Executive Summary

In 2012, Iraq overcame several challenges and focused on nation building. Protracted violence and on-going regional disagreements continued to impede development. Distribution of power and dispute over natural resources intensified ethnic and sectarian conflict. The Government of Iraq (GoI) and the Kurdistan Regional Government (KRG) continued with the unresolved Disputed Internal Boundaries (DIBs). Iraq also had to deal with the influx of tens of thousands of Syrian refugees. In spite of the challenges, the joint UNICEF – Government of Iraq Country Programme was largely on track. Iraq Country Office (ICO), supported by the Regional Office (RO), is conducting the Mid Term Review (MTR) of the country programme.

Achievements: The Ministry of Health (MOH) launched the first Iraqi National Nutrition Strategy 2012-2021, focusing on reduction of incidence of wasting and stunting in Iraq. The Ministry of Education (MOE) launched the National Education Strategy to improve access to quality education and the MOE; KRG endorsed the Child Friendly Schools (CFS) standards. Across 240 primary schools in 16 governorates, the CFS approach is benefiting 93,000 students. The PME section supported the Ministry of Planning (MOP) in finalisation of the Multiple Cluster Indicator Survey (MICS4), which would be the central guiding document to monitor progress towards the achievement of the rights of children and women.

The Child Protection Programme supported the GoI in developing the federal and regional child rights laws, the national Child Protection Policy and the finalization of the reports to the United Nations Committee on the Rights of the Child (UN CRC) and its Additional Protocols. A key achievement was the revitalization of the Juvenile Care Council demonstrating Iraq’s renewed commitment in addressing issues pertaining to children in contact with the law. The programme was directly involved in monitoring and reporting on child rights issues, including grave child rights violations committed in the context of armed conflict.

ICO assured emergency response to the Syrian refugees coming to Iraq. Child friendly spaces were established for children hosted in camps in western and northern Iraq. Iraq continues to experience the effects of the deteriorating crisis in Syria. While initially the flow of refugees was manageable, since July 2012, the rates of arrival have increased ten-fold with 67,015 Syrian refugees having arrived in Iraq as of December 26, 2012.

Shortfalls: From the budgeted US$53 million for 2012, the amount received was only US$36 million. UNICEF appealed for US$10 million for the Syrian response and received US$1.5 million. Through the Regional Response Plan, UNICEF, UNHCR and other partners appealed for US$83 million to support interventions for the Syrian crisis for 2013. The security environment remains the critical factor for programming and monitoring implementation.

Collaborative Partnerships: The Iraq Public Sector Modernization (IPSM) programme provided an opportunity to work with other UN agencies and the Government for delivering quality essential social services in all UNICEF supported sectors.

The Equity Analysis for Iraq was finalised working closely with Statistical Offices of KRG as well at the federal levels. UNICEF was also part of the partnership providing a strategic and coordinated inter-agency response to the humanitarian needs of the Syrian refugees in Iraq.

Country Situation as Affecting Children & Women

Iraq continued to strive to achieve the Millennium Development Goals (MDGs). The MDG and World Fit For Children (WFFC) Goal 1, ‘Eradicate extreme poverty and hunger,’ continues to be a major challenge. The equity analysis, conducted by UNICEF and the GoI, revealed that 5.3 million children in Iraq are facing multiple deprivations.

The most important development in 2012 for MDG 2 (Achieve universal primary education) was the MOE’s launching of the National Education Strategy to improve access to quality education. In the academic year 2011/12 considerable progress was made to increase the number of children and youth with access to
elementary and secondary education. At the elementary level the number of enrolled school age children increased to 93 per cent. Enrolment of adolescents ages 15-17 years also increased during the same academic year to 21 per cent; however, a gap still remains. At the elementary level at least one child out of every ten is still out of school. At the intermediate or junior secondary level only four children out of every ten is enrolled. Primary school completion remains a challenge as only 85.8 per cent of children of primary school age attend primary school but only 43.9 per cent complete their primary education at the right age. Pre-school enrolment is critically low for both boys and girls (6.5 per cent). Low completion rates have been attributed to distance from home to school; insecurity inside and outside the school, especially for girls; lack of classroom space as a result of which schools have adopted double shift system; and, the lack of separate sanitation facilities for boys and girls.

For the achievement of MDG 3 (gender equality and women’s empowerment), the ratio of females to males in primary school is 94.2 per cent, dropping to 76.9 per cent at the secondary level. Although more alternatives are being offered to out-of-school children and adolescents, girls represent barely 25 per cent of students in such programmes. Furthermore, violence against women in conflict-stricken environments constitutes a serious challenge towards women’s empowerment.

MDG 4 (Reduce child mortality) and Goal 5 (Improve maternal health): The under-five mortality rate (USMR) decreased slightly from 41 per 1,000 live births in 2006 to 37 per 1,000 in 2011, while the infant mortality rate (IMR) also decreased from 35 to 32 per 1000 (36 for males, 30 for females). However, the rate of neonatal mortality, which represents the majority of deaths among U5 children since 2000, has remained stable: from 22 per 1,000 live births in 2006 to 20 per 1,000 in 2011. In the absence of data on causes of neonatal death, various factors may explain the lack of progress.

Births attended by skilled personnel increased from 80 per cent in 2008 to 91 per cent in 2011. The percentage of pregnant women who had at least one visit by skilled personnel decreased from 84 per cent in 2008 to 78 per cent in 2011. MICS4 data indicates that more women are giving birth in health care institutions ensuring safer deliveries and increased attention to maternal health. There is no recent data on the causes of U5 deaths. Regression has been observed regarding the treatment of pneumonia and diarrhoea between 2006 and 2011. They fell from 82 per cent to 67 per cent and from 31 per cent to 26 per cent respectively.

There are alarming figures pointing that stunting and wasting increased from 21 per cent to 23 per cent and 5 per cent to 7 per cent respectively between 2006 and 2011[1]. Breastfeeding has also regressed, from 25 per cent of 0-6 month children who are exclusively breastfed in 2006, to 19 per cent in 2011, which is likely related to the distribution of milk formula in the monthly food ration, the absence of legislation regulating the marketing of milk formula, and poor communication to the public. Interestingly, good breastfeeding practices are most commonly associated with poor mothers.

Children in Iraq are increasingly covered by immunization services such as BCG, Polio 3, DPT3 and measles/MMR. This progress can be attributed to the national immunization days conducted annually, and to the frequent rounds of Reach Every District – the RED approach strategy - which was implemented in low performing districts.

On Goal 6 (Combat HIV/AIDS, malaria and other diseases): In 2012 Iraq continued to be malaria free, and initiated the development of the ‘National HIV/AIDS prevention and control strategy’. Although Iraq continues to be a low HIV/AIDS prevalence rate country, there is a need to address vulnerability factors which continue to rise.

Achievement of Goal 7 (Ensure Environmental Sustainability) relates to safe water and improved sanitation. In 2011, 91 per cent of the population had access to improved drinking water sources (98 per cent in urban areas, 77 per cent in rural areas). Over 60 per cent of the population had water piped into their dwellings, compound, yard or plot in 2011. Although most of the population uses water transported via pipes or tap water, the concentration of water chlorine in insufficient (less than 0.5 ppm). However, there is a much more limited access to proper wastewater disposal system, in line with the GoI standards. According to the 2011 environmental survey, only 23 per cent of the households (33 per cent in urban areas, 4 per cent in rural
areas) have access to a sewage system.

Volatile and sporadic armed violence in Iraq continue to take an increasing toll on Iraq’s children and young people both physically and mentally. MICS4 indicated that 80 per cent of (9.6 million) children aged 2-14 experience violent discipline (i.e. slapping, hitting, etc.), one in five young girls (21 per cent) between 15-19 is currently married, and FGM (female genital mutilation) is practiced widely in the northern Iraq.

[1] It is worth noting that the methodology used in MICS4 to estimate indicators on malnutrition (underweight, stunting, wasting, overweight) differs slightly from the one used in MICS3. The reference growth standards used in MICS3 for the estimation were reviewed in 2006; in MICS4 the new standards are used. Had the old standards been used for estimation with MICS4, malnutrition would have been reduced slightly.

**Country Programme Analytical Overview**

The year 2012 concluded with a high level of implementation – over 91 per cent of the annual budget was utilized. Barriers and bottlenecks affecting implementation included security and access, issues related to governance (capacity, transparency, budget-allocation, decentralisation), technical knowledge of the partners (policy, programmes), resource mobilisation by ICO, staffing both numbers and capacity, and challenges of engaging partners especially the CSOs and the private sector.

In the last two years Iraq has changed in political, economic, and in strategic sense. There have been significant changes in the enabling environment of Iraq. However, it will be some time before ICO can surmount the mentioned programming constraints particularly related to demand for services. This requires adjustments to the Country Programme which will be reflected in the MTR launched by the ICO and in the revision of the Country Programme Action Plan (CPAP). ICO will be developing a rolling work plan for the remaining two years of the Country Programme.

An analytical understanding for 2012 can be summarized as: improved security means better access for service delivery but reduced funding from donors means limited resources for substantive service delivery interventions. Iraq has been reiterating its sovereignty and also strengthening its financial status by improved contractual mechanism for the oil sector. These changes had made the country confident enough to agree to co-finance projects from UN and other international agencies. ICO is participating in co-financing projects in collaboration with other relevant UN agencies in the country.

Taking advantage of improved security especially in the south, an office was opened in Basra, which will support the southern governorates. Recognizing the status of Iraq as a Middle Income Country (MIC) it has also been recognised that there is a need to reinforce upstream cooperation with the Government. This would include substantive engagement with social policy and other systemic support.

In 2012 ICO finalised a road map for social protection – primarily dealing with cash transfer schemes. This would be finalised in the next year. The analytical policy work has been initiated in the Kurdistan region too where ICO supported the MOP with a budget analysis on investments in children. The equity analysis carried out in 2011 was finalised in 2012 based on MICS4 results and has been incorporated in the MICS4 final report. Equity analysis provided the opportunity to ICO to develop area based plans that will work on the principle of systemic integration and community level convergence. The UK Natcom funded an ‘integrated’ project, which will serve as a pilot for equity focused programming and learning from the implementation of this project the future strategic direction for the Country Programme. The selection of the districts for this project is based on the data from MICS4 and the equity analysis.

The office is working towards focused results achievement, consequently the programme will be phasing out from several activities and concentrating more on technical support and policy and planning level results. It is expected that this approach will lead to efficient programme delivery.
Humanitarian Assistance

After 21 months of conflict, 67,000 Syrians refugees sought safety and humanitarian assistance in Iraq. As a result, the Domiz camp was established in March 2012 to provide shelter for Syrians arriving in the Kurdistan Region, and a camp in Al-Qaim in June 2012 to respond to refugees crossing in western Iraq.

In 2012, over 10,000 Syrian refugees received access to safe drinking water, toilets and sanitation services and hygiene kits. Additionally, 4,500 refugee children were vaccinated against measles and polio as well as 10,000 refugees against the seasonal flu. UNICEF has provided 33,000 refugees with messages on water sterilization, healthy sanitary practices, hand washing, breastfeeding and food handling, and is supporting growth monitoring and maternal and child health care units in the camps. Nearly 7,000 refugee children benefited from UNICEF-supported school learning programs, including over 2,000 children attending school in three temporary schools built by UNICEF. Children and youth are also benefiting from protection activities in the camps through outreach activities and access to Child and Youth Friendly Spaces, including psychosocial support and increased protection from abuse, exploitation and violence. In the context of severe underfunding, delivering programmes under the prevailing security situation in some parts of Iraq is challenging.

Effective Advocacy

Mostly met benchmarks

UNICEF’s public and private advocacy relating to the MICS4 findings, particularly the key finding of 5.3 million children deprived of many of their fundamental rights, resulted in requests by key Government entities, such as the inter-ministerial Childhood Welfare Committee and the Women’s, Family and Childhood Parliamentary Committee, for more thorough briefings to better understand the issues facing Iraq’s most deprived children and the responses needed. Presentations on the MICS4 findings made to the Basrah, Ninewa, Kirkuk, and Salahaddin governorates, the Kurdish government as well as to UN Member States also resulted in requests for closer partnership with UNICEF to respond to the needs of Iraq’s most deprived children.

In the WASH sector, UNICEF’s advocacy has resulted in Memorandums of Understanding (MOU) with the governorates of Babel and Salahaddin to provide low-cost sanitation and waste water treatment in each governorate. Furthermore, two additional MOUs were agreed to with the governorates of Missan and Muthanna to provide the same services. These are expected to be signed in early 2013.

A seminar organized by UNICEF and UNESCO on the merits of adopting a holistic approach for the provision of Early Childhood Development (ECD) services resulted in a number of Government recommendations to accelerate access to early learning for young children. Similarly, the Child Friendly Schools (CFS) approach and institutionalization of a decentralized School Based Management model were fully agreed to by the GoI as a result of UNICEF’s advocacy and support.

Due to consistent UNICEF advocacy, the GoI committed to fund the development of a national Child Protection Policy for Iraq; is interested in a co-funding mechanism on Mine Risk Education in Missan Governorate; and, is providing a robust child protection response to the Syrian emergency in Dohuk Governorate.

UNICEF’s advocacy has also led the MOH to procure quality basic medical supplies through UNICEF’s Supply Division, which will improve health care to all children and women in Iraq. Lastly, UNICEF’s advocacy with all of its counterpart Ministries (MOH, MOE, MOMPW, MOLSA, and MOP) in both the national and Kurdistan governments resulted in recommendations by each Ministry to establish a Communication for Development (C4D) unit to develop sector-specific C4D strategies and activities in the years ahead within an overall strategic UNICEF/GoI C4D framework.
**Capacity Development**

*Fully met benchmarks*

Capacity development was an integral part of the country programme.

As a result of close collaboration with the MOH and the Department of Health’s (DOH), Survival and Growth Section, over 3,000 staff and community volunteers received training on the provision of quality PHC (primary health care) services. This included management of Severe Acute Malnutrition (SAM), growth monitoring, breast feeding, management of acute diarrhoea and pneumonia, Integrated Management of Childhood Diseases (IMCI), Essential Newborn Care (ENBC), immunization, cold chain management, ante/post natal care, community management of malnutrition, and community IMCI. The trainings were carried out in Iraq and overseas and facilitated by national and international academia and experts/facilitators. The courses provided ‘on the job training’ and were supplemented by supportive supervision.

For WASH (water, sanitation and hygiene), capacity building initiatives improved efficiency of the water and sanitation technical units on designing, managing, and operation and maintenance of WASH facilities.

The Education section contributed to building systems for implementing a sustainable school-based management system and the establishment of technical groups for the implementation of the Iraq Public Sector Modernisation (IPSM) initiative. Trainings were organized for ministry personnel, school principals and teachers as well as members of Parent-Teacher Associations (PTAs). Orientation was provided to Mothers’ Groups on their role in developing education in their communities.

The Child Protection programme focused on building the capacity of national counterparts to promote quality child protection responses. Priority was given to training some 400 officials from Ministries of Social Affairs, Justice, Human Rights, Youth and Sports, and Education on Justice for Children international standards, and to a continued support to Mine Action partners in carrying out community based Mine Risk Education interventions. Partnership with civil society organizations also aimed to increase their capacity to identify, monitor and report on grave child rights violations.

The Planning, Monitoring and Evaluation section (PME) supported the development of MOP and MOH capacities to generate relevant knowledge for improved programmes to tackle the situation of children and women. The MOP improved its capacity through the support received for the analysis, reporting and dissemination of MICS4 results with information products like the Preliminary Findings Report, the Final Report, and maps and presentations. The equity analysis designed in 2011 was applied to MICS4 data, and a chapter on equity was included in the MICS4 Final Report.

PME supported the MOH in designing and implementing a Verbal Autopsy (Social Audit) survey conducted to increase the accuracy of the measurement of maternal mortality in the country and improve the knowledge of preventable maternal mortality causes. It is the first time that a Verbal Autopsy is being conducted in Iraq and the region. PME completed the Training of Interviewers (30 medical doctors), and organized the fieldwork and information flow in collaboration with the Government, leading a team which also included UNFPA and WHO. Interviews for the Verbal Autopsy are expected to start in the last week of 2012 and first week of 2013. PME also supported the Kurdistan Region Statistics Office (KRSO) piloting a Rapid Data Collection system in four Kurdish districts based on MICS4 tools and processes. Intense work was devoted especially during the designing stages and field work. Data will be analyzed in 2013 jointly with KRSO analysts.

**Communication for Development**

*Fully met benchmarks*

The focus of ICO's C4D work in 2012 was on institutionalizing C4D within the Government of Iraq, particularly in all of UNICEF’s counterpart ministries and other ministries mandated to ensure the well-being of children.
In this regard, two workshops were conducted: one to introduce C4D concepts, principles, plans and strategies, and the next to develop a strategic framework for UNICEF’s C4D cooperation with key counterpart Ministries in the years ahead. The workshops led to the endorsement of a strategic C4D framework by the Ministries of Health (MOH), Education (MOE), Municipalities and Public Works (MOMPW), Planning (MOP), Labor and Social Affairs (MOLSA) and Youth and Sports (MOYS) in both the federal and regional governments. In addition, key officials within all of UNICEF’s counterpart ministries developed C4D skills and knowledge, laying the foundation for comprehensive Government-owned and led C4D activities in the future.

Regarding C4D activities throughout the year, TV and radio programs (a three-hour live program on Dijla Radio and an hour and a half live program on Al-Sumariyya satellite channel) as well as an eight-page newspaper supplement (Al-Mada newspaper) promoted girls’ education on International Women’s Day, March 8. On World Water Day, March 22, TV and radio programs promoted water conservation with 10,000 drawing books and 4,000 T-shirts on the theme ‘Our Water is Our Food Security, Don’t Waste it’ disseminated to children. To promote access to education, UNICEF partnered with Al-Sumariyya satellite channel to produce two programs entitled ‘The Accelerated Learning Project (ALP)’ and ‘The lack of school building can lead to drop out’. Also promoting for access to education, especially for girls, UNICEF partnered with the Children’s Culture House within the Ministry of Culture to produce an interactive children’s play on education, which was held in the Abu Ghuraib district; one of the most vulnerable areas in Baghdad.

UNICEF also supported several social mobilization activities/campaigns around health and nutrition issues with particular attention on Infant and Young Child Feeding, micronutrient deficiencies, neonatal care and immunization. UNICEF supported the MOH in the celebration of Global hand-washing day, immunization week and Breastfeeding week. Additionally, UNICEF supported health and hygiene promotion campaigns to over 12,000 Syrian refugees in both the Domiz and Al-Qaim refugee camps.

Communication is an area that requires further strengthening for the child protection related interventions. While the partnerships with NGOs did include components aiming to change attitudes and behaviours, the most fruitful approach was carried out in the Mine Risk Education program that focused on community mobilization in the design of local actions plans, promoting alternative sources of income for individual and families involved in at-risk income generation activities.

WASH Communication for Development interventions during the year were conducted during the week of World Water Day celebrations and Handwashing Day which was focused on water conservation and handwashing with soap respectively. The campaigns targeted over 150 schools with different activities and competitions, as well as the use of different communication materials like posters, stickers and colouring books, reaching a total of over 50,000 school children.

### Service Delivery

*Fully met benchmarks*

In 2012, service delivery increased dramatically with the onset of the Syrian crisis. To varying degrees all sectors provided services to the Syrian refugees as well as continuing support to Iraqi communities.

In 2012, UNICEF successfully delivered basic health and nutrition supplies and services to over two million vulnerable groups. As a result of intensive advocacy with the MOH and other line ministries, a substantial increase in resources were allocated for Public Health Centre (PHC) services including vaccines and the construction of health facilities. This strategic shift has decreased UNICEF expenditures on service delivery and had led to greater allocation of funding for upstream work.

The WASH service delivery component during the year was mainly focused on provision of water and sanitation facilities in selected schools and designing cost sharing projects with government counterparts for scaling up service delivery efforts in deprived locations.

In response to the Syria crisis, the Education section rehabilitated eight schools, established 15 camp schools...
with pre-fabricated classrooms, and provided basic teaching/learning materials to ensure a continuation of children’s schooling. Replicable models of early learning facilities are being established in the Kurdistan Region to accelerate access to early childhood education for young learners.

Together with development partners, services to protect the rights of children in contact with the law were provided, such as legal aid, rehabilitation and reintegration assistance. In response to the massive influx of refugees in Anbar and Dohuk Governorates, UNICEF supported the establishment of Child and Youth Friendly Spaces in camps; structures providing recreational services, allowing for the identification of at-risk situations and ensuring referral to medical or psychosocial services.

**Strategic Partnerships**

*Mostly met benchmarks*

The MOH is responsible for planning, management and implementation of the overall health and nutrition programmes through the Directorates of Health (DOH) in the governorates and PHCs at lower levels. The United Nations Development Assistance Framework (UNDAF) Priority Working Group (PWG) within the United Nations Country Team (UNCT) system has fostered close cooperation with other agencies, in particular WHO, WFP, IOM, UNFPA, UNIDO, FAO, as well as NGOs. UNICEF is actively participating in the Health and Nutrition sub-PWG with a special focus on immunization, MCH, HIV/AIDS, youth, maternal and child nutrition. The UNCT Health and Nutrition sub-PWG as well as other sub PWGs provide a forum for close government dialogue with partners on issues such as policy development, priority setting, project implementation and monitoring.

The WASH programme continued working in partnership with various UN agencies focussing on policy and capacity building interventions and emergency response. Partnerships with research and academic institutes, such as the Sulaimanyha University in Iraq and Water and Environment Research Center in Jordan University were involved in the master planning process and conducting studies for low cost and sustainable water and sanitation technologies during the year.

For the Education section, key partnerships revolved around the UNDAF Education Sub-Working Group which UNICEF is co-leading. There is strong inter-agency collaboration between UNICEF and UNESCO in the implementation of I-PSM and co-leadership of the UNDAF Education Sub-Working Group. Potential exists for collaboration between UNICEF and WFP on school feeding as well as with WHO on school health. A development partners’ forum was initiated by UNICEF involving international and national NGOs and interested donor organisations. This forum will be expanded to include the Government.

The UNICEF Child Protection programme developed strategic partnerships with various Ministries and development agencies to promote child protection interventions throughout the country. At the federal level, government partners include the Ministries of Labour and Social Affairs, Interior, Justice, Human Rights, Education, Health, Women’s Affairs, Youth and Sports and similar relationships were established with the regional ministries of the region of Kurdistan. Additional interventions were undertaken in close cooperation with the High Judicial Council, Parliamentarian groups, Salahaddin and Baghdad Universities. Strong coordination was also ensured with donors and bi-laterals with whom exchanges and review have allowed for relationships not simply limited to financial assistance, but at times allowing common advocacy, but also stronger and larger engagement with national counterparts. This collaboration proved particularly valuable with the US and Danish Governments and the EU (EU-Just-Lex) but also with the Swiss, Australian and Swedish Governments. Technical partnerships with the NGOs ACTED, Handicap International, Heartland Alliance, International Medical Corps, Save the Children and War Child, and joint programming or collaboration with sister agencies such as ILO, IOM, UNAMI, UNFPA, UNHCR and UNDP have led to increased outreach and to the strengthening of a common approach to sensitive protection issues. UNICEF is also leading the Inter-agency Task Force on Monitoring and Reporting on Grave Child Rights Violations; supporting hundreds of community-based focal persons; and is also co-leading with MOLSA the Technical Working Group on Justice for Children.
Knowledge Management

Fully met benchmarks

The interventions conducted in knowledge management have been threefold: helping build and improve national capacity to generate, use and manage knowledge for children's rights; knowledge brokerage fostering and supporting knowledge exchanges; and improving internal access for UNICEF staff to quality knowledge.

In the first area, UNICEF contributed to the development of national capacity to generate and manage knowledge through the implementation of MICS4; mainly during the stages of analysis (including the update of the equity analysis with MICS4 data), report drafting, and dissemination of results. A pilot exercise of Rapid Data Collection was conducted with the Kurdistan Region Statistics Office (KRSO) and raw data has already been obtained for analysis. PME supported the MOH in designing and implementing a project to improve knowledge on the causes of maternal mortality through a Verbal Autopsy (Social Audit).

The role of knowledge broker was reflected in different activities conducted by UNICEF. The Conference on the ‘Measurement and Policy Approaches to Enhance Equity for the New Generations in MENA”’, organized by MENARO and held in Morocco (June 2012), exposed members of the GoI to different experiences on social policies designed to address various inequities. It was an opportunity for both the GoI and ICO to present the Iraq equity methodology to wider audiences.

A first rapid assessment was conducted in September in Al-Qaim regarding the situation of Syrian refugees; with the design and implementation of a customized questionnaire, UNICEF led the first overall joint reporting process with UNHCR, WFP and WHO.

The ICO initiated collaboration with the Knowledge Management unit in the Information Analysis Unit from the DSRSG’s office, to prepare a draft strategy on KM for the Government. A first presentation to the UNCT will be given by the last week of January 2013.

The activities aimed at increasing the opportunities to access quality knowledge, both internal and external, consisted of providing in-house support (Child Protection Section) to design an assessment of reintegration and detention centres; providing quality control for an assessment of water and sanitation services in all the primary schools from the most disadvantaged districts in the country; and providing quality control for an assessment of the situation of IDPs in the 116 settlements in Baghdad governorate. Moreover, the equity methodology was used to identify priority areas and vulnerable groups for the first integrated project adopting a child-centred perspective. PME also provided up-to-date evidence for all fundraising project proposals and supported with quality control and analysis the report on investments on children and women in Kurdistan.

Concerning the internal management of information, initial steps have been taken to create an alpha version of the lessons learned and stakeholders databases as well as the first draft of an archiving policy.

Human Rights Based Approach to Cooperation

Fully met benchmarks

The 2012 Survival and Growth Annual Workplan is designed to focus on ‘selecting low performing districts’, affected by military operations, sectarian violence, high influx of IDPs/returnees, drought and remote-rural districts. UNICEF supported the MOH/DOHs to implement the 'Reach Every District – RED’ approach where immunization coverage is below 80 per cent; expand the health visitor initiative to all vulnerable districts; introduce the community component of IMCI; construction and rehabilitation of health facilities including prefabricated PHCs in remote rural areas; and support outreach teams for IDPs and refugees.
The Quality Learning and Development (QLD) programme interventions focused on the most deprived children paying particular attention to governorates that show inequitable access to elementary level education, especially for girls, ethnic minorities and difficult to reach communities. The CFS principle of inclusiveness was enforced both in identifying beneficiary schools and in clustering them for better access to facilities. Advocacy efforts were aimed at reducing the disparities in access and quality to address the challenges of increasing number of potential primary school dropouts, especially girls in rural areas.

All interventions related to child protection sought to promote children’s access to their fundamental rights: rights to life, survival and development through the MRM and MRE programme, right to access to services through the justice component, rights to survival, dignity and equal access to opportunities during emergencies, etc. The right to be heard was promoted in all aspects and of particular importance was the approach promoted for the development of child protection policy and laws where UNICEF and partners are ensuring that consultation of children and youth is not about ticking a box, but bring children and youth as key actors in the process. Child Protection also paid special attention to the finalization of the Iraq reports to the UN CRC and its two Additional Protocols; reports that are key to increasing the State’s awareness and accountability towards the realization of children’s rights and are also key to guide future programming for UNICEF and child protection actors in the years to come.

The publication of the MICS4 Final Report included a chapter on Equity to present the child-centred equity-based methodology designed by PME jointly with the MOP, and the findings when it is applied to MICS4 data. Such methodology was built on the assumption that creating evidence for more effective programmes to address the situation of children requires the adoption of a HRBA; such an approach is embodied in this methodology since it is funded in the rights enshrined in the CRC. These rights are instrumental to the selection of indicators and other technical decisions leading to operationalize deprivations of rights among children. One of the main findings of this analysis is that 5.3 million children in Iraq are deprived of at least three fundamental rights.

**Gender Equality**

*Fully met benchmarks*

The Survival and Growth programme is targeting all children under-five and pregnant/lactating women. All UNICEF supported PHCs in remote rural areas include accommodation for female MCH doctors to ensure 24/7 availability and therefore socially and culturally acceptable services. Also, gender disaggregated data on MCH training is available and is being used as part of an intensive advocacy effort with the MOH to increase the number of female students in the nursing schools.

Gender was mainstreamed in the WASH programme mainly on WASH-in-Schools project by designing and implementing separate facilities for boys and girls and targeting more female teachers with the training and capacity building interventions on school sanitation and hygiene promotion. Although the WASH programme mainstreamed gender in WASH-in-Schools, there were also challenges to involve women in the capacity building and training programmes for government offices. This is mainly due to two factors: firstly there is a very low proportion of women in Government offices in the water and sanitation sector at all levels; secondly is related to cultural issues, particularly in southern Iraq where female staff are less willing to travel for training activities. The WASH programme is continuously advocating with government counterparts to strengthen gender considerations in their HR capacity development plan.

The Gender aspect is key to all Child Protection programming interventions and specific attention is paid to gender issues while supporting the development of gender-sensitive child rights laws and child protection policy. In particular, girls in contact with the law are being specifically followed-up for legal assistance and reintegration after their release. Activities targeting girl children in the Syrian refugee camps as well as male adolescents have also been promoted since the on-set of the emergency response.

About one-half of the CFS benefiting schools are exclusively for girls whereas the remaining half are either mixed or all-boy schools. The QLD advocacy effort with the MOE included the need to increase the number of
female representation at senior level management and in committees, especially those being facilitated by UNICEF. Mother support groups were formed in order to promote women’s participation in improving education delivery at the community level.

Environmental Sustainability

*Fully met benchmarks*

Every effort is being taken to minimize the negative impact on the environment arising from disposal of used needles/syringes and the PHCs medical waste. UNICEF continuously advocated with all concerned stakeholders to institutionalize improved waste management and disposal practices at the PHCs and other health care facilities. Also, adequate measures were taken to minimise disturbance to the environment during rehabilitation and construction of health care facilities.

All WASH project components are contributing to improving natural environment at different levels. Hygiene promotion and improved sanitation activities directly contributed to an improved environment at household and community level. In addition pilot projects on decreasing water loss and increasing water supply system efficiency implemented in two Governorates during the year also contributed to the environment through energy-saving used for water production and treatment.

Iraq is one of the most mine-contaminated countries in the world with landmines and UXO covering 1,730sqkm, posing a daily threat to children’s lives. Under the Child Protection Programme, UNICEF advocated with the federal and regional governments to increase investment in Mine Action thus contributing to a safer environment for children. Sustainability and effectiveness of Iraq's qualitative involvement in Mine Risk Education and humanitarian Mine Action has still to materialize and UNICEF’s efforts are jointly carried out together with other humanitarian actors under UNDP’s leadership.

South-South and Triangular Cooperation

South-South cooperation was fostered by QLD as delegated by the MOE (2 Directors General, CFS steering committee members, and a parliamentary committee member on education) to undertake a field study tour to Colombia (Escuela Nueva) to exchange experiences in the implementation of the Child Friendly Schools, child-centred teacher training programmes and decentralised school management approach. This visit increased knowledge of both countries on good practices and benefits in the delivery of quality education through the implementation of decentralised school based management, especially in the remote areas.

Representatives of the Ministry of Planning at both Federal and Kurdistan levels participated in the ‘Conference on Measurement and Policy Approaches to Enhance Equity for the New Generation in MENA’, held in 22-23 May in Morocco. The PME section in UNICEF Iraq supported the Iraqi Government representatives preparing materials for a presentation of the results of joint efforts to develop an equity based approach to analyse deprivations of children in Iraq. The conference provided an opportunity to compare approaches to measure and analyze socio-economic disparities in countries like Mexico, Egypt, Morocco, Iraq or China, among others and translate those approaches into more effective public policies, programmes and budgets.

Child Protection supported a joint participation to a workshop on Child Friendly Policy for Kurdish representatives of the Ministry of Interior attended by participants from 23 countries in Lome, Togo with the facilitation of the International Bureau for Children’s Rights and the support of the International Organisation of La Francophonie, Francopol, Save the Children Sweden and UNICEF. A draft Plan of Action to reinforce Child Friendly Policing for the region of Kurdistan was prepared by Iraq mission participants.

Child Protection together with other members of the Justice for Children Steering Committee took part in a mission to Tunisia facilitated by UNFPA to exchange experiences and expertise on Justice for Children systems in both countries.
PC 301 - Quality Learning and Development

**PCR 2130/A0/07/302 PCR 3 - Quality Learning and Development**

**IR 2130/A0/07/302/005 N IR1.** Policy support in place that supports improve access to quality formal and non-formal education: KG, primary and intermediate levels, which is inclusive, life-skills based and emergency-prepared, with a special emphasis girls and out-of-school children.

**IR 2130/A0/07/302/007 N IR3.** Enhanced Capacity of other line ministries have enhanced capacities for effective planning, implement and monitoring in the education sector for improving access to quality education

**IR 2130/A0/07/302/008 By end of 2014, 150,000 out of school children have access to life skills based alternative learning opportunities for basic educate with 20 per cent increase of ratio of female students**

**IR 2130/A0/07/302/010 By end of 2014, increased primary completion rate by 20 per cent and transition rate from primary to intermediate by 10 per cent in 2,500 target CFS schools, which is safe, protective and inclusive with an emphasis on girls and disadvantaged children**

**IR 2130/A0/07/302/015 By end of 2014, pre-school enrolment rate increased by 9 percentage points and school readiness improved with Inclusive Education incorporated for children age 3-8 with a focus on rural areas**

**IR 2130/A0/07/302/018 CZ IR2.** Resource Mobilization for Education GoI, private sector and Iraqi citizens are able to efficiently mobilize and allocate resources to increase access to basic education in underserved areas with a special focus on girls and vulnerable

**IR 2130/A0/07/302/020 By end of 2014, Education partners including GoI, private sector and Iraqi citizens are able to efficiently mobilize and allocate resources to increase access to basic education in underserved areas with a special focus on girls and vulnerable groups.**

**IR 2130/A0/07/302/028 SZ IR3 By end of 2014, Ministry of Education and other line Ministries have enhanced capacities for effective planning and implementation and monitoring in the education sector for improving access to quality education**

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PC 302 - Survival and Growth

**PCR 2130/A0/07/301 The Government of Iraq (GoI) has participatory and accountable policy framework and implementation mechanisms for the deliver quality basic services at all levels**

**Progress:**

1. Regarding PCR 1 (The Government of Iraq (GoI) has participatory and accountable policy framework and implementation mechanisms for the delivery of quality basic services at all levels), all 3 IRs are considered to be on track.
   
   i. The IR related to All governorate and districts have reliable evidence for MDG 4,5 & 6 progress monitoring (including HIS) by 2012 has been achieved by (i) gathering statistical data through the MICS4 down to the district level. Only one of the listed indicators has not been monitored (percentage of initiated breast feeding within 1st hour of life); and (ii) conducting assessments and studies in selected governorates in relation to nutrition (nutrition/anthropometric survey in 14 drought-affected districts; prevalence of anaemia in 4 governorates; vitamin A levels among children under five in Baghdad, circulating measles serum anti-bodies among under 5 years old children in Sulaymaniyah, and micronutrient national survey); EPI (coverage survey in Kurdistan region); childhood injuries (Kurdistan region); and IDPs assessment in Baghdad. Assessment of orphans in orfanages.
   
   ii. The IR related to the review and development of MDGs/S&G related policies, legislation, plans and budgets has made progress in relation to the development of national strategies. This includes more notably the first National Nutrition Strategy developed, endorsed and launched,
UNICEF Annual Report 2012 for Iraq, MENA

- ensuring that children’s needs are well addressed in the government strategies;
- providing timely sound technical assistance to support innovations;
- support the government to adopt low cost, high impact child survival interventions, and
- strengthening health system at district level with engagement of communities.

1. The IR related to Timely technical assistance, monitoring, review and evaluation of Survival and Growth programme activities and results achieved: has been achieved by recruiting qualified staff, national consultants and facilitators (the latter are medical doctors and engineers) to: a) provide on job training; b) validate that UNICEF procured supplies reached the target beneficiaries in time and equally; c) assure quality rehabilitation and construction of the health facilities and in line with the agreed BOQs; d) assess the situation of women and children and their needs, as well as, identify needs including training requirement; and e) operational / logistic support assured whenever required focusing on high risk districts. As a result, all 2011 AWP and most of 2012 AWP planned targets were achieved with over US$6 million successfully spent in 2011 benefiting over 5.2 million U5 children and 1.1 million pregnant/lactating women.

IR 2130/A0/07/301/001 By 2012 All governorate and districts have reliable data for MDG 4, 5 & 6 progress monitoring (including HIS) to expedite programmatic responses to attainment of MDGs by 2015 nationally and at district levels.

IR 2130/A0/07/301/002 By 2014 MDGs/S&G related policies/ legislation, plans and budgets reviewed /developed to facilitate progress towards MDGs attainment Nationally as well as in selected districts.

IR 2130/A0/07/301/003 Technical assistance (staff, facilitators salaries and other related costs)

PCR 2130/A0/07/307 The Government of Iraq has enabled more women and children to have improved access to and utilization of quality Primary Health Care.

IR 2130/A0/07/307/001 By the end of 2014, 90 per cent of pregnant and lactating women, and U5 years children have access to quality and friendly Primary Health Care services in selected low performing districts. (Care - ENBC package).

IR 2130/A0/07/307/005 Underweight among U5 children reduced to 4.5 per cent in 2014 (from 9.17 per cent in 2008, WFP survey) in selected low performing districts.

IR 2130/A0/07/307/009 Country office and partners capacity maintained/ strengthened to prepare for and respond to emergencies in line with Health and Nutrition Core Commitments for Children and targeting 50,000 populations annually.

IR 2130/A0/07/307/016 IR 1.2.1 By the end of 2014, 90 per cent of pregnant and lactating women, and U5 years children have access to quality and friendly Primary Health Care services in selected low performing districts. (Essential NewbornCare - ENBC package).

PC 303 - Water, Sanitation and Hygiene (WASH)

PCR 2130/A0/07/303 PCR 4 - People in Iraq have improved access to safe water, sanitation, and municipal services

IR 2130/A0/07/303/002 IR 2.1.1- By end of 2014, Iraq has an operational, legal, regulatory and policy framework for water, sanitation, and hygiene Integrated Water Resource management.

IR 2130/A0/07/303/003 IR 2.1.3 By end of 2014, 2 million vulnerable, rural and emergency affected people reached by different messages on improve safe water handling, sanitation and hygiene practices

IR 2130/A0/07/303/004 IR 2.1.4 - By end of 2014, 600,000 vulnerable, rural and emergency affected people benefited from sustainable access to safe supply
**PC 304 - Child Protection**

<table>
<thead>
<tr>
<th>IR 2130/A0/07/303/006 IR 2.1.5 - By end of 2014, 800,000 vulnerable, rural and emergency affected people benefited from improved sanitation facility</th>
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<tbody>
<tr>
<td>IR 2130/A0/07/303/008 IR 2.1.2 - By end of 2014, Five line ministries (MMPW, MoB, MoWR, MOE) and MMT KRG and 18 governorates have enhanced capacity for effective planning, implementation, management and monitoring of water and sanitation sector in Iraq.</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>PCR 2130/A0/07/304 PCR 4.1. Iraqi State has improved capacity to develop and implement policies and programmes for the protection of boys and girls in line with international conventions, the Iraqi Constitution and Legislation.</th>
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<tr>
<td>IR 2130/A0/07/304/001 IR 4.1.4. Timely technical assistance, monitoring, review and evaluation of Child Protection programme activities and results monitoring conducted.</td>
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<tr>
<td>IR 2130/A0/07/304/004 NZO 4.1.3.1 Knowledge and Capacity building for access of girls and boys in contact with the law to justice with fair judicial processes, appropriate alternative options, correction measures and reintegration services established and used.</td>
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<tr>
<td>IR 2130/A0/07/304/005 R 4.1.3. By end of 2014 GoI and partners have improved knowledge of Child protection with an equity focus to inform policy/legislative development and services delivery for children through strengthened information systems</td>
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<tr>
<td>IR 2130/A0/07/304/006 By end of 2014, communities and all key stakeholders are aware of child protection risks for girls and boys including ways to identify, prevent, mitigate and respond to these risks and communities have access to resources and support options required for care and protection of their children</td>
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<tr>
<td>IR 2130/A0/07/304/010 NZO - CPP and CLs completed and other child related legislations reviewed through a consultative process including the participation of children (Northern Office activities)</td>
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<tr>
<td>IR 2130/A0/07/304/011 By end of 2011, Child Protection Policy and Child Law completed through a consultative process including participation of children</td>
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<tr>
<td>IR 2130/A0/07/304/012 By end of 2014, required capacity in place for effective implementation of the child protection policy at national and sub-national level.</td>
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<tr>
<td>PCR 2130/A0/07/308 PCR 4.2. The Iraqi State has institutionalized justice for children, preventive and protective mechanisms to combat child rights violation and gender based violence.</td>
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<tr>
<td>IR 2130/A0/07/308/002 By end of 2014, systems and mechanisms for access of girls and boys in contact with the law to justice with fair judicial processes, appropriate alternative options, correction measures and reintegration services established and used.</td>
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<tr>
<td>IR 2130/A0/07/308/004 N - IR 4.2.2 By end of 2014, communities and all key stakeholders are aware of child protection risks for girls and boys including ways to identify, prevent, mitigate and respond to these risks and communities have access to resources and support options required for care and protection of their children.</td>
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</table>

**PC 305 - Planning, Advocacy, Communication, Knowledge and Strategic Interventions (PACKS)**

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<tr>
<th>PCR 2130/A0/07/305 The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.</th>
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<tr>
<td>IR 2130/A0/07/305/002 5.1.2. C4D - Communication for Development: The education, protection and healthy environment of children and their mothers improved by adopting positive behaviour practices</td>
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<td>IR 2130/A0/07/305/004 Project Support</td>
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<td>IR 2130/A0/07/305/005 Advocate for policies and investments that ensure the rights of children in Iraq are protected</td>
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<tr>
<td>IR 2130/A0/07/305/006 Strategic Partnerships: Develop strategic partnerships and interventions to improve the protection of the most disadvantaged children's rights</td>
</tr>
<tr>
<td>PCR 2130/A0/07/309 PCR 5.2 Vulnerable Iraqis benefit from strategic gender-sensitive and child-friendly</td>
</tr>
</tbody>
</table>
research-to-policy initiatives, including means-tested social transfers which stimulate economic growth and reduce dependency

**IR 2130/A0/07/309/001** For the programme period, 2011-2014, government institutions supported to assess and strengthen planning for Rights of Children developing comprehensive equity focused pro-child policies, legislatures and action frameworks.

**IR 2130/A0/07/309/002** By the end of 2014, effective systems in place for generation, sharing and acting on knowledge to advance equity-focused child rights in Iraq.

**IR 2130/A0/07/309/003** For the entire programme period, 2011-14 provide cross sectoral support to the programme sections relating to planning, monitoring and evaluation.
Effective Governance Structure

ICO has functional governance structures: Country Management Team (CMT), Zonal Management Teams, Central Review Board; Property Survey Board; Programme Cooperation Agreement Review Committee; Contracts Review Committee; Learning and Staff Development Committee; and Job Classification Panel; and the Joint Consultative Committee. With the new Representative, membership and frequency of meetings of these committees was revised. This was done to improve accountability, effectiveness, management and staff interaction, and participation of all staff, including GS staff, in the office decision making process.

Budget, utilization of funds, staff performance evaluation, recruitment status, implementation of training plan, Office Improvement Plan, Audit Recommendations, Security Incidents and staff issues are the standard items regularly reviewed and monitored by the CMT. There are three Peers Support Volunteers and one office focal point for sexual abuse and exploitation, and abuse of authority.

The office Programme Management Group (PMG), chaired by the Deputy Representative, strengthens co-ordination between programmes and sections, discusses priority issues of cross-cutting nature, and shares important information about specific initiatives. The PMG meetings constitute a forum for programme staff to discuss substantive programme issues and advise the Representative accordingly.

The management has also ensured the involvement and participation of Staff Association in all decisions affecting staff, their morale and well-being.

The Basrah office was established with a Chief of Office and additional staff. This is a significant development compared to the past when the few staff worked remotely from their respective homes and subsequently from the UNAMI compound. This has made it possible for UNICEF to access areas such as Missan, Thiqaar, and Muttanna—a-areas with multiple deprivations and inequities. Moreover, this is the first UN office to be established in the community since the UN was relocated to Amman in 2003 following the Canal hotel bombing.

In order to coordinate UNICEF’s response related to any humanitarian crisis effectively, the office established a Crisis Management Unit (CMU) with a well-defined Terms of Reference (TOR). It was due to the active involvement of members of the CMU that UNICEF was subsequently able to respond to the influx of refugees, having crossed over to Iraq from Syria, effectively.

Based on the results of the 2011 Global Staff Survey, the office did an analysis and identified the areas where Iraq Country Office (ICO) had performed relatively below the MENA countries or all UNICEF offices globally. Based on the findings, an Office Improvement Plan (OIP) was developed in consultation with the staff association and inputs of staff. The OIP is a standard item on the agenda of the CMT and its implementation is monitored every month.

The HR Manager was made Officer-in-Charge (OIC) of Operations due to the reassignment of the Chief of Operations in November 2012 and pending the recruitment of his replacement. The office also established an Operations Task Force consisting of colleagues trained on various aspects of VISION, representing different units of operations. This was done in order to strengthen operations and accountability, ensuring that issues and tasks pertaining to year end activities are taken care of in a timely manner.

All audit observations except for one have been closed.

Strategic Risk Management

ICO closely monitored the operating environment and other developments during 2012 that have impact on the efficiency and effectiveness of programme delivery, operational activities, staff wellbeing, and office compliance with the financial policies, standards and rules and regulations.
Security continues to remain a challenge. The UNCT requested increased flexibility from UNAMI enabling UNICEF and other UN agencies to make many more red zone missions than was possible earlier. UN staff member have been allowed to use commercial flights from Baghdad during their R&R.

After conducting the RCSA exercise, the CMT approved the Risk Profile and Risk and Control Library. The documents were shared with EMR Secretariat for further guidance. The office has started implementing actions towards unpredictability of funding, which was identified as one of the three high risk areas during the development of the risk profile, by engaging the services of a consultant who has since developed an effective resource mobilization strategy expected to help the office a great deal in its fund raising efforts.

The Chief of Operations conducted a session with Baghdad-based staff on financial transaction processing controls, DCT (direct cash transfers) and liquidation processes in order to enhance staff understanding on these issues.

The office conducted a training for all staff on “Code of Conduct,” facilitated by two Senior HR Professionals (Christine Nylander, MENA RO and Betel Tassew, DHR New York). The focus of the training was on ethics, conflict of interest, fraud and appearance of impropriety.

Transition from ProMS to VISION was not smooth primarily because of frequent glitches. For this reason the office has resorted to raising TAs and contracts manually at times. With the stabilization of VISION at the later part of the year, the Office has managed to enter all contracts and LTA in VISION compared to before when the office was using only fund commitment.

The office has opened a new account with the Government-owned bank in order to minimize risk, thereby closing the account with the private bank.

As support to the programme to respond to the Syrian refugee crisis in Al-qaim camp in Iraq, the operations section was able to deliver supplies as well as other logistical support such as payment, transportation, and the establishment of small office in a pre-fab.

Although the draft BCP (Business Continuity Plan) for Baghdad was revised for the second time, it has not yet been approved by the CMT. Once approved, the BCP will be tested and revised.

The UN offices are operating from the UNAMI compound in Green Zone where office space has been a challenge not only for UNICEF but for all the UN agencies. UNICEF has a 10 room office that can only accommodate 29 staff members whereas the number of staff is exceeds 50. The management has, therefore, no other option but to ask staff from time to time to work remotely from home or move them from one room/desk to the other; meet in the dining facility and corridors; and no staff has private space. This situation has contributed to a decline in staff morale.

**Evaluation**

The QLD Mid-Term Evaluation for the European Union supported programme on Improved Access to Quality Education is on-going and will be completed in 2013.

**Effective Use of Information and Communication Technology**

Throughout 2012 all systems and applications of the information and communication technology (ICT) remained compliant with UNICEF standards. Services and support were provided on all possible aspects to maintain the best performance needed especially with the full functionality of the VISION system. The key ICT highlights of the year included:

- Timely implementation of global rollouts assigned by HQ to provide the best performance including migrating the active directories and other systems into the new Virtual servers environment.
Maintaining full compliance for both hardware and software with the UNICEF standards.

Strengthening the ICT component of the BCP by making sure that the ISCA office was relocated into the new site in MENA RO with all the systems which will back up Baghdad properly relocated and functioning.

Maintaining high security network levels by installing the new firewalls provided by HQ to FO.

Establishing the connectivity and network needs for the newly established Basra office to maintain the functionality of the south zone office and link it with the rest of ICO.

**Fund-raising and Donor Relations**

With the official closure of the Iraq Trust Fund and continued scarcity of funds from the international community due to Iraq being a MIC and its post-conflict development status, fund-raising was a major challenge in 2012. In order to support its fundraising efforts in this context, the CO developed a resource mobilization strategy and is in the process of developing donor/Natcom toolkits.

The following proposals and grants (emergency) were submitted: a CERF proposal of 749,000 US dollars for WASH (AlQaim camp) was granted (SM120398); a Japan Natcom contribution of 1.5 million US dollars for WASH and Health and Nutrition is expected to be granted in January 2013; a US$ 563,380 allotment from the Denmark Natcom for WASH (SM120463) was made; an allotment of US$ 714,285 from the Netherlands Natcom for WASH (SM120459) was made; a US$ 500,000 grant for Education and WASH (SM120424) was made; a DFID proposal of 200,000 GBP for Child Protection has yet to be granted; and a UAE proposal for US$1.5 million was not granted.

In 2012, 66 reports were submitted to various donors, of which 64 were submitted on or before the deadline.

In line with the strategy, the CO will endeavour to mobilize resources from the private sector, Natcoms, Foundations, and via cost-sharing arrangements with the GoI at both national and, especially, sub-national levels.

**Management of Financial and Other Assets**

As the office encountered abnormal delays in processing any transactions with Raffidian bank, the office decided to close the account (both Iraqi Dinar and US$). The office is now in the process of opening a new account with another Government-owned bank (Trade Bank of Iraq), located in the International Zone. This will increase the efficiency of the office a great deal in processing financial transactions.

The CMT monitored various indicators on monthly basis including budget, contribution and bank reconciliation, and took steps for improvement when necessary.

The outstanding DCT (direct cash transfers) amount for more than 9 months remained zero at end December 2012, whereas the DCT for more than six months remained at 0.2 per cent.

With the anticipated closure of ISCA Amman, the office has advertised the position of Finance Assistant in order to strengthen the Finance Unit in Baghdad.

The Chief of Operations conducted a session with Baghdad-based staff on 18 July 2012 on financial transaction processing controls, DCT and liquidation processes in order to enhance staff understanding on these issues. A similar session was also conducted in Erbil. HACT (harmonized approach to cash transfers) guidelines both in English and Arabic were prepared and circulated to all staff.
Supply Management

In 2012 the total supply input was US$ 4.7 million, the goods procurement value was approximately US$ 1.7 million (37 per cent), the services value was approximately 2.7 million (57 per cent) and the consultancies value was of 0.3 million (6 per cent).

The GoI used UNICEF’s Procurement Services for procurement of most of the health supplies. For 2012 the total value of vaccines procured through Supply Division to the Ministry of Health was about US$ 6 million.

During 2012, the Contract Review Committee met on a weekly basis, and reviewed contracts for services and goods with a total value of US$ 4,092,415.20 million. This value included estimated ceiling for three Long Term Arrangements discussed in CRC.

Human Resources

The office filled a number of IP (international professional) positions during 2012: Representative, Human Resource Manager, Chief of WASH, Chief of Education, Knowledge Management Specialist, Chief of Field Office Basrah, Social and Senior Social Policy Specialist. Some of the national posts or TA (temporary assignment) positions filled include: Education Specialist, Programme Assistant CP, Senior driver (Baghdad) plus three other drivers (1 Erbil and 2 Basrah), Local Security Assistant, two Administrative Assistants, Supply/Logistics Assistant, Human Resource Assistant and ICT Assistant.

All required ISCA-based IP posts with their incumbents were formally relocated to Baghdad effective 01 June 2012. Most of the Jordanian nationals working for Iraq Support Centre in Amman (ISCA) have been placed either in the UNICEF RO or other organizations with a few being separated with due entitlements.

IP staff have encountered difficulties in renewing residencies and availing other privileges as the Government of Jordan has refused to recognize/approve Amman as their APA location. Despite the offices best efforts and frequent communication with the Policy Unit in New York and the MENARO, the issue remained unresolved. DHR is considering the idea of an alternate APA location.

In April 2012 the Deputy Executive Director approved the inclusion of Iraq Country Office within the scope of CF/EXD/2010-005, applicable to the recruitment and staffing process for emergency situations. This has allowed the office considerable flexibility in staff recruitment processes, including fast track recruitment.

The HR Unit developed and introduced a structured briefing/orientation package. It is now a standard practice for each and every newly recruited staff and consultant to undergo extensive briefing/orientation. In addition, the HR Manager conducted briefing sessions for all staff on different policies affecting them such as pension, annual leave, and R&R, to name a few.

As one of its priorities and audit recommendations, the office provided training and learning opportunities to a large number of staff particularly national staff and equipped them with necessary knowledge and skills as part of their capacity building as a majority joined UNICEF over the last two years or so. This is expected to support staff retention and talent management.

Two national staff members attended the FICSA workshop on the General Service salary survey methodology II (Non-headquarters duty stations), New Delhi during the period from 19 through 23 November. This equipped them with necessary knowledge. As such their participation in the local salary survey committee will have a significant impact on the process leading to the forthcoming comprehensive salary survey for Iraq.

The HR Manager was selected as one of six participants in the MENA Region and subsequently trained on Managing Performance for Results Training of Trainers by Coffey International, an external consulting firm, during the period from 13 through 18 October in Algiers, Algeria. It is expected that he will subsequently roll out the training in Iraq Country Office.
The office was able to complete 86 out of 92 PERs for 2011. The remaining six were either staff members who left the organization or were not able to do so because of change of supervisors. Every effort is being made to complete these few outstanding PERs.

**Efficiency Gains and Cost Savings**

The office signed a MOU with UNHCR to establish a joint UNICEF/UNHCR office in Basrah. This cost sharing arrangement has resulted in substantial savings to the organization in the areas of security upgrade (MOSS compliance), security guards, cleaning services, building maintenance and generator, to name a few.

The Iraq Support Centre in Amman (ISCA) was finally closed down. Effective 2013, there will be a small liaison unit within the RO that will provide support to the Iraq Country Office. The unit will consist of four support staff i.e. Executive Assistant, Supply Assistant, Admin Assistant and ICT Assistant. These steps will result in efficiency and substantial cost saving in the form of operating expenses (rent, electricity, internet, cleaning services) and security.

In order to save on travel cost, the office has conducted most of the meetings involving zonal office staff (CMT, JCC, CRB, PSB and some training) through conference calls, Skype and WebEx.

**Changes in AMP & CPMP**

The office completed and launched the MICS survey results which provided a clear understanding of existing deprivations and inequities. The survey results have enabled the office to adjust its programme focus/shift and required staffing structure through the MTR process. This will result in a new CPMP (County Programme Management Plan) to be presented to the PBR (Programme Budget & Review) in February 2013.

In order to ensure objectivity, transparency and participation of all staff in the process and decisions leading to the MTR and PBR, the management held five reflection and brainstorming sessions. In addition, every section chief discussed the envisaged changes in their programme/staffing structure with their respective staff.

**Summary Notes and Acronyms**

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ALP</td>
<td>Accelerated Learning Programme</td>
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<td>CAAC</td>
<td>Children Affected by the Armed Conflict</td>
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<td>CBMRE</td>
<td>Community Based Mine Risk Reduction</td>
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<td>CCC</td>
<td>Core Commitment for Children in Humanitarian Action</td>
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<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination against Women</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CPAP</td>
<td>Country Programme Action Plan</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CP</td>
<td>Child Protection</td>
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<td>DOE</td>
<td>Directorates of Education</td>
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<td>DOH</td>
<td>Directorates of Health</td>
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<td>EECE</td>
<td>Early Child Education</td>
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<td>EFA</td>
<td>Education For All</td>
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<td>ENBC</td>
<td>Essential Newborn Care</td>
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<td>ENIS</td>
<td>Iraqi National Education Strategy</td>
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<td>EOR</td>
<td>Emergency Resources</td>
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<td>EPI</td>
<td>Expanded Programme on Immunization</td>
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<td>EPRP</td>
<td>Emergency Preparedness and Response Plan</td>
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<td>FGM</td>
<td>Female Genital Mutilation</td>
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<td>Abbreviation</td>
<td>Full Form</td>
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<td>FTP</td>
<td>File-Transfer Protocol</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>HAC</td>
<td>Humanitarian Action</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>HIS</td>
<td>Health Information System</td>
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<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
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<td>HRO</td>
<td>Human Rights Office</td>
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<td>ICO</td>
<td>Iraq Country Office</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IDPs</td>
<td>Internally Displaced Persons</td>
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<td>IEC</td>
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<td>Integrated Management of Childhood Diseases</td>
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<td>IMEP</td>
<td>Integrated Monitoring and Evaluation Plan</td>
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<td>IMR</td>
<td>Infant Mortality Rate</td>
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<td>PERs</td>
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</table>
PHCCs  Primary Health Care Centres
PMAC  Prime Minister's Advisory Committee
PME  Planning, Monitoring and Evaluation
PMG  Programme Management Group
PMTCT  Prevention of Mother-to-Child Transmission of HIV
PPP  Programme Policy and Procedure Manual
PRS  Poverty Reduction Strategy
QLD  Quality Learning and Development
RED  Reach Every District
RMAC  Regional Mine Action Centers
RO  Regional Office
RR  Regular Resources
SAM  Severe Acute Malnutrition
SCAP  Strategic Communication, Advocacy and Partnerships
SitAn  Situation Analysis
SG  Survival and Growth
ToT  Training of Trainers
U5  Children Under-Five Years
U5MR  Under-Five Mortality Rate
UNAMI  UN Assistance Mission for Iraq
UNCT  UN Country Team
UNDAF  UN Development Assistance Framework
UXO  Unexploded Ordnance
VISION  Virtual Integrated System of Information
WB  World Bank
WASH  Water, Sanitation and Hygiene
WFFC  A World Fit for Children
WFP  World Food Programme
ZO  Zone Office