1. EXECUTIVE SUMMARY

For UNICEF Iraq, the year 2010 was eventful in terms of programming as well as the country context. The national elections were held in March and the new Government was formed by the year-end. The year saw UNICEF’s return to Iraq, the conclusion of the existing programme, and the formulation of the new results-based country programme. The new Country Programme Document (CPD) 2011-14, approved by the Executive Board and a consultative development of Country Programme Action Plan (CPAP) endorsed by the government, await the final sign off. CPD and CPAP are in line with the National Development Plan and UNDAF both in terms of their content and periodicity.

Iraq is no more in a state of emergency and the increasing recognition of its ‘Middle Income’ status necessitated a revamped development model. UNICEF Iraq, taking advantage of the area-based programming designed during the Mid-term review, began to integrate the assistance offered through the Iraq Humanitarian action Plan (IHAP 2010) into targeted area based equity focused interventions. This approach creates the foundation for greater coherence and collaboration with other agencies for aid- and development effectiveness.

Among the challenges faced were a more competitive funding environment along with capacity building requirements, and financial and human resource constraints. An uncertain security environment in some areas restrained the outreach programmes. Overall, the security situation continued to stabilize especially in the north providing operational ease for outreach interventions. Improved security together with better understanding of inequities with the availability of MICS 4 data next year will contribute effectively towards improved investment and outcomes for children of Iraq.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

This year marked a new beginning in planning for Iraq. A five-year National Development Plan (NDP) 2010–14 that allocates USD 20 billion annually in public investments and incorporates the MDGs in its strategic goals was finalised by the Government. The United Nations Development Assistance Framework (UNDAF), the first for Iraq, was signed in May 2010. UNICEF’s new Country Programme 2011–14 was based on NDP and UNDAF. The ending of Sanctions on 15 December augmented opportunities for efforts from the Government and other duty-bearers for achieving the MDGs, targets of A World Fit for Children (WFFC) and Education for All (EFA).

In 2010, eight research initiatives were completed to better inform policy and programme planning. To revive policy discussion and strengthen the assistance to vulnerable populations, a series of external evaluations for water, sanitation, and hygiene projects were undertaken along with evaluation of a joint programme with WHO on disease eradication, elimination and introducing new vaccines. A study on girls’ education was completed with recommendations for policy and programme discussions with government counterparts. Preparatory work for conducting the Multi Indicator Cluster Survey (MICS4) was completed this year – the findings of the survey will provide significant data for equity-focused targeting at the governorate as well as district levels.

The goals set under MDG and WFFC are the main framework for UNICEF assistance to the Government. MDG and WFFC Goal 1, ‘eradicate extreme poverty and hunger’, face immense challenges considering the proportion of the population living under the poverty line and widespread malnutrition among children and women. However, the situation, as reported by Ministry of Health (MOH), is improving. Comprehensive efforts are combining national policy reform with specific area-based interventions at
governorate level focusing on the pockets of acute child-vulnerability and increased targeted investments in maternal, newborn, and child health.

Primary school net enrolment rate has improved to 87 per cent (91 percent for boys and 82 percent for girls) as per the Educational Management Information System 2007/08, but remains insufficient to realize the national development goals of reaching 98 percent by 2015 as well as MDG Goal 2 (Achieve universal primary education) and the EFA goals.

Regarding MDG and WFFC Goal 3 towards promotion of gender equality and empowerment of women, high rates of women’s illiteracy persist; with rates for young women nearly double those for young men. Lack of investment in women’s capacity is a primary cause of illiteracy and low girls education enrolment in Iraq.

Significant progress is still possible in meeting Goal 4 (Reduce child mortality) and Goal 5 (Improve maternal health). According to the State of the World Children report, in 2008, the under-five mortality rate was 44 per 1,000 live births, with the maternal mortality ratio at 84 per 100,000 live births. The government’s recent statistics (2009 MOH report) show that the mortality rate of children under 5 years of age had reduced to 29.5 per 1,000 live births and maternal mortality ratio to 42 per 100,000 live births in 2009, demonstrating substantive progress towards MDG attainment by 2015.

GOI reports that sufficient progress on Goal 6 (Combat HIV/AIDS, malaria and other diseases) was achieved by October 2009, primarily relating to combating tuberculosis and malaria. The number of registered HIV cases remains very low, with a prevalence rate significantly less than one percent. However, associated vulnerability factors are rising and require urgent policy priority. No case of cholera was reported and the number of suspected measles cases reduced 30 times in 2010 compared with 2009.

Achievement of Goal 7 (Ensure Environmental Sustainability) relating to safe water and improved sanitation is off track. Iraq faces an acute water crisis with every fifth Iraqi not having access to safe water and large discrepancies exist between urban and rural population.

Iraqi children and young people continue are vulnerable to a wide range of risks. The Iraq Family Health Survey (IFHS) in 2008 indicated high levels of domestic violence, with 21.2 percent of women reporting physical violence. Gender based violence (GBV) needs priority societal attention.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

The overall goal of the country programme in Iraq is to continue to catalyse the promotion and protection of the rights of 15 million Iraqi children, and to enhance their survival, development, protection and participation. Under this goal, UNICEF adopted innovative strategies that are realistic and flexible to the changing operating environment in Iraq. Across the five focus areas of UNICEF, policy support and capacity development significantly progressed in support of Iraqi government, while the most vulnerable children in desperate need of basic and essential services were reached through direct area-based programmes, which represent UNICEF’s effort to guide the transition from emergency to early recovery and then to a comprehensive equity focus.

Delivering as one, UNICEF sought to deliver inter-agency joint programmes wherever possible and appropriate, as well as inter-sectoral collaboration within UNICEF intervention areas. Strategic joint programming brought cost efficient and effective project implementation and created opportunities to achieve results through tackling different dimensions of the situation at community level. UNICEF programmes contributed to the goals of Iraqi National Development Plan as well as the Millennium Declaration and Development Goals.

However, challenges remain. Although a large spectrum of information about Iraq is available, an equity-focused comprehensive understanding of children’s situation and its determinants is yet to be obtained with the last available data from 2006/2007. The Multiple Indicator Cluster Survey (MICS4) will be undertaken in 2011. The results of
MICS4 will help GOI and UNICEF in making informed policy decisions, and monitoring progress toward national goals and the Millennium Development Goals (MDGs) as the target year 2015 approaches.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

ICO recognizes and understands the rapidly changing operational environment where Iraq is emerging from purely emergency oriented setting to a more secure environment with adequate resources. This changed context facilitates investing more in capacity development and ownership of humanitarian and development programmes. The above transformation is now reflected and integrated as a main component throughout the UNICEF Iraq programmes. At the policy level, UNICEF advocates national ownership of key interventions while at the community level, UNICEF and its implementing partners are working closely to improve local capacity of children and all duty officers including teachers, health workers, as well as law enforcement officials.

One of the major achievements of the health programmes, for instance, was the ownership by the Government of Iraq of national immunization activities. UNICEF’s technical assistance for the past decade empowered the Government with accumulated experience and confidence to take on this important endeavour to provide better chances for the survival of young children in Iraq. Necessary resources are being mobilized by the Government and the immunization activities are incorporated in the regular national budget. In 2010, the Government budget for national immunization was substantially increased to procure additional vaccines such as Hib and Rota. These two vaccines will contribute to reduce the acute respiratory infection and diarrhoea, two main causes claiming the lives of two thirds of Iraqi children. Increasingly, the government is taking on additional initiatives to provide essential health services and supplies for Iraqi children. This is an outcome of effective capacity development and resource allocation with government partners.

UNICEF focused on strengthening the national and local government capacity to be able to better design and plan for water and sanitation. By observing and experiencing the best practices globally, relevant government partners are better equipped with technical knowledge and innovative perspectives in improving access for Iraqi people to clean water, waste management systems, as well as city planning of sewage networks.

3.1.2.2 Effective Advocacy:

Strong and effective advocacy in 2010 played an important role in generating greater focus on children’s issues. Careful messaging based on evidence to protect children’s rights reinforced UNICEF’s credibility, image and visibility among its partners, communities, and children. Key advocacy strategy in 2010 was ensuring that national and governorate level policy and advocacy efforts trickled down to grass root level reaching children and their care-givers. To this end, UNICEF advocated the development of child-friendly public policy as well as behavioural change at community level through media outreach using various public and private communication channels. Media outreach reinforced UNICEF’s position as the first port of call for information on Iraqi children. UNICEF continued to lead efforts to harmonize UN messaging and advocacy priorities.

In 2010, UNICEF and GOI discussed ways of making specific investment to address issues related to children in order to accelerate the attainment of MDGs. Marking the 21st anniversary of the Convention on the Rights of the Child (CRC) in November 2010, a CRC@20 campaign in 16 governorates resulted in many governorates agreeing to create Child Rights Committees as well as nationwide media coverage. The Child Rights Committees will serve as a platform to review the situation of children’s rights and develop action plans to respond to them. UNICEF's advocacy continued with other UN agencies to strengthen partnerships with equity focus to address the most disadvantaged in Iraq.
3.1.2.3 Strategic Partnerships:
Through proactive engagement, UNICEF strengthened strategic alliances with the government, UN agencies, academia, civil society, private sector and media to enhance programme implementation, knowledge base and far-reaching advocacy. Collaborative networks and strategic partnerships with the Parliamentary Committee on Women, Family, and Childhood were established including all of its governorate-level subcommittees, as well as the majority of organizations in the Iraqi Children’s Rights Network.

Partnerships with the United Nations funds, programmes and agencies were vital to UNICEF in 2010 through the Sectoral Outcome Teams (SOTs) approach and joint programming. The SOTs, adopted within the United Nations Country Team, fostered closer collaboration with other UN agencies and NGOs facilitating effective coordination among various actors with coherent goals in Iraq. Joint programmes with other UN agencies and civil society brought extensive technical expertise in relevant areas creating added value for all participating organizations.

Furthermore, partnerships to promote effective communication and advocacy were broadened. Efforts were geared to develop a government led "Iraq fit for Children" campaign to call for all duty bearers to invest in pressing children's issues. UNICEF continued its attempt to build a long-term partnership with Zain Telecommunication to leverage the company's core technical outreach competencies to promote the protection of children's rights in Iraq as well as responding to the most disadvantaged children across the country. The UK Department for International Development decided to fund an additional USD 2 million to demonstrate its confidence in UNICEF's programmes for the most vulnerable.

3.1.2.4 Knowledge Management:
Recognizing the paramount importance of knowledge management in better assisting children of Iraq, UNICEF reinforced its internal knowledge management capacity in 2010. Through a dedicated UNICEF team, a governorate- level profile for children in all 18 governorates was developed based on MICS3 (2006/07) to provide internal guidance for planning and advocacy. Containing over 60 indicators, the profiles followed the framework of the World Fit for Children (WFFC) and Millennium Development Goals (MDGs). Indicators include both prevalence (percentage) and concentration (number of children affected) as well as a tool to compare inequities across geographical and gender index among others.

In supporting national capacity, UNICEF successfully advocated for the development of a Children Analysis Team within Iraq's Central Organization for Statistics and Information Technology (COSIT) / Ministry of Planning and supported with technical training. The team consisting of analysts from both COSIT and KRSO (Kurdistan Region Statistics Organization) aims to develop in-depth and equity-focused analysis regarding all key issues affecting children and the achievement of the MDGs and WFFC targets. With the data collection and analysis of MICS4 due to commence early February in 2011, the Children Analysis Team, equipped with relevant expertise, will play an important role in data analysis providing up-to-date situation analysis on children's issues and targeted guidance on how to move forward in achieving the internationally approved and nationally endorsed goals.

UNICEF Iraq is also moving forward with addressing equity from knowledge perspective. Significant preparation for developing methodology for understanding equity in Iraq was done in 2010 in consultation with various academic institutions. In 2011, the equity profiles will provide multi-level causality analysis structured around geographic, household, and individual variables as determining factors.

UNICEF’s efforts to integrate knowledge management in a concrete way are demonstrated in the next Country Programme 2011 – 2014. The knowledge management component is firmly positioned in the new Country Programme enabling UNICEF to empower its partners to generate, share and act on knowledge to advance children’s rights and equity.
3.1.2.5 C4D Communication for Development:
The communication for development (C4D) in Iraq served as a mechanism to promote behavioural change at community level. This included social mobilization campaigns especially in the UNICEF focus areas in partnership with the Government. A series of social mobilization campaigns to promoted nationwide polio and measles immunization, children’s school enrolment especially of girls, and safe water, sanitation, and hygiene practices. Messages were carefully analyzed and generated with strong participation of key stakeholders taking into account community level relevance and acceptability. Strengthening capacity to drive the required behavioural change was also a key activity providing specialized training for relevant government staff to hone their skills in developing health behaviour change outreach strategies. The training provided a forum to share best practices and ways of strengthening communication strategies to maximize programme interventions in the areas of health, education, and water, sanitation and hygiene, and child protection. Through this approach, government strategy was strengthened and national television channels were mobilized to broadcast relevant health activities such as immunization campaign reaching Iraqi people across the country. In the water, sanitation and hygiene sector, communication for development was an integral part of the Global Hand-washing Day promoting best hygiene practices for school children in all 18 governorates Teachers, as a conduit, had an impact on over 30,000 children through their information and education sessions.
At the sub-national level, in Basra, UNICEF advocated with the Governorate Council and local civil society to develop a campaign to improve garbage collection in the city, which is threatening the survival, well-being and education of thousands of children in the governorate. The "Clean-Up Basra" campaign is ready for launching with technical guidance from UNICEF. In the area of child protection, UNICEF continued to collaborate with UNDP to further disseminate mine risk education campaigns at community level and supported the Ministry of Labour and Social Affairs to develop a social mobilization campaign to stop violence against children. The C4D activities are now featured in the UNDAF 2011 - 2014 and NDP 2010 – 2014 assuring its sustainable approach to positive social change.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:
The human rights-based approach, a critical element of UNICEF programming continued during 2010, and was integrated in advocacy efforts to promote its acceptance among decision makers of the government and UN agencies. In 2010, UNICEF supported and participated in the national conference on raising awareness about human rights with specific focus on women’s rights, and contributed to the development of a white paper on gender, human rights, and social protection issues, in collaboration with other UN agencies. Support was also provided to the Ministry of Human Rights in preparation for the Convention on the Rights of the Child State Party Report.
Specific programme sectors’ communication strategies promoted the human rights-based approach through a broad-based consultative process undertaken with community level stakeholders, senior government representatives, media, and local non-governmental organizations. This process invigorated discussions by looking at child issues through a human rights lens.
The new Country Programme 2011 – 2014, jointly prepared by GOI and UNICEF in 2010, adopts the human rights-based approach, which informs the design of programmes and implementation strategies, while also making specific reference to the CRC. Strengthened participation of rights’ holders – children and women – will further accelerate in 2011.
3.1.3.2 Gender Equality and Mainstreaming:

Gender mainstreaming and equality is an integral part of UNICEF’s programme designs and implementation. At the policy level, led by the United Nations Gender Task Force, UNICEF continued working with the Government of Iraq to develop a National Gender Strategy, which will enable women to realize their legal, social, political and economic rights and participate in development activities.

In addition, UNICEF, together with other UN agencies, participated in the launch of Iraq’s 16-day Activism to End Violence Against Women. Recognizing that men and boys play an important role in eradicating violence against women, the campaign aimed to raise the understanding of Iraqis, especially that of men of the negative impact of violence against women and increase the level of their participation in the process of eliminating it.

UNICEF’s efforts to mainstream gender equality in programme design continued through a research project on Violence Against Children and Gender Based Violence with particular focus on the needs of girls. The findings from the studies will inform programming and support evidence-based advocacy while enabling the Government of Iraq to develop appropriate prevention, protection and response strategies. At the community level, UNICEF worked in 16 governorates for prevention, protection and responding to Gender Based Violence (GBV) with national and international non-governmental organizations. These activities include awareness raising, life skills and response elements to help girls who are the victims of gender based violence.

Through direct programme interventions such as the Accelerated Learning Programme (ALP), UNICEF provided a second chance to an education for children and young people from vulnerable groups, particularly girls. The ALP is a compressed primary school programme levelled into different stages leading to the possibility of sitting for the National Primary Education Exam. Over 17,000 girls who would otherwise have missed education completely are currently enrolled.

UNICEF is undertaking a gender appraisal of the Country Programme Action Plan for 2011 – 2014 and 2011 Annual Work Plans to ensure gender considerations are firmly integrated, and interventions and services respond adequately to the specific needs of women, men, boys and girls.

3.1.3.3 Environmental Sustainability:

Increasingly, environmental sustainability is becoming an important element in designing programme interventions taking into account the impact of possible environmental hazards. By anticipating opportunities to address this issue, UNICEF aimed to develop programme strategies that are sensitive to environmental consequences. Although yet to be fully mainstreamed in the Country Programme, notable progress has been made especially in Health and WASH interventions.

In health programme, safe disposal of medical waste including used syringes and needles accumulated during national immunization activities is being addressed. As a pilot project, UNICEF provided small size incinerators to five health centers in three governorates in KRG together with training for proper usage. An immediate boost in PHCC’s capacity to safely dispose medical waste was noted. For further improvement and replication, UNICEF seeks to carefully assess this particular intervention.

Climate change, as in the rest of the world, is affecting Iraq. Ongoing drought in Iraq lingered in 2010, and appears to recur similar to what happened in the past few years. Drought disrupts water supply, sanitation systems, food safety and can cause infectious diseases, which could eventually aggravates the nutritional status of the most vulnerable children. In 2010, UNICEF supported the Central Organization for Statistics and Information Technology (COSIT), Ministry of Health, and Kurdistan Regional Statistical Office (KRSO) to assess the impact of the ongoing drought on the nutritional status of children under 5 years of age and household level food security in 14 most affected districts. The assessment is currently being finalized and active dialogue with government counterparts and other UN agencies will take place to prepare a concrete action plan and recommendations. In addition, 25 Iraqi senior officials from relevant
ministries, governorates, and universities were trained by an international expert on Integrated Drought Preparedness and Management. Outcomes of the workshop were reflected in several key recommendations addressed to both the Government of Iraq and to the UN agencies.

3.2 Programme Components:

Title:
Survival, growth and early development

Purpose:
UNICEF’s Survival, Growth and Early Development (SGED) programme aims to ensure the best start to life, contribute to improve the maternal mortality ratio, infant mortality rate and children under 5 mortality rates, and the health and nutritional status of children and women. The programme contributes to the realization of MDGs 4, 5 and elements of MDGs 1, 6 and 7. The programme also corresponds to the achievements of Iraq’s National Development Plan goals and UNDAF results. The expected results for 2010 are: i) enhanced health and nutrition services in selected programme areas, with increased access and improved quality; ii) enhanced safe motherhood practices in the same areas, including antenatal care and Emergency Obstetric Care (EmOC); iii) sustained immunization-plus coverage of 90 percent in all districts, linked with diarrhoeal disease/Acute Respiratory Infections (ARI) control, and maintaining polio-free status; iv) access to voluntary counselling, care and testing, for all pregnant women, anti-retroviral treatment for HIV-positive women and children, and access to information on HIV prevention and user-friendly services for all young people; v) expanded interventions to address low birth weight, wasting, stunting and micronutrient deficiencies; vi) augmented MoH capacity for policy development/prioritization and programme management; vii) optimal Infant and Young Child Feeding (IYCF) and care practices, including an extended Baby-Friendly Hospital Initiative (BFHI).

Resources Used:
Total approved for 2010 as per CPD: $6,050,000
Total available for 2010 from all sources: RR $216,046; OR$7,333,595;
Total:$7,549,641
Any special allocations: Micronutrient Initiative – Canada (MI-Canada in kind), Young Child Survival and Development thematic fund.
List of donors: UNDG ITF, Japan, Netherland, UK of Great Britain and Northern Ireland, USAID/OFDA, SIDA-Sweden, UK Committee for UNICEF.

Result Achieved:
Achievements were only possible through a firm commitment to children’s survival and growth by the Government of Iraq. The role of UNICEF therefore is evolving rapidly from a service provider to a technical adviser to assist the government. UNICEF actively participated in the government’s multi ministerial National Food and Nutrition Committee for the development of Food and Nutrition Strategy and for the promotion of increased GOI financial commitment for nutrition. UNICEF continued advocacy efforts to allocate clear budget lines for maternal and child health services at all levels.

The Ministry of Health (MOH) has successfully taken on the immunization activities including the procurement of vaccines, other equipment, as well as mobilization of operational resources. As a result of intensive efforts by MOH and partners through the national measles campaign in 2009/10 (reaching around 2.3 million of 6-36 months old children), the number of measles suspected cases reduced 30 times in 2010 compared with 2009, declining to approximately 1,000 cases of which only half were confirmed as measles. In February 2010, UNICEF supported measles defaulter tracing campaign in Diyala Governorate to mitigate the risk of measles outbreak. A total of 16,500 children between 6-59 months were vaccinated in a 10-day campaign and subsequent follow-up
monitoring revealed no major measles outbreak in the areas of intervention. Polio free status was sustained in 2010 through its national immunization campaign, reaching around 4.9 million children between 0-59 months each round. UNICEF continued to provide support through social mobilization of both measles and polio campaigns, while the Government carried out immunization campaigns. Moreover, cold chain was strengthened through provision of additional equipment with special emphasis on the 26 vulnerable Iraq Humanitarian Action Plan (IHAP) districts.

Construction and rehabilitation of 35 Primary Health Care Centres (PHCCs) and maternities were initiated in 2010 to increase access to primary health services for over 486,000 people (including over 83,000 U5 children and nearly 19,500 pregnant women) living in remote areas of 11 governorates. UNICEF continued to provide technical training on basic health and nutrition services for approximately 4,100 health workers and community activists (57 percent female).

To improve the nutritional status of children and women, micronutrient and vitamin supplementation efforts continued through the provision of 7.2 million Vitamin A capsules (VAC) and 50 million ferro-folic acid tablets, benefiting nearly 4 million children under 5 and 500,000 pregnant and lactating women. In 2011, the MOH plans to allocate the budget for procurement of therapeutic food, zinc, iron and folic acid, and Vitamin A Capsules (VAC). The fortification of wheat flour continued with 650 tons of premix procured by the Ministry of Trade. Additional budget was also allocated by the government to continue this activity in 2011.

UNICEF supported MOH to develop and implement several social mobilization interventions for HIV/AIDS prevention among youth including television and radio programs featuring interviews with health professionals on HIV/AIDS and information on the Voluntary Counsel and Testing of HIV (VCT) services.

Under the IHAP 2010 framework, over 450,000 people including children under 5, pregnant, lactating women were reached through the area-based programming activities, which are fully incorporated in regular UNICEF interventions previously mentioned in this section. Activities include the provision of vitamin A and minerals supplements, and increasing access to quality health care services. Additional 50,000 people received emergency trauma management supplies in Diyala, Basra, and Baghdad Governorates.

During 2010, four major surveys and studies were implemented with UNICEF support, out of which an external evaluation on a joint project with WHO was completed in 2010. Lessons learned from the evaluation titled "Disease Eradication, Elimination and Introducing New Vaccines" were vigorously incorporated in designing future similar projects. The remaining three research initiatives are currently being finalized and their final reports will be available in early 2011. Those are 1) A study on the Child Injuries in Erbil City; 2) A study on measles sero-conversion in Sulaymaniyah; and 3) Assessment on food security and malnutrition among children under 5 in 14 drought affected districts. The final results will serve as a basis for policy makers and stakeholders to develop a clear understanding of the realities faced by Iraqis and to build upon this knowledge to improve the wellbeing and standard of living of all Iraqis.

**Future Workplan:**

In 2011, under the new Country Programme 2011 – 2014, key programme priorities were identified in order to contribute to increase effectiveness and efficiency of MOH programme environment, policy dialogue, and reform process. This will be achieved through evidence base advocacy, capacity building, policy development, community mobilization and empowerment. UNICEF will also focus on addressing disparities, identifying areas where survival indicators are below the national averages.
Title:
Quality learning and development

Purpose:
The purpose of the programme is to enhance capacity of MoE/DoE staff in education planning and management and to ensure access to quality education for children in Iraq. UNICEF Education Programme work in 2010 is in alignment with Iraq's National Development Strategy and the International Compact with Iraq towards achievement of MDGs 2 and 3. The expected key results by 2010 include: 1) National Education Sector Policy developed; 2) Strengthened Capacity in planning, management and delivery of education programmes; 3) 5 percent increase of the 2007/2008 primary school completion rate in each of the UNICEF targeted governorates; 4) 10 percent reduction in gender gaps in the UNICEF supported Accelerated Learning Programme (ALP); and 5) five percent increase in pre-school enrolment in public schools in target areas.

Resources Used:
Total approved for 2010 as per CPD: US$17.45 millions
Total available for 2010 from all sources: RR US$203,046; OR US$13,332,936.91; Total: US$ 1,535,982.91
Any special allocations (list): Basic Education and Gender Equality Thematic Fund; Girls Education Thematic Fund; Early Childhood Development Thematic Fund, Education in Emergencies and Post-Conflict and Transition programme.
List of donors: UNDG ITF, AusAID, Netherlands, Denmark, UK, Sweden, Japan and Global Thematic Funds.

Result Achieved:
UNICEF progressed in policy and capacity development for education planning and management through continuous dialogue and advocacy efforts. UNICEF is a part of joint team with the government and UN agencies contributing to the development of the National Education Strategy (NES). In addition, curriculum development was a key agenda for Education Programme as it is the basis for shaping children’s ability to learn. Active preparation was carried out through the capacity development of MOE to improve contents of textbooks in line with international standards. To ensure quality teaching, training projects were conducted for 60 master trainers and 1,200 education staff together with the development of quality standards. The Psychosocial Support in Schools project was successfully piloted in 125 schools benefiting over 63,000 children (44 percent girls) through training of 41 master trainers and 1,900 teachers (64 percent female). Once the initial capacity development activities are undertaken, the government will be better equipped to undertake future training activities, hence, strengthening the ownership of the government in quality education.

In 2010, the Child-Friendly School (CFS) initiative successfully rolled out in 21 schools in eight governorates as the first phase. An action plan was developed with master trainers, government representatives, UN agencies and NGOs laying down steps for further implementation. The learning environment was rehabilitated benefiting almost 6,000 children (40 percent girls) in 15 schools in vulnerable communities. Overcrowded classrooms were mitigated, and enrolment capacity was increased to accommodate an additional 870 students (40% girls) in eight schools through the installation of pre-fabricated classrooms.

The Accelerated Learning Programme (ALP) provided alternative primary education opportunities for out-of-school children. The number of students enrolled in ALP increased by 24 percent compared to last year, reaching over 60,000 students. Over 1,000 teachers were trained on enhanced ALP curriculum. A total of 225,000 copies of ALP textbooks were printed and some were translated into a local dialect of the Kurdish Region. E-learning and computer literacy is also piloted in 32 ALP schools and youth centres.
Through Back-to-School campaigns, approximately 196,000 students (39 percent girls) and 15,000 teachers (46 percent female) in vulnerable communities received basic learning/teaching materials aiming to reduce educational costs for families and promoting enrolment and retention in school. The Early Childhood Development (ECD) played an important role in increasing primary school enrolment and preventing dropout among young children. In order to improve access to ECD activities, UNICEF supported revision of ECD curriculum and capacity development of MOE/DOE staff. The ECD project is being piloted in five governorates.

Mainstreaming inclusive education, particularly children with disabilities, was a priority for 2010. To assess the situation of children with disabilities (0-18 years) and available services, a survey was conducted in Baghdad, Erbil, Basra and Najaf Governorates. Preliminary findings were shared with key ministry officials for inclusive education strategies. In KRG, support was provided to pilot inclusive education activities with MOE. For improving girls’ access to education, the government welcomed the replication of the Advocacy Plan in all Iraqi governorates with its successful community level experience in three Marshland Governorates in 2009. Preparation is underway for implementation in 2011.

Emergency and early recovery interventions under the framework of Iraq Humanitarian Action Plan 2010 were incorporated in the area-based programmes providing smooth transition to early recovery. A total of 286,700 children (38 percent girls), and 17,390 teachers (44 percent female) were directly supported. Emergency education supplies were maintained in strategic locations to ensure rapid accessibility and response.

An evaluation in 2009 on ALP, reviewing the past five years of implementation, facilitated its scale-up in 2010 enabling the incorporation of best practices and recommendations. In addition, a situation analysis of girls’ education was completed and disseminated for education planning while a study on children with disabilities is ongoing. Strategic Partnerships and collaboration with all relevant stakeholders brought a wider network of expertise in programme design and implementation creating synergy in achieving results. For example, the Iraq-Public Sector Modernization (I-PSM), a joint UN programme, began in 2010. It aims to support the Government of Iraq in modernizing the public sector in different focus areas.

**Future Workplan:**

In 2011, UNICEF Iraq will continue to focus on system improvement and capacity development at all levels. However, new emphasis will be given to the transitional periods in schooling such as primary school completion and transition to the intermediate education. Efforts will be made to further strengthen an equity approach to programme design and implementation to ensure various disparities, such as gender, regions and disabilities are adequately addressed.

**Title:**

*Water, environmental sanitation and hygiene*

**Purpose:**

UNICEF through its Water, Sanitation and Hygiene (WASH) Programme in Iraq aims at contributing to the realization of children’s rights to survival and development through support to the national programmes in increasing equitable and sustainable access to WASH services. The key expected results by the end of 2010 were: i) revision of policy and legislations aiming at decentralization; ii) comprehensive capacity development at national and governorate levels; iii) enhanced water quality monitoring; iv) increased access to safe water by 3% in urban and by 4% in rural areas; v) enhanced access to improved sanitation by 2% in the rural areas; vi) improved solid waste management services; vii) demonstrated effectiveness of a convergent community-based integrated essential services approach; viii) improved hygiene practices at the community level
through relevant behaviour change; and ix) humanitarian assistance to vulnerable people.

**Resources Used:**
Total approved for 2010 as per CPD: **US$ 16,650,000**
Total available for 2010 from all sources: **RR US$ 361,148.00; OR US$ 14,880,279.42; Total: US$ 15,241,427.42**
Any special allocations (list): **Global Thematic Humanitarian Fund**

List of donors: **UNICEF GR, European Commission (EC), Australia AID, UNDGO (ITF), DFID, USAID-OFDA, SIDA–Sweden, and Netherlands Government.**

**Result Achieved:**
UNICEF’s assistance in WASH sector in 2010 has three components – policy support, capacity development, and area-based intervention. As part of policy and system support, UNICEF assisted the government in the development of water, sanitation and hygiene policy in KRG. UNICEF also led the Water and Sanitation Sector for Iraq Public Sector Modernization (I-PSM) programme. Preparation work was carried out in partnership with UNHABITAT. Capacity development of water, sanitation and hygiene staff was another focus area for 2010. The activity involved introducing global best practices in the design and management of national WASH sector as well as technical training on various areas of WASH. More than 600 government officials (24 percent female) participated in those activities. As part of institutional capacity building activity, five WASH training packages were developed and WASH training centres and design cells in all 18 governorates were properly equipped with support from UNICEF. A Laboratory Information Management System was developed for Ministry of Municipalities and Tourism (MMT) and three governorates in KRG and water testing kits provided for water labs in 15 governorates. The preparation of solid waste management master plans was initiated for five governorates (Dohuk, Sulimanya, Thiqar, Anbar, and Erbil) as part of area based planning support.

Hygiene promotion and awareness raising activities were carried out on hand washing and water conservation practices. Over 70 hygiene promotion sessions were conducted in different governorates. In partnership with the government, local and international NGOs, the annual Global Hand Washing Day was celebrated through various activities for children in 26 schools in all 18 governorates in October 2010. A total of over 30,000 students participated and hygiene and sanitation messages through different media and Zain mobile network text messages were expected to reach over 8 million Iraqis. Developing child friendly design packages for primary schools is ongoing and over 12,500 school children benefited from rehabilitation and improvement of WASH facilities in 25 schools.

Under the framework of IHAP 2010, UNICEF implemented area-based water projects reaching over 650,000 vulnerable and rural populations (mainly women and children) in twelve governorates, and sanitation projects that reached over 95,000 people in three governorates (Baghdad, Erbil and Kerbla). Essential water, sanitation, and hygiene supplies such as mobile water testing kits, water purification tablets, and hygiene kits were pre-positioned in strategic locations in northern and central part of the country in preparation for emergency response. Moreover, through direct emergency assistance, UNICEF reached over 57,000 vulnerable persons including internally displaced persons in Diyala, Wassit, and Sulimaniya Governorates by providing them with hygiene and sanitation supplies and constructing mobile latrines and bathing units. In addition, 100,000 people in 19 highly vulnerable and under-served communities benefited from hygiene awareness and water conservation campaigns.

A series of external evaluations were undertaken for WASH projects to assess the progress and results achieved so far. The recommendations and lessons learned drawn from these evaluations are being incorporated for future project design and
implementation. A comprehensive water and sanitation sector assessment for Iraq commenced in partnership with COSIT as well as a WASH in schools assessment in 40 priority districts of 15 governorates. Both assessments are underway and expected to be completed in January 2011. Improved knowledge and better understanding from these assessments on the status of water and sanitation services will facilitate future planning of sector interventions.

Strong partnership with the Iraqi Government bodies was an integral part of programme coordination and implementation. Joint Projects were implemented with WHO, UNHABITAT, UNDP, UNOPS and international NGOs partnering in the area-based programming. Technical institutions like water and environment research centre in Jordan University and local institutions were involved in projects related to introduction of innovative and environment friendly projects. A number of private companies from the Middle East region were involved in different specialized services including studies, policy support and water and sanitation master planning. A new partnership has been started with Zain mobile network on Global Hand Washing Day celebrations.

UNICEF through its national staff and field facilitators continued to monitor field level progress whenever possible. The local authorities were also involved in monitoring of the implementation process and taking over the completed projects.

**Future Workplan:**

The year 2011 will mark the beginning of the new country programme cycle for Iraq. The main focus for WASH programme will be enhanced policy and system support through capacity building and advocacy, behavioural change promotion, and area-based and WASH in schools interventions for the most vulnerable population in rural areas.

**Title:**

*Child protection and participation*

**Purpose:**

The programme, in line with the UNICEF Global Child Protection Strategy, aims to contribute towards the development of the protective environment for children by supporting GOI to strengthen child protection systems. Key Results of the programme include: a) child protection policies and legislation strengthened; b) children and youth have access to justice and other protection services; c) mechanisms for monitoring, reporting and response to child rights violations established and operational; and d) capacity of child protection institutions, social workers and other caregivers strengthened. The Child Protection and Participation Programme supports and contributes to UNDAF Outcome 1 (Improved governance, including the protection of human rights) and Outcome 5 (Investment in human capital & empowerment of women, youth & children).

**Resources Used:**

Total approved for 2010 as per CPD: **US$ 2,700,000**
Total available for 2010 from all sources: **RR US$ 193,774; OR US$ 7,637,163; Total:US$ 7,830,937**
Any special allocations (list): Global Thematic Funds.

**Result Achieved:**

In 2010, mainstreaming policy support and capacity development, together with promoting a protective environment for children, were at the core of the Child Protection
Programme in Iraq. UNICEF focused on setting up a dynamic policy environment favouring the shaping of a gender sensitive child protection policy with proper implementation mechanisms in place. Significant results were achieved: a children protection policy through the Ministry of Labour and Social Affairs (MOLSA) in central government is being finalized; MOLSA in northern Iraq is drafting Rule of Law Strategy and mapping the justice for children information system; 17 Child Protection Committees were established and are functioning including in the northern Kurdistan Region Government (KRG). The Child Protection Committee will serve as a platform to coordinate, promote and protect children rights. Sustainable approach to Mine Risk Education (MRE) was sought through the engagement with Ministry of Education for integrating MRE in teacher training and in school curriculum.

Capacity building for protection services continued in 2010. A total of 83 MOLSA social workers completed a six month’s in-service social work course to upgrade the knowledge and skills of social workers. Additional 100 social workers in MOLSA in KRG are currently undergoing six-month’s training in modern social work practices and ethics. Over 7,000 community members (50 percent female) received protection assistance through 20 Child Friendly Spaces. Through reintegration services, UNICEF provided life skills education to 1,500 people (45 percent female). Almost 300 men and women (40 percent female) have received child protection training while 130 people (34 percent) received psychosocial support training. These capacity-building initiatives improved skills and knowledge of involved stakeholders to better provide assistance to children who are otherwise left with no means for protection.

For better protection and reintegration services for children and young people, community-based initiatives were undertaken in Baghdad and Basra reaching almost 300 childcare providers and duty bearers as well as 7,000 male and female students (40 percent girls). In consultation with the government, legal aid was provided to 78 children of whom 61 were released from pre-trial detention and provided with reintegration services.

With the Monitoring Reporting Mechanism established in 2008, approximately 370 people from 75 Iraq-based NGOs and UN partners were trained in monitoring and reporting child rights violations to help improve response to reported violations. To address small arms and light weapons (SALW) threatening the lives of children, an advocacy and response strategy was implemented. Approximately 5,200 children/youth between the ages of 6 to 25 along with 6,900 community members received SALW risk education. A total of 100 teachers and community leaders attended a training of trainer session to better deliver SALW risk education messages in their schools and communities. At community level, UNICEF provided 11 Community Based Mine Risk Education sessions and trained almost 90 community focal points targeting indirectly a population of almost 50,000 people living in mine risk areas. Advocacy and communication materials to boost these education sessions accompanied the above initiatives.

As part of the efforts to prevent and adequately respond to gender-based violence, over 600 teachers (67 percent women), 446 community members and 7,500 students were trained in GBV prevention, monitoring and reporting. Additionally, 400 peer educators were trained to better reach boys and girls with key GBV prevention messages.

In 2010, two studies commenced to assess violence against children and the juvenile justice system. The study on violence against children will provide a baseline for the type of violence prevalent and its impact on the child in order to develop targeted messages for an awareness raising campaign on stopping violence against children.

UNICEF continued to play an active role in Sector Outcome Team coordination, acting as deputy sector lead of the Protection Team in support of the Government of Iraq. Increased coordination and collaboration took place with UNDP on Mine Action and Juvenile Justice under Rule of Law programme; UNHCR on protection issues related to IDPs and returnee children in particular; UNAMI/Human Rights Office on monitoring child rights violations and the support to the Ministry of Human Rights to prepare the next CRC country report. Partnerships were expanded with international and national NGOs on child protection issues including during emergencies.
**Future Workplan:**
In 2011, under the new Country Programme 2011 - 2014, UNICEF seeks to achieve two key results in child protection, namely policy and legislative support with child and youth participation, and institutionalization of preventive and protective mechanism to combat child rights violation. Through the establishment of effective sectoral child protection knowledge management systems, knowledge on child protection with an equity focus will inform and improve policy/legislative development and service delivery at national and sub-national level.

**Title:**
*Policy, advocacy, partnerships and communication*

**Purpose:**
Three components of PACKS address three unique areas – planning, monitoring and evaluation, strategic communication, and humanitarian intervention. Main results planned for 2010 are: 1) UNICEF programmes supported through planning, monitoring and evaluation; 2) Enhanced upstream social policy development and design of social development policies and plans for children and women based on human rights based programming; 3) Increased awareness of the impact of the Iraqi situation on children as well as visibility of UNICEF interventions among key local and global audiences, including media, global and national policy makers, donors and the general public; 4) Adequate capacity to respond to life-threatening crisis and community-level efforts to fill service gaps, helping to address acute vulnerabilities and deprivation.

**Resources Used:**
Total approved for 2010 as per CPD: US$ 3,400,000
Total available for 2010 from all sources: RR US$1,417,786; OR US$ 1,266,956; Total: US$ 2,684,742
Any special allocations (list): Thematic Fund Policy Advocacy and Partnership, Thematic Humanitarian Response Fund
List of donors: AusAID, Netherlands, Norway, Sweden (SIDA), United Kingdom, USA OFDA, French National Committee for UNICEF, Iraq Trust Fund

**Result Achieved:**
PACKS emerged as the cross-sectoral programme after the Mid-Term review comprising elements of policy and advocacy in an attempt to serve as the engine for programme implementation. PACKS continued to support the country programme to reorient UNICEF from supply driven programming towards a policy influencing and advocacy approach. PACKS provided opportunities for programme coherence whereby sectors got more opportunity to work together. Programme management Group meetings were conducted regularly for this purpose.

Planning and monitoring activities have contributed to strengthening knowledge base on social policies related to children and women in Iraq by upgrading existing social policy documents in the country for South and Central Iraq and the Kurdistan Region. UNICEF developed and updated the Integrated Monitoring and Evaluation Plan in close coordination with programme sections ensuring relevance in data collection activities as well as reviewing key results of such activities. In addition, UNICEF, as a pilot country, contributed to the creation of the CPAPInfo database. UNICEF Planning, Monitoring and Evaluation (PME) section supported the office to conduct three workshops for revision of RMP in line with the outcome of the 2008 Mid-term Review. Preparation for a major research initiative – MICS4 – commenced in 2010 developing technical capacity of relevant government bodies (COSIT/KRSO) with formation of the "Children’s Analysis
Team". The data gathering and analysis will be done in early 2011 to facilitate evidence-based policy and programming for children.

Emergency preparedness remained entrenched in all aspects of programming in UNICEF Iraq. There was no discernable increase throughout 2010 in the numbers of internally displaced in Iraq, but families already displaced are still reluctant to return to their places of origin. They remain in camps and in host communities thus placing pressure on already strained infrastructure and basic services. Pockets of vulnerability also remain throughout the country where communities are inaccessible and therefore without essential services. UNICEF continues to provide for the needs of the most vulnerable children and women. In 2010, 1.7 million people received emergency related assistance through UNICEF programme interventions.

Through strong communication efforts, a CRC@20 campaign in 16 governorates this year resulted in many governorates agreeing to create Child Rights Committees as well as nationwide media coverage. The Child Rights Committees will serve as a platform to review the situation of children’s rights and develop action plans to respond to them.

Future Workplan:
In 2011, the priority focus will be on generating evidence and preparing an updated situation analysis of Iraqi children. MICS4 will be conducted in early 2011 in partnership with the government. For emergency interventions, area-based programmes will be strengthened in close consultation with the communities. As Iraq moves away from the emergency phase, UNICEF is shifting its response through programmes to build resilience and provide safety nets to protect children and women from future shock with equity-oriented and human rights based approaches. Efforts will continue in 2011 to mobilize the necessary funds to deliver quality and timely responses to the needs of Iraqi children. UNICEF will focus on capacity development for media especially journalists across Iraq for improved reporting and coverage of children’s issues. The advocacy efforts increasingly will include children’s participation in raising awareness on their own rights.

4. OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:
UNICEF maintained and improved its governing structure through different management and governing bodies to strengthen the accountability framework enhancing effective use of resources and staff performance. The membership of these bodies encompassed different levels and sections ensuring gender balance. The Country Management Team (CMT), one of the key governing structures of UNICEF Iraq, met 4 times in 2010 to address important management related issues including the security of national and international staff; safe relocation of its office to Baghdad; and performance management for achieving programme results. The CMT adopted the very first Risk Profile, and Risk and Control Library for Iraq, and established an alternative work modality in the Country Office in Baghdad. The Programme Management Group (PMG) remained the main forum for ensuring programme coherence, programme performance monitoring, and ensuring coordination between programmes and operations. With strong efforts by these bodies, the Country Programme Management Plan (CPMP) 2011-2014 was developed defining office priorities for 2010 and beyond. The above was incorporated in the 2010 work plans as well as in the 2010 Annual Management Plan. Safe and effective relocation of the Country Office to Baghdad was a strategic priority for management in 2010. The Joint Consultative Committee provided the forum to address staff issues arising from the relocation and to ensure the well-being of staff members. In April 2010, UNICEF established its own Contract Review Committee in Baghdad. Establishment of the Committee at the Country Office not only ensured timely processing
of procurement contracts, but also provided a learning opportunity for the newly recruited national staff in Baghdad.

Throughout 2010, the Staff Association continued to play a constructive role to enhance staff morale and harness staff support, and effectively contributed to the functioning of various statutory bodies. The Staff Association remained a strategic partner of the management in delivering results for Iraqi children.

As identified in 2009 as one of the areas for improvement, the work process for Project Cooperation Agreement (PCA) was re-designed and strengthened through the establishment of a PCA Review Committee to ensure an independent and objective review of proposed PCAs.

4.1.2 Strategic Risk Management:

While UNICEF continuously monitored the internal and external operating environment affecting the programme’s implementation and the wellbeing of staff members, the concept of enterprise risk management was formally introduced in 2010. Risks and opportunities were identified with significant staff participation, and the first set of Risk Profile and Risk Reference Library was adopted by the CMT. The Risk status and action plan were shared with all staff to help them in making risk informed decisions. Through this risk management, three key work processes were reviewed and re-designed to ensure their risk relevance and effectiveness of controls.

In 2010, the office further refined its vulnerability assessment and analysis component of its risk management system. It established a clear risk reference map vis-à-vis achievement of approved results for Iraqi children. The vulnerability analysis system coupled with early warning and early response system was instrumental not only in identifying probable crisis situations and their implications for programme results, but also in ensuring readiness for response. The office maintained a response capacity to support at least 50,000 affected populations within the framework of the Core Commitment for Children in Humanitarian Action (CCC).

In 2010, identification and mitigation of risks to the effective functioning of internal controls continued to be the focus of operations as the office moved towards completing its relocation from Amman to Baghdad. Implementation of delegated authority by staff members and functioning of other internal controls were reviewed periodically and follow-up actions were taken as necessary.

The Iraq Office has been successfully implementing programmes in adverse operating conditions since 2003. Appropriate operational modalities and mechanisms are in place to ensure uninterrupted programme delivery in challenging operating environment. UNICEF developed a draft Business Continuity Plan (BCP) and the next step will be strengthening implementation of the Enterprise Risk Management (ERM) as well as updating and testing of its BCPs for each office. Training in ERM and management for results will be conducted in 2011 to enable staff members to apply risk management approach in support of the achievement of results.

4.1.3 Evaluation:

UNICEF effectively coordinated and facilitated planning, monitoring and evaluation activities of the programme through closely following up on the Integrated Monitoring and Evaluation Plan for 2010. Updated on a quarterly basis, UNICEF tracked the status and changes in those planned assessments, studies and evaluations. The third-party evaluation on project outcomes, results and lessons learned have been conducted for all planned key projects in the areas of water, sanitation, and hygiene, health, and education. The list of evaluations is shown in Section 5 in this document. Currently, UNICEF Iraq does not maintain in-house capacity to conduct an evaluation, however, impartial external experts successfully carried out the activities. The results and recommendations from each evaluation were reviewed internally and are available in public domain at:

Management responses to these evaluations were drafted and adopted after extensive review and discussion. Ongoing evaluation processes of key interventions will also include recommendations and management responses aiming at increasing the effectiveness of future programmes. Next year, an external evaluation is planned for UNICEF Iraq's area-based programmes and for ERP operational framework. The evaluations will assess the effectiveness, quality and impact of UNICEF Iraq's humanitarian and area-based approach and action. An assessment of the Pilot Parenting Education Project in Kurdistan Region of Iraq will be conducted to support future planning and its interventions within a broader UNICEF cross-sectoral approach.

4.1.4 Information Technology and Communication:
In 2010, UNICEF successfully integrated its ICT systems in Baghdad Office into the UNIAMI backbone network without compromising the system and data security, which resulted not only in some cost savings but also in enhanced collaboration between UN agencies. In addition, UNICEF took an initiative in establishing a high-speed fibre optic link in Baghdad for UN Iraq. In June 2010, a fibre optic-microwave link was established through a local service provider, which is currently used by UNAMI, UNHCR, UNDP and UNICEF. UNICEF is managing this high-speed internet service on behalf of UN Iraq agencies as a component of Common Services.

Despite operational challenges, UNICEF Iraq Office effectively maintained its ICT systems, connectivity, interfaces to support its staff members working in Iraq. UNICEF continued to strengthen its remote access and connectivity. The VSAT capacity in Baghdad was successfully upgraded to ensure that all staff and offices have acceptable level of access and connection at all times. In addition, UNICEF upgraded the VSATs in Baghdad and Basra in support of the interagency emergency response.

The ICT functions provided active support in exploring and selecting technological options for programme delivery. Some of the key areas of support include: the "Children's Poll" over SMS project; upkeep of the email system (iraqchildren.net) in support of programme management and delivery; and hosting of IMPACT Database in support of humanitarian assistance programme.

During 2010, UNICEF Iraq offices remained fully compliant with BCP hardware requirements which made it possible for staff to use core UNICEF ICT systems remotely at all times. The IT Disaster Recovery Plan was updated as necessary. A thorough review and assessment was undertaken by the UNICEF Regional Office for ICT infrastructure, systems, and services in the office locations in Iraq. The recommendations from this assessment are being implemented and will continue to be improved in 2011.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:
High quality donor reports have been produced in line with Results-Based Management (RBM) principles, donor conditions, and guidelines. UNICEF Iraq submitted 94 percent of donor reports on time in 2010 and the reports met quality standards. During the regional initiative to ensure the quality of donor reports among UNICEF country offices in the Middle East and North Africa, donor reports produced by Iraq Country Office were assessed and received a positive feedback with recommendations. These recommendations are translated into concrete action points for future reporting to continue to ensure accountability to the donor community.

Total funds available for 2010 were utilized in an efficient optimal way reaching its utilization rate (based on provisional requisitioned amount as of 14 December 2010) at 92 percent. Under the Iraq Humanitarian Action Plan (IHAP 2010), a total of US$22 million was elicited through appeals out of which almost US$18 million was mobilized for 2010. A hundred percent was utilized based on the requisitioned amount (as of 14 December 2010). All contribution extensions and re-phasing exercises have been completed in a timely and effective manner to ensure optimal use of funds and maintain credibility with donors.
Each contribution was monitored throughout the year in terms of its utilization level through regular internal management meetings and followed up by all programme sections and senior management. Although being phased out this year, the Iraq Trust Fund took up 34 percent of total funding available in 2010 and played an important role in strengthening not only joint programming among UN agencies but also enabling UNICEF to progress on planned programmes without delays. In 2011, UNICEF will take further steps to bring in private sector partnerships and to intensify local fund-raising activities. These activities will be complemented by increased commitment of the Government of Iraq on core child issues.

4.2.2 Management of Financial and Other Assets:
Management of contributions and utilization of financial resources were systematically reviewed by the CMT and PMG. The office (including year-end OBOs and excluding the PBA received in late December), achieved financial implementation of above 90% in OR and EOR, 95% percent in RR, and 99% in Support Budget. All PBAs were utilized within the original life of the PBA. Although the cost of doing business in Iraq has increased over the years, the office was able to contain its overall programme support cost approximately at 9.1% of the total programme compared to 11 percent in 2009. About 72% of the support cost was met from OR and EOR while 17% was met from RR and 11% from the Support Budget.

The management of cash assistance remained an operational priority in 2010. UN Iraq is yet to implement the Harmonised Approach to Cash Transfer (HACT), and the office will need to make significant efforts when it decides to implement HACT.

In 2010, UNICEF Iraq maintained its status of “low risk” office as assessed by the Division of Financial and Administrative Management in 2009 with respect to the preparation of local bank reconciliations. The office consistently met the end-month bank balance targets through effective use of bank optimization and cash forecasting tools. The office also successfully implemented the interim financial closure process between July and October 2010. As a part of the interim closure and in preparation of the year-end closure - International Public sector Accounting Standards (IPAS) readiness, the office conducted a physical count of programme supplies kept at the Distribution Centre in Baghdad and Erbil. UNICEF also completed its handover of the remaining assets from the Oil for Food Programme to the Government of Iraq.

4.2.3 Supply:
In 2010, with the shift of UNICEF programme interventions in Iraq from service delivery to upstream policy work, the supply input decreased to US$6.6 million compared to US$10.5 million in 2009, representing 15 percent of total programme expenditures. The reduction in the supply component is across the programmes but it is most notable for emergency response related supplies as there were no major crisis situations during 2010.

Goods and services were procured either offshore, regionally or locally depending on the value for resources spent and available lead time. Out of the total supply input, 53 percent was procured locally/regionally and 48 percent was procured offshore. Eighty percent of supplies were delivered within the original target date and fully met the quality and quantity specifications.

The Contract Review Committee (CRC) was re-established at the Country Office in Baghdad. The CRC reviewed contracts with total value of approximately US$27 million during 2010. Rehabilitation and construction contracts remained a significant part (37%) of the Country Programme amounting to a total value of US$ 16.13 million (US$8.6 million in 2009).

Logistics continued to play an important role in managing supplies in the country. An in-country logistics capacity assessment was updated in 2010 to ensure that logistics solutions remain relevant and cost effective. During the year, 25 containers were shipped and 12 truckloads of locally/regionally procured supplies shipped from Amman to different consignees inside Iraq. UNICEF maintained three distribution centres
(Baghdad, Erbil, and Amman) in 2010. The current value of stocks in these distribution centres is approximately US$2.6 million (US$ 3 million in 2009). For inventory tracking and management, UNICEF utilized specific software (UNITRACK) to ensure accurate record and tracking of all supplies procured by UNICEF. Long-Term Agreements (LTAs) remained a dependable and efficient source for procurement of services significantly reducing the transaction time. Iraq office had 21 LTAs in 2010 covering transportation, printing, translation, event management, and video production etc. The LTA modality will continue to be utilized in 2011.

4.3 Human Resource Capacity:
One of the key tasks for human resource management was the relocation of Country Office to Baghdad, which was implemented in different phases. The human resources support to the office relocation was managed in a transparent and open manner with active participation of staff members.

To address staffing gaps, the office made a significant effort to attract competent candidates for national staff positions. However, finding appropriate candidates remains a challenge. As of December 2010, 41 recruitment cases have been completed including 7 international posts and 22 national officers. Two international NGO partner staff members were seconded to UNICEF during 2010.

Managing staff performance during the transition posed some difficulties in terms of work planning and compliance with PAS process. As of mid-December 2010, approximately 87% of 2009 PERs were completed, and 76% key assignments for 2010 were completed. Full compliance was achieved with respect to the e-PAS. Staff performance management will be one of the key areas of improvement in 2011.

The 2010 Learning Plan was based on global, regional and office priorities. The office experienced gaps in implementation of the plan mainly due to the heavy staff turnover resulting from the phased relocation to Baghdad. Only three out of the eight training priorities were implemented viz., IPSAS, Business Training (ProMS), and UNICEF induction/orientation sessions to newly joining staff.

Access to UNICEF office in Baghdad remains a major problem for national staff and affected staff productivity. The office is addressing this issue with the Security Management Team. Simultaneously, the office has adopted alternative business modality enabling national staff to work in different locations. The office provided support and counselling to staff through two Peer Support Volunteers, and one professional counsellor in Amman. In addition, UNICEF staff in Baghdad also had access to UNAMI provided counselling services. All staff members are well informed on availability of those services and how to access them.

HIV/AIDS in workplace was discussed during the preparation of Office Improvement Plan, and it was agreed that there was no specific action required during 2010.

4.4 Other Issues
4.4.1 Management Areas Requiring Improvement:
UNICEF reviewed areas of costs savings throughout the year. Through the participation in the UN common service initiative, UNICEF supported and established ICT services (internet connection) in Baghdad and managed the service on behalf of UN agencies. This endeavour, in return, provided an opportunity to secure minimum subscription level through participation of other agencies and save US$12,000 per month. In addition, the office successfully negotiated and integrated its ICT systems with UNAMI backbone network in Baghdad, generating a saving of approximately US$30,000.
4.4.2 Changes in AMP:

In view of the changes experienced in 2010, the office will need to reorganize and re-shape its downstream programme implementation and emergency preparedness and response function as well as its supply and logistics tasks. The 2011 Annual Management Plan will need to put the simplified programme structure at work, and ensure IPSAS and Vision-One ERP readiness and compliance.

5. STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. Rehabilitation of Water Supply Systems in select locations in Wasit Governorate
2. Emergency Water Supply to un-served/underserved/ Vulnerable Areas in Baghdad and the IDPs
3. Extension of Storm Water and Sewer Network in select locations in Kerbala Governorate
4. Rehabilitation/Extension of Storm Water and Sewerage Networks in select locations in Kirkuk City
5. External Evaluation of joint WHO/UNICEF project “Diseases Eradication, Elimination and Introducing new vaccines (D2-16)”
6. Girls’ Education in Iraq
7. Water Quality Control and Surveillance in Iraq
8. Rehabilitation of Sewerage Facilities in select locations in Basrah City

5.2 List of Other Publications

1. Food Deprivation in Iraq

6. INNOVATION & LESSON LEARNED:

**Title:** Equity in Iraq  
**Contact Person:** Juan Santander (jsantander@unicef.org)

**Abstract:**
The overall objective of this initiative, in line UNICEF global equity focus, is to strengthen national capacity and develop a solid methodology for an equity-focused approach for policies, programmes and advocacy towards reaching the MDGs in Iraq. The expected result is a locally developed, Government owned one-stop shop knowledge centre and technical capacity vis-a-vis equity-focused child rights which integrates all the systemic, technical and institutional instruments required.

**Innovation or Lessons Learned:**
The initiative strives to bring the equity approach to concrete evidence results, contextualized to country, through national-ownership and capacity building, which can in turn be useful for policy and programming development as well as advocacy efforts in Iraq.

Due to its complementarity with per-capita expenditure poverty approaches, it has a strong potential for partnership with World Bank on poverty issues in Iraq within the framework of an inter-agency approach.

The technical concepts are based on already operational and UN-endorsed (UNDP Human Poverty Index replaces HDI in all HD reports and MDGs – see latest Arab report) methodology for defining multidimensional deprivation. Furthermore, measuring the
index and dimensions, which will be developed against determining factors (geographic, household and individual level) will allow for a clear equity profile for Iraq. The process adopted allows for national capacity and ownership of the initiative ensuring sustainability, and facilitating its application as a policy and planning criteria.

**Potential Application:**

The methodology allows for adaptable dimensions (and indicators) to the specific context.

Required technical capacity is readily available (UNICEF, OPHI)

Further strengthening, development and replication would work towards ensuring that current trends for multidimensional deprivation as a complement to per-capita expenditure poverty measures are child-focused.

National ownership and capacity for sustainability, as well as Inter-agency work (particularly with UNDP and WB) will be key to its success.

**Issue/Background:**

In spite of the large quantum of information available about Iraq, an equity-focused comprehensive understanding of children’s situation and its determinants based on recent findings and guidance (“Narrowing the Gaps to Meet the Goals”) is yet to be developed. The latest available data is from household surveys conducted during 2006/2007 and is outdated. This situation limits the capacity for efficiently understanding children’s equity-focused situation in Iraq and its geographic, socio-economic and demographic specificities. A contextualized equity approach based on a sound analysis methodology is needed. To enable this, national capacity for advanced statistical analysis needs strengthening.

**Strategy and Implementation:**

Three knowledge gaps were identified: updated reliable data, strengthened national analytical capacity, and need for internal UNICEF equity approach expertise.

1) For updating data, preparations for MICS4 (36,000 household sample) have been completed and field work will commence in the first quarter of 2011.

2) ICO supported the Central Organization for Statistics and Information Technology (the agency within the Ministry of Planning in Baghdad for the Federal Government), and Kurdistan Region Statistics Organization (the regional statistics agency within the regional Ministry of Planning in Erbil, Kurdistan). Seven dedicated Government staff were trained to form a “Children’s Analysis Team”. The capacity to process and analyze data, and draw equity-focused conclusions about the situation, trends and determinants of children’s issues is critical to addressing disparities and promoting child rights.

Accordingly, the team of trainers has started capacity development including SPSS training, introduction and familiarity with priority children’s issues (CRC, CEDAW, MDGs and World Fit for Children frameworks), and advanced statistical analysis techniques including multidimensional deprivation index building and geospatial analysis.

ICO is developing a methodology for understanding inequity in Iraq, which is based on the Multidimensional Poverty Index (MPI) developed by Oxford Poverty & Human Development Initiative (OPHI) of the University of Oxford with a child-centred analysis (individual level).

**Progress and Results:**

The Children Analysis Team has been formed and endorsed by the Government and is led by an official of Central Organization for Statistics and Information Technology. Capacity development of the Children’s Analysis Team began in September-October 2010 with all 7 analysts introduced to UNICEF’s foundational frameworks, recent
research developments and findings (e.g. "Progress for children: achieving the MDGs with equity") and SPSS intermediate level.

The first SPSS workshop was conducted from 17-20 October in Erbil and participants demonstrated excellent learning skills. The training covered: Introduction to SPSS/SPSS Environment, Managing and Exploring Data, Wealth Index and Quintiles and Governorate Deprivation Analysis based on MDG/World Fit for Children Goals and key issues.

While the government has approved the World Bank per-capita expenditure approach within the Poverty Reduction Strategy, the National Development Plan 2010-2015 goes further, placing specific focus on MDGs and provides a platform for a multidimensional approach to deprivation, as complementary to the per-capita expenditure poverty methodologies. UNICEF advocated for this complementarity eliciting positive response from UN partners, Government, and the World Bank, and will continue this work in the context of the Country Programme 2011-2014.

**Next Steps:**
- Support COSIT/KRSO during fieldwork, data cleaning and processing
- Continue SPSS version 19 training (intermediate and advanced levels)
- Advise and brief ICO on equity developments and concepts
- Develop dimensions and indicators through a participatory process for child-focused and Iraq-context MPI building
- Child-Focused Multidimensional Deprivation Analysis (OPHI MPI methodology)
- Continue technical support to Iraq Fit for Children website development

**Title:** "Iraq Fit For Children” website  
**Contact Person:** Jaya Murthy, jmurthy@unicef.rog  
**Abstract:**  
Developing an innovative mapping/infographics website to visually demonstrate the situation of children in Iraq in real virtual-space requires major development time. As it is a new type of website with no similar website models within UNICEF and few on the internet in general, much time is required for research and experimentation to get the right navigation structure, and the look and feel to a satisfactory level.

**Innovation or Lessons Learned:**  
In reviewing other infographics websites, the Iraq Country Office found that the ‘wheredoesyourmoneygo’ website architecture captures the core functions of its desired website. The above website has been created by development professionals on open source for over a year, and presents a refined product for UNICEF to utilize thereby saving it immense costs of creating and operating a new website.

**Potential Application:**  
Assuming the website becomes the sharp mapping/infographics website intended, it will have considerable potential for replication by other country offices to show the situation of their children, with eventual promise of serving as a global website on the world’s children.

**Issue/Background:**  
Initially, the project emerged from wanting to show results from an SMS Poll in real-time and virtual-space on a website. While this functionality is still important to the Country Office, the website concept has been modified to support the Office’s most critical work, namely evidence-based advocacy and a one-stop shop for knowledge on Iraqi children’s issues.
**Strategy and Implementation:**
The initial strategy was to recruit a software development company to develop a mobile prototype to facilitate the SMS Poll as well as a mapping/infographics website on which the results could be shown. As the website concept changed to show key children’s indicators and messages in Iraq, its construction became significantly more complex. This led to the decision to partner with the Youth Section in the Division of Communication as opposed to an external software development company. As a result, the Iraq Office is now coordinating closely with the Youth Section, which has assumed technical leadership of both the website development and SMS Poll.

**Progress and Results:**
Due to the complex nature of the website in terms of showing an enormous amount of data and information in a graphically compelling and user-friendly manner, its development has required significant time. Results to-date have included the recruitment of a website development company that has mapping/infographics experience and a review of mapping/infographics websites currently on the internet. While determining how to visualize all of the information was a difficult process, major progress has been made in terms of finding a suitable website navigation structure via another open source website.

**Next Steps:**
UNICEF is now developing a technical workplan to improve on the 'wheredoesyourmoneygo' website source code, seeking to add the essential features the Country Office desires, such as mapping and multi-media tagging features. Moving forward, UNICEF now plans to also develop these features in an open source format in order to take advantage of the extensive knowledge and expertise of the open source community.

**7. SOUTH-SOUTH COOPERATION:**
Iraq Country office initiated discussions on issues related to management Information Systems (MIS) and South-South Cooperation with the Regional Office as well as country offices of Egypt and India. The results and outputs pertaining to south-south cooperation were included in CPAP and will be part of the 2011 Annual Workplan.