Activity Info. Monthly humanitarian situation reports against the Humanitarian Action for Children (HAC) appeal and including the monthly Humanitarian Performance Monitoring (HPM) table were completed based on data generated through Activity Info. Through the HACT framework, 100 per cent of expected programmatic visits were completed. UNICEF Iraq continued to support capacity development of staff to report on results through field visits. The results obtained were reported through RAM at mid-year and end of the year.

**Document centre**

**Evaluation and research**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Protection Case Management in Iraq</td>
<td>2017/005</td>
<td>Review</td>
</tr>
<tr>
<td>Assessment of the push and pull factors of child association with armed actors in Iraq, opportunities and capacities to support reintegration and prevention</td>
<td>2017/004</td>
<td>Study</td>
</tr>
<tr>
<td>The Cost and Benefits of Education in Iraq</td>
<td>2017/003</td>
<td>Study</td>
</tr>
<tr>
<td>Adolescent Development Program, Iraq: Participation of Adolescents and Youth for Social Cohesion</td>
<td>2017/001</td>
<td>Evaluation</td>
</tr>
</tbody>
</table>

**Other publication**
<table>
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<tr>
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