

## Executive Summary

The political crisis remains unresolved in Madagascar at end 2011. It has led to economic stagnation, the suspension or withdrawal of nearly all but humanitarian aid, and the dramatic reduction of government expenditure on all social sectors. Already under-resourced social sector services have collapsed and there has been significant disinvestment in social capital. Overall poverty has increased to 76.5 per cent of the population in the last three years (a 7.8 per cent increase), the number of out-of-school children has risen by 50 per cent, and the maternal mortality rate remains one of the highest in the world. Currently there is little chance that Madagascar will achieve most of the MDGs by 2015.

A political roadmap was agreed in late 2011 and indicates that elections may be held before the end of 2012. International donors have been encouraged to provide new assistance but have generally expressed an unwillingness to do so pending the successful holding of elections. The government budget for 2012 states that austerity measures adopted in 2009 will continue. Even if the elections were held immediately and donor assistance was to resume, it would take considerable time for government services to recover to pre-crisis levels. Madagascar's United Nations Development Assistance Framework (UNDAF) 2008–2011 has been extended to the end of 2013 and has taken the form of a UN transition programme for 2012–13.

In light of the complex operational environment, UNICEF, other UN partners and NGOs have made considerable efforts to substitute for government services, especially at decentralized level. The UNICEF country office (CO) continued to successfully mobilize resources, bringing the total amount of OR funds for the 2008–2012 Country Programme (CP) to just over US\$ 100 million. The most likely scenario for 2012 is that UNICEF and its partners will continue to provide nearly all assistance in the social sectors.

Significant achievements were made in 2011, including the partnership between UNICEF, WFP and ILO in the education sector, with the Government of Norway providing funds for the next three years of US\$ 27 million in total. UNICEF continued to serve as a transitional implementing entity for the Global Partnership for Education (GPE)-funded activities with the consent and cooperation of all Local Education Group (LEG) members. UNICEF and the World Bank serve as co-leads of LEG. While GPE funds remain a powerful leveraging tool to keep continuity in education sector development and education policy decisions in Madagascar, they have also become a lifeline to a system that no longer has the funds to function without it.

In countries like Madagascar, a biodiversity hotspot whose environment is rapidly changing due to overexploitation of resources and acute pressures of poverty, responding to the risks posed to children by climate change, environmental degradation, and increasingly intense natural hazards is crucial. The CO saw this as a key strategy in promoting the equity agenda for Madagascar's children and women and developed a more child-centred approach to environmental sustainability.

## Country Situation

The political crisis and freezing of aid continued in Madagascar throughout 2011. After months of intense political negotiations, a roadmap was signed by a number of political parties in September. The roadmap called for the appointment of an interim Prime Minister and interim government. This occurred at the end of November. Elections are tentatively scheduled for 2012, although political uncertainty remains due to the lack of consensus by opposition parties.

Madagascar is one of the poorest countries in the world. GDP per capita reaches US\$ 421 (World Bank, 2010); 76.5 per cent of households live under the poverty threshold. Madagascar's Human Development Index (HDI) is 0.480, which gives the country a rank of 151 out of 187 countries with comparable data. According to a 2011 study by UNICEF, 82 per cent of children live in poverty.

Currently there is little chance that Madagascar will achieve the MDGs by 2015. The gaps are particularly wide in the areas of poverty reduction, primary school enrolment and completion and maternal health.

Safety net programmes cannot maintain a minimum level of income support, employment or food complements for children.

The impact of the crisis has led to a virtual collapse of the health/nutrition and education sectors, a situation that may put future generations at risk. In the health/nutrition sector, despite continued presence of some aid financing through NGOs (which has led to parallel systems), the public service delivery system is increasingly under threat with a dwindling supply of basic services and vaccines. SALAMA, the public drugs procurement centre, regularly experiences disruption of supplies. Access to health centres in rural areas is considerably curtailed and 130 basic health centres have closed down. Those that remain open have limited human and material resources. Outbreaks of plague and rabies, which resulted in around 20 human deaths and three cases of vaccine-derived polio virus, can all be considered as symptoms of the breakdown of the health system. WASH indicators remain low with only 41 per cent of the population able to access clean water, and a mere 11 per cent with access to adequate sanitation.

In the education sector, there was an increase by 50 per cent in the number of out-of-school children between 2008 and 2010 according to a recent study by UNICEF. Estimates put more than one million children out of primary school nationwide, representing 25 per cent of the school age population in a total population of 20 million. Due to the crisis, the education budget was cut by 40 per cent in 2010, and further cuts have been made in 2011 as a result of government-imposed austerity measures. The drastic reduction of education spending means that an increasing share of education costs is being born by poor families (as much as two-thirds of primary school teachers is now hired by communities). The FTI-financed Education For All (EFA) programme risks running out of funds and there are no clear perspectives for the future. The current GPE funding extends until the end of the 2011/2012 school year. There is thus considerable pressure to develop a new interim 2013–2015 EFA plan and use this as a basis for an application for a subsequent GPE grant to ensure the system continues to function.

The political crisis is not only causing a deterioration of the social and economic condition of the population, but is also eroding the basis of the rule of law and increasing the level of fragility. Criminality is on the increase, both in urban and in rural areas. The justice system is perceived as being highly corrupt. Access to electricity is extremely low, with energy access under 20 per cent. The majority of Malagasy still live by candlelight at night.

The high level of poverty is not only a challenge for social equity in Madagascar but it also contributes to slowing down economic growth. There are wide differences in poverty among regions (from 54 per cent to 94 per cent) and between rural areas (82 per cent) and urban areas (54 per cent). Income differences between the rich and the poor are large, especially in urban centres. The Gini coefficient in urban areas is higher than in rural areas by 13 percent. (Source: EPM 2010).

Madagascar is considered a high risk country for climate change and natural disasters. In early 2011, 216,500 people suffered from the effects of the tropical storm 'Bingiza': 34 lives were lost and more than 77,000 people were displaced or made homeless. Recovery efforts remain limited due to the crisis and the ensuing lack of funds.

At present, there is no formal government interim strategy as the transition government is mainly running on a day-to-day basis. As the UNDAF officially ends in 2011, the UN embarked on a two-year transition programme/UNDAF extension that takes into account the 'Strategic Vision' document developed by the UNCT during its mid-term review in 2009. The re-adjusted programme will be more in tune with realities on the ground and will strengthen joint action as well as leverage donor credibility. However, there is a risk that the extension of two years will need another extension. Even if there are elections in 2012 and the new government is recognized by the international community, it is unlikely that a new PRSP will be finalized by 2014 for the UN to align with it. If the situation stabilizes, it is also probable that aid flow will take time before recovering to its pre-crisis level.

On a more positive note, despite the on-going crisis, Madagascar tried to uphold its international obligations by regularly presenting reports to its ratified international treaties. In 2011, Madagascar submitted to the Committee against Torture its initial report on the implementation of the provisions of the

Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment. The CRC 'pre-session' was held in June 2011. Madagascar provided responses to a list of additional questions on its CRC submission to the UNCRC Committee. The country will be attending the 59<sup>th</sup> UNCRC Committee meeting in January 2012.

### **Who are the deprived children in your country context?**

Between 2008 and 2010, overall poverty increased to 77 per cent (a 9 per cent increase). Child poverty is particularly alarming; out of the estimated 10 million children under 18 years in Madagascar, 82 per cent currently live in poverty. Over 75 per cent of the children who are not financially poor suffer from 'severe' deprivation in at least two non-monetary areas.

The virtual collapse of social sectors due to the crisis is prevalent both in urban and rural areas. The negative effect is compounded in southern/eastern regions, which also face frequent natural disasters.

The maternal mortality rate of 498 deaths per 100,000 live births is among the highest in the world. Chronic malnutrition in children under five years is at 50 per cent according to a recent CFSVA+N study. Stunting rates are surprisingly high even in fertile highland areas.

A recent UNICEF study on the abandonment and protection of twins in eastern Madagascar highlights the existence of harmful traditional practices facing children. 'Faddy' (taboo) practices are particularly present in the southern regions, and in some cases place women and children at risk.

Madagascar is subject to a range of natural hazards and climatic threats, and was recently ranked the third most at-risk country in the world with regard to the impact of climate change. Madagascar's industrial mining often has negative impacts on environment conservation, and also on communities, especially children, living in and around mining sites (as confirmed by recent UNICEF study).

### **Data/Evidence**

The CO uses an evidence-based analysis and programming approach:

**Dynamics of Poverty and Child Poverty in Madagascar** finalized and validated in September by HQ, uses the data from DHS 2009 and EPM (Periodic Household Survey) 2010 to analyze the most recent profile of children in Madagascar. Child poverty is examined by monetary and deprivation aspects with disaggregation by age, sex, poverty quintile and by region. In 2012, results will be disseminated, jointly with the University of Antananarivo, to government partners, civil society organizations and university students in the capital and regions to encourage wide utilization of results by decision makers.

**A preliminary anthropological study in the South focused on child issues.** Subsequent studies will focus on the place of children in the South and the social impact of development and humanitarian programmes also as a basis for programming in 2012 and beyond.

Regarding children's vulnerabilities vis-à-vis climate change and natural hazards, the CO launched a situation analysis on **Children, Climate Change, and Natural Hazards in Madagascar - Identifying the Risks, Understanding the Impacts, Defining the Response**. This study investigates the social and environmental determinants of children's rights, focusing on the vulnerabilities of rural communities and the capacity of these communities to adapt. The study provides concrete programmatic and policy recommendations across sectors that can be scaled nationally. In conducting the study, the CO liaised regularly with ESARO, EAPRO, and HQ to ensure coherence of the analysis with similar assessments conducted by UNICEF in 2011.

Research **on the situation of women and children living in and around mining sites in Madagascar**. Due to Madagascar's rich mineral sources, industrial mining is booming. However, it has a negative impact not only in terms of environment conservation, but also on children, women and communities living in and around artisanal and industrial mining sites. Likewise, **Mapping Madagascar's mining sector** is under process. This mapping will provide a broader view on the mining sector structure,

governance, and current and future activity to complement the study focusing on children.

The CO recognizes this to be particularly the case for identifying best practice investments in projects, to ensure developmental benefits for the population and children. Jointly with UNDP, the CO commissioned **a study to provide a better understanding of the magnitude and character of Chinese investment**. The report will consider the social, political and economic position of Madagascar and the Sino-Malagasy relationship, focusing on its social and environmental impacts and whether this investment is of private or state-owned origin. The report should present recommendations on engaging Chinese actors active in Madagascar for the promotion of good governance and equitable development in Madagascar.

Priority themes for research were identified with partner agencies and a qualitative survey on **the underlying factors of adolescent sexuality** in the South is expected early 2012.

### Monitoring Mechanism

Due to the relative scarcity of data at national levels since the onset of the crisis in 2009, the CO makes a concerted effort to track results for children through other means.

**McRAM (UN Multi-cluster Rapid Assessment Mechanism)** has been used to collect the most recent data on the households. In 2011, two urban McRAM (Tana and Tulear) were completed. Results are based on a human security dimension and demonstrate that vulnerability is seasonal even in urban areas due to a number of factors. Fluctuations in vulnerability between seasons were between 25 per cent and 50 per cent of the households examined. In Tulear, a similar but lower trend was also observed. Two rural McRAM in Ambovombe and Vangaindrano in the South are undergoing.

The CO continues to monitor the nutrition status of children. A Joint UNICEF/WFP CFSVA+N (**Comprehensive Food and Nutrition Security and Vulnerability Analysis**) was carried out in collaboration with INSTAT (National Bureau of Statistics), ONN (National Nutrition Office) and the Ministry of Health. One of the objectives of CFSVA+N was to update the previous CFSVA conducted in 2005. Five hundred and fifty two rural *fokotany* (neighbourhoods) in all 22 regions were covered and results are expected to facilitate programming and targeting of the most vulnerable groups. Data collection took place in August and September 2010, and preliminary results from 2011 showed that 35 per cent of rural households are food insecure, 5.4 per cent suffer from acute malnutrition, and 49 per cent suffered from chronic malnutrition. The results also show that acute malnutrition in the southern zone is the most severe with a prevalence of 8.1 per cent. As the CFSVA+N was conducted during the pre-lean season, a complementary SMART survey was undertaken at the height of the lean season to ensure that the levels did not surpass the emergency threshold. The SMART survey found a prevalence of 7.4 per cent, suggesting a poor but not critical situation.

**Evaluation on the method ASAMA (Action Scolaire d'Appoint pour Malgaches Adolescents)** was conducted this year. This education method was initiated in 2000 in order to provide catch-up education to out-of-school children aged 11–14. ASAMA became a joint programme between the UN and the Ministry of National Education in 2007. An evaluation shows that ASAMA was successful in contributing to the literacy of around 2,000 children in 2009/2010. The primary school completion rate for these children after one year of reinsertion was around 70 per cent, which is above the national average of 66 per cent. The evaluation also recommended improvements on admission criteria, cost effectiveness and evaluation systems; these will be implemented in 2012.

The use of qualitative data was another form of tracking the gains achieved for adolescents and youth in Madagascar. Having been invisible for a long time, awareness of the issues and needs of this age group is apparent. Evidence-based analysis also enabled decisions made at central levels in terms of improving the youth environment for the realization of their rights, which are highlighted in the programme components of this report.

### Support to National Planning

Since the coup d'état in 2009 and non-recognition of the government that took over power, a UN Policy

Committee Guidance Note limits interaction between UN agencies and government partners at central levels. This includes formal contact at political levels. Transfer of funds to central levels is not possible. However, technical support to partners at non-political, technical and decentralized levels is possible, and on-going. The UNCT is considering how to progressively engage with the authorities as per UN Secretary General's Chef de Cabinet's note of October 2011 on 'Resumption of Activities'. Elections in 2012 should enable full UN engagement.

The CO supported the Ministry of Population and Social Affairs (MoPSA) to prepare the government response to the Monitoring and Evaluation Framework, which assesses progress towards **Africa Fit for Children**. Indicators in the framework cover a wide range of sectors, thus MoPSA needed to consolidate the inputs from the Ministry of National Education, Ministry of Health, Ministry of Justice and Ministry of Youth. The CO supported this process and liaised with different ministries.

Continuous effort was made to reach out the 20 per cent of children without birth registration. By using the equity approach, an **analysis was undertaken with INSTAT to identify excluded children** and where they were located across the island; as a result a database indicating the pockets of exclusion was developed and is informing all subsequent interventions for increasing birth registration.

In collaboration with **ONN**, the CO introduced **DevInfo** in ORN (Regional Office of Nutrition) in two southern regions (Androy and Anosy). There is routine data available in the sector, however, there is a need strengthen the use and dissemination of data. Two trainings were conducted in the South. As a result, two databases were developed. In 2012, the focus of support is to ensure updated data in the database, and to provide user-friendly templates (such as regional maps) so that the data can be used for effective advocacy.

The CO worked to reinforce capacities of a **youth association in the area of community assessments**. Youth were involved in the full process, starting from the development of terms of reference, methodology, questionnaire, conducting interviews and finishing with report writing. UNICEF supported the whole initiative and the results of the participatory assessment will inform interventions to improve community youth participation.

The CO encourages partners to lead monitoring processes. For example, in **WASH**, the Community-Led Total Sanitation (CLTS) against open air defecation carries out regular monitoring by trained community members. The certification of a 'village open air defecation free' is done by the official evaluation team composed of *fokotany* chiefs, local sectoral authorities, commune representatives and implementing partners, as well as the community members themselves. This approach contributes to community capacity development and ownership of the CLTS approach.

#### **Any other relevant information related to data/evidence?**

Publications in addition to listed publications in the Documentation Centre, Evaluation section:

World Bank (2001), *L'Urbanisation ou le nouveau défi Malgache*, Madagascar

World Bank (2011), *Revue des dépenses publiques - Madagascar: politique budgétaire et investissement public en période d'instabilité politique*, Madagascar

SE/CNLS (2011), *Enquête de séroprévalence nationale (ESN) du VIH et de la syphilis chez les femmes enceintes 2010*, Madagascar

SE/CNLS (2011), *Enquête Indicateur de Prévention 6 et 7 (IP6 et IP7)*, Madagascar

WHO/UNICEF (Updated in 2010, to be published in February 2012), *Joint Monitoring Programme for Water Supply and Sanitation, Progress on Sanitation and Drinking Water*, Madagascar

### Country Programme Analytical Overview

Due to the crisis and aid suspension, the situation of children and women has deteriorated drastically, especially in the social sectors. UNICEF has played a key role in ensuring the children's issues remain on

the agenda.

The CO has pursued an active policy of communication and advocacy, launching regular newsletters highlighting the situation of children. These have been well-received by the donor community at large both within and outside the country and have been used by local stakeholders including the media.

Closely linked to its communication strategy, the CO has been enhancing its work on knowledge management. The creation of the UN joint KM platform 'Hayzara' and its success both within the UN as well as with donors and the wider public is a key achievement.

In order to respond to the UN Policy Committee Decision 2010/9 restricting the transfer of funds to Ministry entities at central level, UNICEF has enlarged its collaboration with NGOs to allow the continuation of activities at decentralized levels. Over the last two years, partnerships with NGOs and civil society have increased to a total number of 44 PCAs developed in 2011.

Decentralized entities continue to be technical partners in all activities – UNICEF activities are integrated in regional and district plans, e.g. in education. The involvement of NGOs for transfer of funds to local levels is leading to a wider partnership.

The CO has also carried out a capacity development assessment of partners (NGOs, civil society and government partners at decentralized levels). Recommendations and findings of the assessment will be put into action as of early 2012.

Communication for Development (C4D) continues to strongly support the creation of an educated and informed demand for basic social services from communities, in coordination with programme sections, and in collaboration with civil society and mass media to promote better self-care at family and individual level. At the same time C4D is actively strengthening youth participation programming via traditional media platforms (e.g. community radio and video) and through web-based social media. UNICEF has also supported the creation of communication youth networks such as the Junior Reporters Clubs (especially around peace education and biodiversity conservation issues) and the Madagascar Youth Network for biodiversity conservation and climate action.

The virtual collapse of social sectors, particularly health and education, have promoted the CO to strongly focus on service delivery. Details can be found in the relevant section.

## Effective Advocacy

*Mostly met benchmarks*

UNICEF reinforced its communication to all stakeholders on the negative impact of the on-going crisis on women, children and youth. Several newsletters and press dossiers, regular press releases (37), declarations and press briefings on the CO's programme activities and questions concerning UNICEF's mandate were well-received by stakeholders and decision makers. Strategic communication to boost awareness and enhance resource mobilization included a visit of journalists from GAVI donor countries and German press coverage to support funding negotiations with German government and others.

Audiovisual media packages (vaccination, nutrition, polio) were produced for the international newsmarket (CNN, BBC, Aljazeera etc.) and distributed through e-News and Reuters. UNICEF's web presence has been reinforced through the creation of a UNICEF Madagascar website in Malagasy. Social media, including Twitter and Facebook, have gained significant importance; the latter counts 3,549 'friends' as of December 2011.

The CO facilitated six National Committees for UNICEF (NatCom) field visits with donors and media teams to raise awareness of the situation of children in the country, and also enhance resource mobilization. This

## Annual Report 2011 for Madagascar

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included a one-week field visit of the UK High Commissioner in Mauritius (who also covers Madagascar) to the south of the country and Education/Biodiversity projects in Ranomafana National Park. The visit was crucial for future cooperation once the UK re-establishes its embassy in Madagascar.

Partnerships were reinforced with national (TVM, RNM) and international media (MBC/IRIN) to build capacity for child-friendly journalism. Following a key PCIA recommendation, an association for child-friendly journalism was created. The CO worked with the association to establish a child-friendly journalism charter that was ratified by most Malgasy media. Also a child-friendly journalism module was developed within the University of Tana and will be rolled out in 2012. Child participation was promoted through several projects including a 'one-minute junior film' and a puppet workshop. The CO played a key role in formulating the UN communication strategy.

The documentation centre continued to provide visitors information on UNICEF's mandate and activities in the country. Daily press reviews were produced to brief senior management and interested staff. A number of special events were organized, e.g. in the framework of the polio social mobilization campaign and the International Fair of Madagascar where UNICEF presented its Eco-friendly School concept.

### **Changes in Public Policy**

Upstream work has been limited due to the non-recognition of the government by the international community and the UN Policy Guidance Note that prohibits UN agencies from working at political levels with the government. Nonetheless, the CO has been able to influence some key public policy decisions in favour of children and women.

In the health sector, the CO gave technical support to the Ministry of Health to ensure that Madagascar's Operational Plan for the Commitment to Reach MDGs 4 and 5 2012–2015 was finalized. The Community Health Policy approved in 2008 was launched for implementation. Harmonized management of commodities enabled validation of an integrated list of essential drugs for the Accelerated Child Survival and Development (ACSD) approach.

In the education sector, the CO continued to serve as a transitional implementing entity for GEP-funded activities with the consent and cooperation of all LEG members. UNICEF and the World Bank serve as co-leads of LEG. While GPE funds remain a powerful leveraging tool for education sector development and policy decisions in Madagascar, they have also become a lifeline to a system that no longer has the funds to function without it. In response to the FTI request for an adjusted implementation plan in mid-2010, the LEG organized a study on the state of implementation of the endorsed EFA Plan in 2010, culminating in a joint review within LEG and with the technical levels of the Ministry of National Education and enabling the revalidation of the EFA Plan by the Ministry. The outcomes of this joint review have served as the basis for enhanced LEG advocacy efforts with the current administration to enhance governance and accountability of both GPE and state-funded interventions.

The Governance for Child Protection section contributed to strengthening the legal framework for the protection of children in conflict with the law by working with experts from the Ministry of Justice to develop guidelines for systematic diversion of children accused of petty crime from the justice system, and guidelines providing alternatives to imprisonment of children. The section collaborates with a human rights organization to document how communities deal with petty crimes, not reported to the justice system; this will inform the type of diversion mechanisms and alternatives measures to deprivation of liberty.

Under the HIV/AIDS and Youth section, efforts conducted since 2010 have resulted in the ratification of the Inter-ministerial Committee on Youth through the decree No2011/628. This demonstrates the growing recognition of the Ministry of Youth as a leader for youth issues. UNICEF provides technical support to a platform of different sectors involved in youth development. The 'youth-friendly services' concept was validated, the role and profile of young peer educators revisited and the concept of networking of youth services clarified. The decree allowed the replication of the concept in six regions of Madagascar. The Inter-ministerial Committee, through the reinforced leadership of the Ministry of Youth, builds cohesion and synergy between the different actors including youth involved in HIV prevention and youth development at all levels.

### **Leveraging Resources**

Despite the on-going crisis and suspension of aid by donors to Madagascar, concerted efforts by the CO enabled UNICEF to leverage funding for children and women.

A total of US\$ 18,568,025.04 (excl. RC) of OR was mobilized in 2011 (as of 1 Dec 2011), bringing the total amount of OR for the 2008–2011 Country Programme to US\$ 103,127,438.9 million. This was equivalent to 63 per cent of the revised OR ceiling of US\$ 162,826,000.

Fundraising efforts were focused on the Child Survival and Child Protection sections with the preparation of toolkits for those two focus areas, following the success of the pilot Education Toolkit in December 2009, which channeled more than US\$ 6 million for the Madagascar Education Programme. The Child Survival toolkit was finalized in December and will be launched on the new funding marketplace portal. The Child Protection Toolkit should be completed in the first quarter of 2012.

In 2011, strategic funds mobilized include a third installment of FTI funds channeled through UNICEF (almost US\$ 27 million), which are expected any time, and US\$ 28 million from the Norwegian government

for a Joint ILO-WFP-UNICEF programme, including US\$ 17 million for UNICEF for the period 2011–2014. The CO also worked hard at the beginning of the year to contribute to a call for proposals by the European Union (EU) on EU MDG funding: despite the application of the *Cotonou Article 96* by the EU, which calls for a ban on transferring funds to the country, an exception was made for a total of € 29 million aimed at accelerating MDG achievements. At time of writing, the CO has not received official feedback from the EU on its submissions with UN agencies on MDGs 1, 4, 5 and 7.

This year saw the emergence of pooled funding/ consolidated funds from NatComs for big donors such as Ikea, H&M, Boss Orange and Pampers, making up to one third of all contributions received through NatComs for 2011.

Child-friendly business practices and a culture of corporate social responsibility (CSR) among businesses were promoted and developed. Eight companies either entered into partnership with UNICEF or reinforced their engagement for children. Different CSR studies were realized to better engage with the private sector in Madagascar, especially with the extractive industry and Chinese investors.

Proposals for innovative concepts such as Sports for Development, climate change adaptation and connecting classrooms were shared with different NatComs, and a first tranche of US\$ 358,532 was received from the German NatCom for the 'Connecting Youth, Schools, and Communities for Biodiversity Conservation and Sustainable Development' project in Madagascar.

## Capacity Development

*Mostly met benchmarks*

Since the crisis, capacity development has been both an opportunity and a challenge. Due to the international non-recognition of the government, the CO has increased partnerships with NGOs. The number of PCAs/SSFAs has almost doubled between 2008 and 2011. While increased partnership with NGOs is a positive risk-management strategy, it was recognized that the office could further strengthen capacity development inclusive of NGOs and government institutions; partners' capacities and needs were assessed on technical and managerial competencies, and cross-cutting skills such HRBAP and DRR. Fifty-six partners (of which 40 per cent are NGOs, 55 per cent are government partners, 3 per cent are para-public and 2 per cent are others) participated in the exercise. The assessment revealed three recommendations: 1) improve selection and supervision process of UNICEF partners; 2) train partners on project cycle management; and 3) provide technical assistance on systems/ procedures and on specific knowledge and competencies. In 2012, the CO will develop an implementation plan that will also be shared with other UN agencies.

Programme sections also worked on strengthening their partners' capacities. **Education** organized training for preschool teachers with the Office of the Director for Preschool Education and Literacy. Through 'cascade' training, the section reached 23 trainers from 12 regions and 991 preschool teachers across the country. As a result, nearly 400 government-supported preschool classrooms became functional with teachers certified in child-friendly and age-appropriate teaching methods. **WASH** has been one of the most active advocates of innovative capacity building in developing, with ESARO/HQs, a university curriculum covering water/sanitation resources technology, water quality, water safety, water/sanitation facilities maintenance. This course is offered by the University of Antananarivo; since 2008, 154 diploma students (79 males, 75 females) have enlisted. The first set of 51 students (25 males and 27 females) is due to graduate in February 2012. **C4D** used FFL (Facts for Life) to train 69 teachers, instructors and internship supervisors of six public paramedical training institutes. The training adopted the life cycle approach to include the critical messages at each step of children's life. **HIV/AIDS and Youth** worked on youth organizations' capacity reinforcement. Direct partnership with youth associations represents a strategy with multiple effects. It puts youth structures at the same level as traditional partners, enabling them to be recognized as key players. Considering youth entities as beneficiaries and as agents of their development is an approach that promotes the sustainability of interventions through greater ownership.

In 2012, the office plans to strengthen the documentation of innovations and good practices of capacity development. Training partners in emergency preparedness and response planning (EPRP) is also planned to promote core capacity to deliver the Core Commitments for Children (CCCs).

## Communication For Development

*Fully met benchmarks*

Strategic partnerships: C4D continues to strongly support the creation of an educated and informed demand for basic social services within programme sections, and in collaboration with NGOs and mass media to promote better self-care at family and individual level. At the same time C4D is strengthening youth participation programming via traditional and new media platforms. This includes community radio and video, social media and communication networking mechanisms such as the Junior Reporters Clubs (JRC) (for peace education and biodiversity conservation) and the Madagascar Youth Network for the Environment (for biodiversity conservation and education and climate action).

The most challenging C4D area continues to be health. C4D capacity support to behavioural research and activity implementation continues to be critical during campaigns such as Mother and Child Health Weeks (MCHW) in April and October 2011, as well as during the current round of polio supplementary immunization activities (SIAs). Continuing efforts were undertaken this year to further build C4D capacity amongst the para-professional cadre in the Ministry of Health.

Participatory approaches: the continuing use of community FM radio and listening groups for both messaging and community dialogue across all programme sectors was important. For WASH, radio support is a critical part of CLTS approach. In education, radio listening group activities, with carefully targeted upstream advocacy communication and partnership building, helped to keep momentum towards education reform and CPRS (School Success Contract Programme). Complementing radio participation is a growing network of youth peer educators with a mandate to pass their knowledge of HIV and AIDS and life skills.

Youth media participation focused on radio, with video and face-to-face communication elements, through the JRC. The JRC continues to maintain its own Facebook page, and has more than 300 youth members trained in basic radio journalism and production skills. The network covers all 22 regions. Programmes are made by young people for young people. Evidence also reveals a wide adult listenership. In 2011 the JRC has experimented with the 'one minute junior video' format and has branched out into a new area of programming through participation in the Connecting Classrooms, Community and Youth in Biodiversity Conservation and Climate Action (CCCYBC) initiative.

The CCCYBC and climate action initiative covers four major sites and for the first time partners with UNICEF and four international environmental education and biodiversity conservation NGOs – Centre VaiBio – Ranomafana National Park, World Conservation Society – MaMa Bay Landscape – Maroanetra, Blue Ventures – Andavadoaka Marine Park and Madagascar Fauna Group – Iovolina Park and Betampona National Park. The initiative incorporates classroom-based computer learning and international networking for environmental conservation, youth voice community radio network and video productions, out-of-school youth 'Saturday classrooms' for environmental conservation learning and the national youth advocacy network for biodiversity conservation and climate action in Madagascar.

## Service Delivery

*Mostly met benchmarks*

As a result of the political crisis and the challenges of working at central level with a government not recognized by the international community, the CP shifted interventions from upstream to more midstream

and downstream programming, with an increased use of NGOs and civil society to deliver results for children.

Service delivery activities were very closely monitored through site visits and the compilation of end user monitoring reports by UNICEF staff from Antananarivo, the zonal office in the South and the regional technical assistants placed in five regions. This is supplemented by regular reports from implementing partners and monthly reviews in health and nutrition.

### Health and Nutrition

- UNICEF supported the implementation of two rounds of MCHWs, in April and October 2011. Ninety-four per cent of children under five received Vitamin A and deworming, 51 per cent of pregnant women were dewormed, and 82 per cent of targeted children were screened for malnutrition.
- 533,921 starter kits (a blackboard and chalk box) for children of grade 1 in 10 targeted vulnerable regions.
- 856,283 starter kits (a pencil and book) for children of grade 2 across the country.
- 110,000 school kits for children of grades 3, 4 and 5 in seven targeted vulnerable regions.
- 390 libraries and 34,894 books for 495 new preschool centres.
- With funds from GPE, UNICEF was able to support the payments of salaries for more than 39,000 teachers for the first four months of 2011.
- UNICEF supported the construction of 114 schools benefiting about 28,800 children.

### WASH in schools

- Improved access to water and sanitation in the 160 schools with 147 water points, 143 hand washing facilities and 93 latrines blocs were constructed.
- Improved access to water in urban areas reached 119,972 people, including 21,624 children, 59,009 men and 39,339 women.
- In response to emergencies, UNICEF distributed 6,044 kits and supported the construction of 553 latrines. Around 62,702 families benefited from hygiene promotion activities and 56,450 family houses were disinfected. In total 340,496 people benefited from these interventions.

## Strategic Partnerships

*Mostly met benchmarks*

The CO continued to strategically map, assess and engage new partners at the downstream level, including decentralized authorities, NGOs and civil society, including an innovative partnership with local youth associations, to deliver results for an increasingly vulnerable population. Partnerships with global partners such as Global Fund, GAVI, FTI and the private sector were enhanced. Partnerships with academic institutions were established to provide specialized training on child protection to key counterparts. The office has continued to foster a close working relationship with PARMO to ensure that locally-negotiated partnerships conform to guidelines and templates, and are approved in advance.

As per UN Policy Committee guidelines, UNICEF and its UN partners refrained from high-level policy dialogue with the government, although technical support was provided for technical sectoral reviews. In coordination with UN agencies and the main technical and financial partners, UNICEF supported the government in elaborating an operational plan to improve the health of women and children. This is the referral document for leveraging resources for women and children, as well as a reference document for the health sector development plan.

Since 2009, UNICEF has served as a transitional implementing entity for GPE-funded activities with the consent and cooperation of all LEG members. UNICEF and the World Bank serve as co-leads of LEG. While GPE funds remain a powerful leveraging tool for keeping continuity in education sector development and

education policy decisions in Madagascar, they have also become a lifeline to a system that no longer has the funds to function without it. In response to the FTI request for an adjusted implementation plan in mid-2010, LEG organized a study on the state of implementation of the endorsed EFA Plan in 2010, culminating in a joint 'alternative' review within LEG and at technical levels of the Ministry of National Education and enabling the revalidation of the EFA Plan by the Ministry in June 2010. The outcomes of this joint review served as the basis for enhanced LEG advocacy efforts with the current administration to enhance governance and accountability of both GPE and state funded interventions.

The CO leads the emergency WASH, Education, Protection and Nutrition clusters, as well as the Child Protection sub-cluster, and is a member of the Health cluster.

With the introduction of new guidelines on PCAs and SSFA with civil society organizations, and associated guidelines for COs in 2010, the office developed a PCA/SSFA database. So far, the information contained in this database is limited to the names of partnering NGOs, duration and purpose of collaboration and regions covered. However, thanks to such information, the office could identify some partners who worked with more than two programmes as well as identify the regions with weak partner presence. The CO developed a partners' capacity development strategy this year. The assessment was conducted with NGOs and government partners to evaluate their capacity and to see how the office could develop strategic partnership. This will be rolled out in 2012.

### **Mobilizing Partners**

Due to the current socio-political crisis in Madagascar, where the lack of an internationally recognized and democratically elected government has necessitated the suspension of political interaction with the government at up-stream level, work and funding has been channeled at the midstream and downstream levels, giving partners at community level particular importance to facilitate the effective continuation of programmes and projects. In this regard, strengthening community-based networks have been of paramount importance.

For example in the education area, through support to the national school development programme (the 'Contrat Programme Reussite Scolaire' - CPRS), UNICEF is helping to engage local authorities and communities to develop school improvement plans, with shared responsibilities for implementation, aimed at creating child-friendly learning environments. The school action plans are primarily aimed at enhancing community participation and commitment to schooling with a focus on developing local solutions to problems rather than depending on external assistance.

An innovative approach by the HIV/Youth section was to partner directly with youth associations. This helped to strengthen their structures and enabled them to be recognized as key players and agents of their own development.

In C4D, JRC is a platform for youth expression in Madagascar, which gathers 400 young reporters – aged from 13 to 24 – working in partnership with 40 local radio stations. JRC produces weekly shows on a variety of health and development topics. In four years, 8,400 programmes were broadcasted by JRC.

In order to reinforce capacity and efficiency of child protection networks (CPNs), strategic partnerships have been established with increasing number of civil society organizations and institutions such as ISTS (Institut Social des Travailleurs Sociaux), CNOM (Conseil National de l'Ordre des Medecins ) and ENMG (Ecole Nationale de Magistrature) . These institutions are helping to build capacity of key actors through trainings and workshops, and to encourage collaboration between police, judges, lawyers, medical and social workers at national and decentralized level to ensure child victims of violence are protected and receive appropriate services in a timely manner.

UNICEF nutrition and health programmes are using community-based workers and/or informal networks to increase the impact on the target population. The programme for the promotion of infant and young child feeding and nutrition of women (IYCF/MN) prevents malnutrition in vulnerable groups by equipping mothers and fathers with knowledge and good practices to improve the health and nutrition of women and

children.

Community health workers and health centre staff are trained and provided with counseling cards containing messages based on the life cycle approach. These interpersonal communication activities are strengthened through mass communication, with messages on local and national radio stations. A campaign for the promotion of exclusive breastfeeding was launched this way in October, and in 30 districts, UNICEF and partners provided iron/folic acid for pregnant women at the community level, thus reaching the most vulnerable.

## Knowledge Management

*Mostly met benchmarks*

In an effort to systematize knowledge management (KM) in the CO and also with other UN agencies, UNICEF Madagascar spearheaded the design and implementation of an inter-agency KM portal named HayZara ('share knowledge' in Malagasy). With support and oversight of the UNCT, UNICEF facilitated a participatory design and development process through which the HayZara portal was conceived. HayZara has three components: a *knowledge bank* to facilitate access to studies, programming documents, and other key publications of UN agencies and other partners; *exchange platforms* to facilitate sustained dialogue amongst technical working groups and promote public engagement through virtual discussion fora; and *mapping, visualization and tracking tools* to facilitate inter-agency coordination, tracking of project implementation, and identification of response to needs across key programming areas.

The [HayZara Knowledge Management](#) portal was officially launched at the end of January 2011 by the UN system in Madagascar. Promotion among partners, development of partnerships, training of key staff and focal points, collection and sharing documents and information within and outside the UN system were main activities undertaken during 2011.

HayZara registered the following key achievements: well referenced in search engines; 36 entities are represented on the platform; more than 11,400 documents and 81 maps are shared; more than 9,500 visits were recorded; 14 platforms for Communities of Practice (CoP) have been established; the inaugural HayZara OpenForum was launched.

Despite the limited level of dialogue and information sharing culture in Madagascar, HayZara received high interest due to the support within the UN system and main development actors, including USAID, AFD, JICA and INSTAT.

According to the survey conducted in October, satisfaction with HayZara as a service/tool is quite strong. Sixty per cent of the CoP members and 90 per cent of users are satisfied with the proposed way of managing knowledge. Hayzara has involved all UN agencies during its implementation and assessment. UNICEF is continuing to jointly manage Hayzara and support the knowledge management officer, with additional funding from UNFPA.

Despite these results, HayZara needs to continue promoting its holistic value and components. HAYZARA promotion will focus on groups who are most likely to adopt the new initiative of change in the culture of managing knowledge and establishing dialogues and information sharing, including researchers, university students and NGOs. A 2012 work plan has been established following the assessment in November 2011.

## Human Rights Based Approach to Cooperation

*Mostly met benchmarks*

The CO continues to apply HRBAP in its programming. This includes an assessment/analysis of the situation of children through two studies on the impact of global and Madagascar-specific issues on children: 'Children, Climate Change, and Natural Disasters', and 'Profile of children and communities living in and in close vicinity of mining sites'. Based on collaborative UN causal analyses, two joint programmes are planned for 2012 targeting the capital, Antananarivo, and the highly vulnerable southern regions of the island.

Due to the decrease of capacity of JIRAMA (semi public/private power and water company) in providing water in big cities including Antananarivo, **UNICEF WASH** targeted 500 most at risk families through distribution of water cards. Water purification tablets were also provided to around 1000 families. To counter further disruption in health service delivery due to lack of staff in peripheral health centres, UNICEF **ACSD** promoted the posting of 52 paramedics in 16 districts in southern regions. Lobbying for the Ministry of Health to continue paying the salaries of those paramedics was possible through leveraging of GAVI funds. Under **Education**, excluded children were identified through mapping exercises by pupils in 3,454 schools in four regions under the CPRS. Consequently, 46,587 girls and 47,960 boys were identified as excluded from schools. Following CPRS sensitization and provision of school kits, 17,924 girls and 17,949 boys are now attending schools. Under **C4D**, 40 journalists who are supervisors of Junior Reporters were trained for the first time on HRBAP; they then trained 400 Junior Reporters. The actual application of HRBAP to the radio programmes by Junior Reporters is still too early to evaluate formally yet it is planned in the future. Nonetheless, the journalists themselves spontaneously created radio programmes to promote human rights; 40 programmes were broadcast monthly from May to December, totaling 320 programmes in 21 regions.

Madagascar's CRC review is underway: the CO prepared a Confidential Report for the UNCRC Committee for the Pre-session Working Group meeting. It also provided technical and financial support to a consortium of human rights NGOs to draft a CRC shadow report. The Government of Madagascar will present the combined 3<sup>rd</sup> and 4<sup>th</sup> CRC periodic implementation report at the 59<sup>th</sup> session of the UNCRC in January 2012.

The office conducted PPP training including HRBAP for 31 staff in September. Due to high turnover and arrival of new staff, the CO continues its effort to organize PPP annually.

## Gender

### *Partially met benchmarks*

In the health sector, preventive and curative interventions through immunization and the MCHW programme are tailored to reach 100 per cent of the target population (males and females), especially in the hard-to-reach zones. Special measures are in place to ensure women and children have access to health and nutrition services through training and deployment of community health workers to remote areas in target regions. Successful efforts to provide equal opportunities for an equitable gender balance for these health workers have resulted in 59 per cent of female community health workers trained in three regions.

In the nutrition sector activities have been designed to implement and monitor adolescent girls and pregnant women in the area of antenatal care to curb the high mortality rate and to prevent anaemia.

Besides efforts to reinforce the capacities of partners to incorporate and prioritize gender in their programme designs, the HIV Prevention and Youth programme has also ensured that the revised young peer education reference document and profile and recruitment of peer educators are gender sensitive. A qualitative study on adolescent sexuality will gather and analyze information on gender and sexuality, and on early pregnancies to inform a communication strategy. Advocacy has led to the incorporation of gender equity and gender equality principles in Madagascar's Youth Friendly Service concept.

CPRS has enabled 11 inter-sectoral and gender-sensitive activities to take place at the primary education level. This includes medical visits; separate latrines; establishment of a Protection Committee against

violence in school; clubs in each school to promote participation and self-expression; safe playgrounds; and birth registration/certificates. CPRS has also empowered girls through female student representation in women's associations to the General Assembly with the community.

Reduction of disparities and inequalities at the post-primary level in districts where both the gender gap in education and social protection issues are the greatest have been achieved through strategic programmatic interventions that have significantly boosted the demand for girls' lower secondary school education.

Gender balance of staff has improved to overall 54 per cent males and 46 per cent females. Females are well represented amongst professional staff.

## Environmental Sustainability

### *Initiating action to meet benchmarks*

In countries like Madagascar, a biodiversity hotspot whose environment is rapidly changing due to overexploitation of resources and acute pressures of poverty facing the majority of the population, responding to the risks posed to children by climate change, environmental degradation and increasingly intense natural hazards is critically important. Recognizing the integration of environmental and climatic issues and the identification and mobilization of climate change adaptation, disaster risk reduction (DDR), and sustainable development strategies into core programming as a key strategy in promoting the equity agenda for Madagascar's children and women, the CO focused considerable effort and resources in 2011 on developing programmes in this domain.

Through its **Connecting Classrooms, Communities, and Youth for Biodiversity Conservation and Sustainable Development** programme, launched in 2011, the CO and its partners worked with children and youth in four sites across Madagascar to design and implement effective and sustainable responses to the risks that climatic and environmental issues pose to Madagascar's already vulnerable population. The initiative, coordinated by C4D in collaboration with Education, integrates environmental education, new technology (ICT4D), youth media, and social mobilization and networking to empower Malagasy children and youth to understand, cope with, and respond to their rapidly-changing environment. Four components comprise the integrated project approach:

- v **Connecting Classrooms:** forging cross-cultural interactions between adolescents within Madagascar and abroad, helping them learn to work together, develop communications and computer skills, define and articulate their position on global issues, and become active and engaged global citizens in the process – with an emphasis on climate change adaptation and environmental sustainability.
- v **Saturday School:** engaging primary school-aged children in conservation and facilitating practical, basic education skills building through environmental education-themed activities.
- v **Environmental Media:** facilitating national-level youth media programming and grassroots dialogue around the themes addressed by this project – particularly climate adaptation and biodiversity conservation, and empowering youth to articulate their own aspirations and plans as sustainable development advocates.
- v **Networking Networks and Youth Corps:** linking in- and out-of school youth and communities throughout Madagascar to share information and experiences vis-à-vis conservation, promote youth participation in sustainable development, and 'crowd-source' and disseminate local solutions for climate change adaptation.

In implementing this programme, UNICEF built partnerships with four civil society organizations specializing in environmental sustainability and climate change programming. Leveraging these agencies' expertise, the CO is working to identify innovative solutions to the social and human vulnerabilities related to environmental and climatic issues in Madagascar. To ensure that these partners' programmes remain sensitive to the impact of environmental hazards on children, the CO worked with each of these partners to develop a more child-centred approach to environmental sustainability into their respective areas of work.

This collaborative process will continue in 2012, and will be informed by the situation analysis conducted by the CO in 2011 on 'Children, Climate Change, and Natural Hazards in Madagascar'. Drawing on this steadily growing knowledge base, the CO will continue expanding the scope and reach of its engagement in and promotion of environmental sustainability in 2012.

### South-South and Triangular Cooperation

Birth registration in Madagascar is an issue due to the fact that many births still occur at home, and that parents are either not fully aware of the steps necessary to register their newborn, nor have the time or means to travel from remote locations to the nearest centre to declare the birth.

In order to expedite the registration of newborns by 'declaration' within the legally-designated period of 12 days in Madagascar, the responsible authorities, supported by UNICEF, sought to integrate the use of mobile phone-based applications (SMS) into the national strategy for birth registration. This effort will focus primarily on remote and isolated areas, where registration of new births within the 12-day delay is often difficult to achieve. In order to develop an effective model that responds to the Madagascar context – including technical feasibility, legal requirements and frameworks, and institutional achievements to date – while also drawing on transferable models for the use of T4D/M4D in birth registration programmes and lessons learned therein, UNICEF Madagascar and the Ministry of Internal Affairs sought to learn from the Ugandan model for mobile birth registration, which represents an emerging best practice in this field. A study tour was organized for a joint team composed of UNICEF and government staff.

While in Uganda, the team met the central authorities in charge of birth registration and integration of mobile birth registration into the national-level approach to discuss operational model, legal issues, institutional issues, benefits, constraints and difficulties. The team also met with individuals responsible for the ICT component (including team that developed the model).

Community-level field visits were organized, and meetings with local leaders implicated in using/reporting via the mobile birth registration system during which the team from Madagascar received explanations on the use functionality of mobile phones at field level.

A draft strategy was drafted and will be shared with broader audience in a workshop that will be organized in early 2012 for consultation and validation of the approach.

## Country Programme Component: Maternal and Child Survival and Development

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Contribute to the reduction of neonatal mortality rate by 30 per cent, of under five mortality rate by 30 per cent and maternal mortality rate by 25 per cent by the end of 2012	2	FA1OT4, FA1OT6, FA1OT7, FA1OT8, FA1OT9, FA1OT11, FA1OT12, FA1OT13 (a), FA1OT13 (c), FA3OT1, FA3OT2, FA1OT13 (b)

### Resources Used in 2011(US\$)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	Percentage Spent (4)/(3) * 100
OR-E	1523783.99	1720068.97	1638151.44	95.24
OR-R	17351001.00	7625939.81	7205603.35	94.49
RR	4310770.00	4804278.95	4720723.32	98.26
<b>Total</b>	<b>23,185,554.99</b>	<b>14,150,287.73</b>	<b>13,564,478.11</b>	

### Results Achieved

In terms of UNICEF's upstream work, Madagascar's Operational Plan for the Commitment to Reach MDGs 4 and 5 2012–2015 was finalized. The Community Health Policy approved in 2008 was launched for implementation. A harmonized management of commodities enabled validation of an integrated list of essential drugs for ACSD.

UNICEF supported the implementation of two **MCHWs** in April and October 2011. The CO funded 100 per cent operational costs and nearly 98 per cent input costs. On average, both MCHWs reached 94 per cent of children under five with Vitamin A and deworming. Close to 50 per cent of annual target for children and 20 per cent annual target of pregnant women were vaccinated, 51 per cent of pregnant women were dewormed, and 82 per cent of target children were screened for malnutrition.

To maintain functionality of the Expanded Programme for Immunization (**EPI**), UNICEF purchased routine vaccines and vaccine supplies for polio (60 per cent), measles (50 per cent) and tetanus (100 per cent) to cover annual national needs. Two cold rooms were constructed in Antananarivo in preparation for the introduction of new vaccines. Cold chain spare parts were provided to all districts. UNICEF supported two rounds of tetanus vaccination campaigns, reaching 68 per cent women of child bearing age with two doses.

**WASH** supported the elaboration of the WASH in School strategy. Through CLTS implementation, 210 villages are now 'open air defecation free'. At community level: 17,813 children benefitted from the construction of 4,482 latrines; 12,571 children benefitted from rehabilitation of 262 water points and 405 boreholes water quality test; 5,481 from the construction of 51 boreholes and two treatment stations. In urban areas, 21,624 children benefitted through rehabilitation of 74 water kiosks and 1,589 metres of canal, and by the provision of 500 water carts. At school level, 37,076 students benefitted from the construction of 147 water points, 143 hand washing facilities and 93 latrines blocks and the creation of 160 WASH clubs; 3.6 million children were reached by the 'Hand Washing with Soap' campaign.

9,716 pregnant women benefitted from the creation of 30 **EmONC** facilities in the South, supplied with obstetric/delivery kits and reanimation/resuscitation kits and provided with training.

37.5 per cent of **HIV**-positive pregnant women and their newborns received complete anti-retroviral prophylaxis. 100 per cent of infants and children living with HIV received follow-up care and anti-retroviral therapy (ART). 49.7 per cent of pregnant women were screened for syphilis at the first antenatal care visit

and 60 per cent of those testing positive were treated.

42,628 children under five have access to community health services, through the mobilization of 4,430 community health workers, who received community Integrated Management of Childhood Illness (**c-IMCI**) training and equipment.

For **malaria** prevention, 24,343 children under one and 28,303 pregnant women in target endemic districts received LLINs after completing vaccination and their first antenatal care visit.

Under **nutrition**: 12,136 children were treated for severe acute malnutrition (59 per cent were cured); 2,480 children were admitted in in-patient nutrition stabilization units (86 per cent cured). 15 urban sentinel sites were re-established to improve nutrition surveillance. The National [Code of Marketing of Breastmilk Substitutes](#) was validated and a national campaign for exclusive breastfeeding launched. 4,369 pregnant women received iron folate supplementation.

### **Most Critical Factors and Constraints**

The on-going socio-political crisis in Madagascar has had a serious negative impact on the health and nutrition sectors. Concerns remain about the overall decreased budget allocation to the health sector and the deteriorating situation of community-based health centres that lack essential drugs, medicines and equipment, among them basic lifesaving items for treatment of diarrhoea, acute respiratory infections, malaria and severe malnutrition. The government budget for the purchase of essential drugs was reduced by 44.3 per cent between 2008 and 2011. Some health centres are now conducting only one or two vaccination sessions per month due to cold chain rupture.

Disengagement or scaling down of multiple donors and partners in Madagascar have had an impact on availability of funding for implementation and scaling-up of interventions. The October MCHW was implemented with only 75 per cent of needed funds, while mobile and outreach activities have slowed down (in some cases, completely stopped) because of lack of funds (normally provided by the World Bank). Lack of resources from the government to purchase the co-financed portions of GAVI and non-GAVI sponsored vaccines meant that funds had to be raised additionally to cover the financial needs of routine vaccines and related supplies.

Coordination, in the context of reduced stewardship of the central and regional levels, is made difficult, especially for community-based interventions, which see multiple actors applying different approaches not always in line with national policies. Weak coordination at central level has seriously set back processes initiated in 2008 that were harmonized. Poor coordination has weakened the health system at the decentralized levels, with poor supervision, coordination, reporting, quality of service, as well as lack of drugs, vaccines and other essential health commodities. High turnover of staff and health managers at district and health facility levels and lack of human resources in general have resulted in reduced capacity and closure of health facilities.

### **Key Strategic Partnerships and Inter-agency Collaboration**

Since the beginning of the crisis, UNICEF was restricted to working at ministerial technical levels; this includes a ban of transferring funds to the government at central level. On this basis, the Young Child Survival and Development (YCSD) programme had to re-adapt strategies, including increasing partnerships with youth, civil society and NGOs, to enable implementation of activities at decentralized levels. It is possible, however, to transfer funds to Ministry of Health decentralized entities as technical partners in all activities.

UNICEF's main partner for YCSD is the Ministry of Health at central and decentralized levels. The Ministry structure includes the central Ministry, the Regional Health Directions, the District Health Directions and Basic Health Centres level. Regarding nutrition activities, UNICEF's main partners are the National and Regional Offices for Nutrition. UNICEF collaborates to develop strategies and build capacities at all the levels of its government partners. Regarding WASH activities, the main partners are the Ministry of Water at all levels and the Hygiene Municipal Offices. Other strategic partnerships include: SANTENET2/USAID for a

special initiative to accelerate reduction of malnutrition in eight 'learning municipalities'; organizations including NGOs AIM, PACT and the parastatal body, SALAMA, are all principal recipients of the Global Fund for Malaria; MCDI, WB/FID and the Antananarivo Office for Hygiene for the implementation of WASH in urban areas; UNAIDS for the joint programme on HIV/AIDS; JIRAMA on water provision and JB on production of Plumpy Nut.

These partnerships fall within the framework of the wider health partnership including: Executive Secretariat of the National Committee for the Fight Against HIV/AIDS, INSTAT, BNGRC, WHO, UNFPA, WFP, UNAIDS, UN Habitat, World Bank, African Development Bank (ADB), GAVI, GF, USAID, EU, JICA, GTZ, RBM, as well various NGOs and private sector companies.

### **Humanitarian Situations**

Humanitarian support was given to 174 health centres covering a population of about 1,563,811 (about 129,000 children under five and pregnant women) in eight districts in the southern regions that were affected by the drought. Assistance included free medical care, support salaries of 52 paramedics, support to outreach activities reaching 711 sites in 1,048 villages, and provision of DPT3 to over 80 per cent of children.

370 households with 812 children under five years and 48 breastfeeding women affected by Bizinga floods in the districts of Ambovombe (Androy region) benefited from free healthcare and immunization against measles for children 9–59 months.

In preparation for potential 2011/2012 floods, essential medicines and medical supplies have been pre-positioned into strategic stores for national response targeting 13,000 cases of acute respiratory infection, 10,000 diarrhea cases, 10,000 cases of fever and LLINs for 2,500 households.

UNICEF supported decentralized regional WASH clusters and ensured that necessary capacity was developed. Two training courses on cholera responses in emergencies were carried out.

In response to the plague, cyclone and flooding emergencies, material support provided by UNICEF included: 6,044 sanitation kits, 670 latrines constructed, and water quality tested for 607 boreholes and wells. Seventeen public places and 56,450 houses were disinfected. In total 340,496 people benefited from the interventions including 149,554 men, 190,861 women and 65,056 children. Climate change mitigation activities such as the construction of elevated latrines, use of household water treatment, use of solar system for water pumping and natural water filtrations were key. More than 20 communities of the South have benefited from these innovations. Empowerment of communities living in regions vulnerable to hazards was enhanced to cope with the emergencies. Training was provided to those communities in the region. More than 2,000 community leaders have been trained on DDR and on climate change.

### **Summary of Monitoring, Studies and Evaluations**

The following evaluations were conducted:

- A SMART survey was executed in Atsimo Andrefana in response to the cyclone Bingiza.
- The report on the joint WFP-UNICEF Comprehensive Food and Nutrition Security and Vulnerability Analysis (CFSVA+N) survey for households' livelihoods was finalized.
- Recapitulation report of Smart surveys 2005–2011 was done.
- One nutrition/equity bulletin was edited.
- Report of the study on nutritional status of 1,004 children 6–36 months receiving ready-to-use food in Fianarantsoa, with technical support from CDC on process, was finalized.
- Technical support of the national anthropometric and socio nutritional survey with the World Bank (final report in process) was provided.

Technical support for the preparations for a regional Multiple Indicator Cluster Survey (MICS) in the southern region in 2012 was provided. The MICS will be rolled out in early 2012 in collaboration with the World Bank and UN partners to gather evidence on the impact of the crisis on the health system (and other social

sectors).

### **Future Work Plan**

#### *Institutional framework:*

- Support to the Ministry of Health for completion and implementation of the Interim Health Development Plan 2012–2013, and strategic guidelines for the next Health Development Plan (2014–2018)
- Support for the effective implementation of strategies of health commodities management in intervention areas.
- Contribution to the finalization of documents and implementation of strategies for harmonizing and coordinating the implementation community of the health policy.
- Contribution to the establishment of a single and harmonized database at the Ministry of Health.
- Contribution to the completion and implementation of the Human Resource Development Plan (HRDP).

#### *Maternal and child health, including emergencies:*

- Strengthening of EPI with an equity focus, and increased vaccination coverage through scaling up of the Reach Every District (RED) approach, ensuring a functional cold chain, timely availability of vaccines, support to the introduction of new vaccines (pneumococcal vaccine in 2012 and preparations for the introduction of rotavirus in 2013), capacity building for providers, as well as enhancing outreach programmes by leveraging of resources through GAVI for HSS and other partners.
- Scaling up c-IMCI package in the remaining three regions of Androy, Atsimo Andrefana and Melaky and completing the package with the behaviour change component based on key family practices in the regions of Alaotra Mangoro, Analanjorofo and Anosy.
- Strengthening malaria prevention and control programme towards pre-elimination through distribution of LLINs, enhancing surveillance as well as strengthening C4D.
- Supporting the implementation of clinical Integrated Management of Neonatal and Childhood Illness (IMNCI) in two regions to ensure continuum of care.
- Provide technical and financial support for scaling up EmONC package in three districts in the southern region including provision of critical equipment.
- Documenting and scaling up the home-based care package for pregnant women and newborns in three districts.
- Provide technical and financial support to increase the percentage of pregnant women testing for HIV and HIV-positive pregnant women and newborns accessing ART.
- Continue and scale up support to primary healthcare package in the eight districts of the southern regions with free access to drugs supply.

#### *Nutrition:*

- Support the finalization and implementation of the National Nutrition Plan.
- Re-enforced integrated approach to reduce the chronic and acute malnutrition.
- Re-enforcement of prevention: education on breastfeeding, women's nutrition, hygiene, feeding after six months.
- Iodine deficiency disease prevention.
- Screening and treatment for malnutrition.

#### *WASH:*

- Continuous support to the Madagascar Sandal campaign 2018.
- Strengthening capacity building for CATS at national level and at local level and update the monitoring of CATS implementation and defining proper scaling up strategy in quality and quantity.
- Implementing DDR in all the WASH related activities.
- Pursue WASH in School implementation and focusing in girls' menstruation strategies.

## Country Programme Component: Education for Development and Gender Equality

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Primary school completion rate significantly increased in 33 school districts in seven vulnerable regions in order to achieve the national objective, and transition rate to junior secondary school for girls increased by 75 per cent in five target districts with high gender disparity		2 FA2OT3, FA2OT4, FA2OT5, FA2OT6, FA2OT7, FA2OT8, FA2OT9

### Resources Used in 2011(US\$)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	Percentage Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	26444621.68	30268559.51	28879900.34	95.41
RR	872200.00	849356.76	813654.18	95.80
<b>Total</b>	<b>27,316,821.68</b>	<b>31,117,916.27</b>	<b>29,693,554.52</b>	

### Results Achieved

Despite the challenging political context that constrains UNICEF's ability to support the education system, the Education section succeeded in implementing key strategies to improve access and quality of education for children, adopting a decentralized approach with activities targeting school and community levels.

UNICEF estimates there are over one million children are out of primary school nationwide, representing 25 per cent of the school-age population. This would undoubtedly be higher had it not been for the fact that UNICEF has continued to serve as the implementing entity for GPE funding, which is providing a vital lifeline for the education system and enabling more than four million children to continue their schooling. This has been achieved through a combination of salary payments for the first four months of 2011 for more than 39,000 teachers recruited by communities, together with the provision of operational costs (called 'Local Catalytic Funds') for primary schools throughout the country. This support has been complimented by the development of a new basic education curriculum and school manuals in 20 districts (piloting innovative pedagogical practices) through which more than 800,000 children are benefitting. In addition, approximately 10,000 teachers are receiving guidance and pedagogical support through more than 800 teachers' networks, which provide an opportunity to share experiences and improve teaching skills.

#### *Early childhood education*

UNICEF supported the capacity building of preschool teachers using a cascade approach, training regional trainers who then go on to train teachers directly, together with the provision of classrooms, age-appropriate furniture and materials, including reading corners. As a result, government supported preschools expanded to almost 500 nationwide, enabling more than 25,000 preschool children to have access to quality education in a child-friendly environment.

#### *Primary education*

Work on school construction and rehabilitation in more than 150 sites nationwide is now providing access to safe and protective school environments, with appropriate water and sanitation facilities, to approximately 30,000 children in eight regions. Support to the implementation of the community-based school development programme reached over 90 per cent of the schools in four of these regions, resulting in locally-created school action plans that tackle issues such as school health and nutrition, child protection, teacher training and children out of school. A key result has been the re-integration of 35,000 children back into the school system. All of this work has been complimented by the provision of school equipment (e.g.

desks/chairs) and supplies (e.g. school kits/materials).

#### *Post-primary education*

Low enrolment rates for post-primary education were boosted through strategic communication and programmatic interventions. Community mobilization and the provision of dormitories, scholarships, and transportation permitted 7,200 vulnerable girls in remote villages to access and continue their education in lower secondary schools.

#### *Disaster risk reduction*

Activities focused on thematic training of teachers, students and the community, and the development of eco-friendly school infrastructures in Madagascar's most at-risk zones. This resulted in all 135 schools hit by Bingiza restarting teaching activities within two weeks of the storm. Furthermore, UNICEF supported the rehabilitation/construction of more than 100 anti-cyclone classrooms, enabling 20,000 children to access structurally safe learning environments.

### **Most Critical Factors and Constraints**

The current political situation in Madagascar poses a risk to the achievement of the overall objectives set at the national level and to progress at local level.

Public expenditures on education decreased from 3.6 per cent in 2008 to 2.6 per cent in 2010. The adjusted 2010 budget law cut down all non-salary expenditures, including all transfers to decentralized services and grants to school for basic purchases. This decision illustrates the challenge faced by a public primary education sector in great need of stable and reliable public funding. Overall, in a context of a contracted state budget, the nominal education budget is insufficient to cover the costs associated with the basic functioning of the education system. This is particularly problematic in a country where demographic growth of 2.9 per cent puts increased pressure on schools in terms of intake, teachers, and construction. The international community has had a difficult time monitoring government budgets and expenditures since the crisis, for instance, the amounts provided per student in urban/rural contexts and by region are also unknown.

The decline in public resources for education is putting additional financial burdens on parents and impacts directly on their ability to enroll and keep their children in school. According to the official statistics from the Ministry of National Education, the enrollment rate declined only slightly from 88.8 per cent in 2009/2010 to 87.2 per cent in 2010/2011, but these calculations are based on unreliable population data projected from the 1993 census data. Through data from the National Households Survey 2010, UNICEF has been able to estimate a drastically reduced enrollment rate from 89 per cent in 2008/2009 to 73 per cent for 2010/2011 – meaning that about 27 per cent of primary-aged children (over a million) are out of school. In addition, a decline in the completion rate was noted in primary education, from 66 per cent in 2008/2009 to 61 per cent in 2009/2010 (Education Management Information System, 2010).

The current political situation makes upstream work difficult. The Minister of Education and the senior leadership within the Ministry have changed for the fourth time in the three years since the beginning of the crisis, and it is not clear that the government will be able to provide stable and sufficient public funds to an education system in crisis. It is expected that even when political stability is re-established, it will take time to re-establish the level of capacity that was in place at the Ministry at end of 2008. It can also be expected that a new Ministry leadership will want to re-evaluate the strategies in place to determine the way forward.

In addition, limited teacher training mechanisms and professional development opportunities, especially for teachers recruited and/or paid by the communities themselves, are negatively impacting the quality of teaching and learning across the Malagasy education system.

### **Key Strategic Partnerships and Inter-agency Collaboration**

UNICEF's main partner is the Ministry of National Education at central and decentralized levels. The Ministry structure includes the central Ministry, the Regional Education Directions (DREN), the District Education Circumscriptions (CISCO), the Pedagogical Support Zones (ZAP) and schools. UNICEF collaborates to develop strategies and build capacities at all these levels. The partnership between UNICEF and the Ministry

# Annual Report 2011 for Madagascar

falls within the framework of the wider education partnership around the EFA Plan. These financial and technical partners include: the African Development Bank, French Development Agency (AFD), EU, ILO, JICA, Republic of France, Royal Norwegian Embassy, UNDP, UNFPA, WFP and the World Bank.

Although many donors froze their support to the country at the onset of the crisis, WFP still supports school feeding in the south of Madagascar, while ILO is supporting school construction. UNDP is supporting literacy projects for adults and out-of-school youth. NGOs also support the education sector in Madagascar, although the number and capacity of NGOs involved in education is limited compared to many other countries. Major NGOs working with the Ministry of National Education include Action Aid and Handicap International. A number of smaller, national NGOs also work at the decentralized level.

Since the start of the political crisis, UNICEF has enlarged its collaboration with NGOs to enable implementation of activities at decentralized levels in spite of the inability to transfer funds to Ministry entities. It should be noted, however, that the Ministry of National Education decentralized entities continue to be technical partners in all activities – UNICEF education activities are integrated in regional and district education plans. The situation requiring the involvement of NGOs for transfer of funds to local levels is leading to a wider partnership for education.

The key forum for inter-agency collaboration continues to be LEG, co-led by UNICEF and the World Bank, which acts as platform for dialogue and advocacy with the education authorities. One of the key achievements in 2011 has been to use FTI funding as one of the range of advocacy tools to encourage better governance and accountability within the sector. This has sent a very strong message to partners in Madagascar of the importance of ensuring that resources are managed properly and transparently and reach their intended destinations/purposes. In this sense it has been a constructive process and there have been considerable efforts made by the authorities in Madagascar to respond positively to this dialogue.

## Humanitarian Situations

### *Preparedness*

UNICEF has been leading the Education cluster with the Ministry of National Education and has helped to strengthen collaboration among all members. The main results achieved in the emergency preparedness have been:

- 364 education staff (teachers and education managers at commune, district and regional level) of five regions have been trained on DRR, benefiting 137,000 children.
- Schools-in boxes, recreation kits and tarpaulins sheets have been prepositioned for 35,000 children.
- One video on cyclone and inundation response was produced and 300 CDs distributed to schools at risk, as well as utilized during DRR training and refresher pedagogic courses.
- 100,000 manuals for children and guides for teachers on DRR were printed and distributed.
- 400 radios were distributed to the school at risk for early warning.
- 8 climate stations were installed in vulnerable areas to monitor climate change (temperature and rainfall).
- One module on DRR was inserted in the university curriculum of the education faculty.
- A national emergency response simulation was conducted in November to strengthen the strategy at community and institutional level.

### *Response*

After the tropical storm Bingiza hit northern Madagascar in February 2011, the Education section was able to provide a quick response to the emergency. The response was implemented in the regions of Analanjirofo, Sava and Sofia, covering five school districts. UNICEF supported the construction of 411 temporary classrooms and provided 272 schools-in-a-box and 134 recreation kits, which have benefitted 22,390 children in 135 schools. Thanks to the strong cooperation among school local authorities, pupils' parents and UNICEF, classes started within one week after the storm in most of the affected schools. Moreover, 64 cyclone-resistant classrooms have been built in cycle prone areas in 2011.

## Summary of Monitoring, Studies and Evaluations

### *Studies*

- To support strategic planning a study called 'Inventory of educational practices and the continuous

training of primary school teachers' was implemented and will be finalized at the beginning of 2012. The purpose of this study is to provide an independent analysis of the current situation of teaching practices, training needs, and the functioning of supporting structures for teachers in Madagascar.

- The study on 'School Exclusion and Means of Inclusion in the Primary Schools in Madagascar' was almost finalized and will be used in 2012 as an advocacy tool with government. The main objectives of this study are: a comprehensive analysis of the situation of exclusion in primary schools for children in Madagascar, and proposed realistic inclusive education for children in primary school.
- The study 'Development of children 0–6 years old and parental practices in Madagascar' was conducted and shared with regional and district education authorities, as part of UNICEF support to the development of activities for early childhood development (ECD), particularly among the most disadvantaged children. This study has a triple perspective: to improve the knowledge on family practices and mothers' behaviour with their young children and the patterns of development of Malagasy children; to provide references for defining the content of the activities for parental education and early childhood education; to be used as a basis for comparison to identify changes generated by the national programme in the future.

### *Evaluations*

- The evaluation of the School Support Action for Malagasy Teenagers, an adolescent school reintegration programme implemented by UNDP, was carried out in 2011. The programme's methodology is the result of educational research to counteract illiteracy, targeting school children from poor and vulnerable families (orphans, single parents, etc.) between ages 11 and 18. The overall objective is an analysis of the current status of the programme to assess the feasibility of scaling up.
- The evaluation of the Girl-to-Girl Strategy has been finalized and will be shared with partners in 2012. The strategy, piloted in Madagascar in 2001, encourages teachers to identify first-grade girls, 'little sisters' as they are called, who are at risk of dropping out of school. The little sisters are then paired off with 'big sisters' from the fourth and fifth grades, who sign pledges to support their younger peers.

### *Monitoring*

Data on 300 child-friendly schools, collected in 2010 for the school year 2009/2010, were inserted in DevInfo for wide distribution including the UNICEF Madagascar intranet to support progress monitoring. In 2011, data for the school year 2010/2011 on about 40 UNICEF-supported schools were collected and analyzed: integration in DevInfo will be in 2012.

### **Future Work Plan**

- Re-orientate the annual planning process and implementation of activities so that it is based on responding to needs in each of the seven priority regions through support from the Regional Technical Assistants (ATRs). UNICEF plans for each region will be a subset of the priorities defined by the region and the implementation of UNICEF's support to these regional plans will be driven and coordinated by the ATRs under the leadership of each respective DREN. In this sense, 70 per cent of the annual work plan will be from the bottom up, complimented by on-going support at the national level.
- To support the Ministry of National Education and partners in the development of a new EFA plan for 2013–2015. This will include not only support to the process but to the technical content of the new plan. UNICEF will lobby for specific measures for addressing the huge problem of out-of-school children.
- As part of support to the development of the new EFA plan, to help the Ministry of National Education to plan and design a national programme (potentially starting off with a pilot) for targeting more than million children out of school e.g. scholarships for children from the most vulnerable families.
- Expand UNICEF's support in the seven regions to all of the CISCOS in each region, resulting in 35 CISCOS rather than 33. In this way the programme will be able to properly respond to the priorities of each DREN and not be constrained by geographic limits within the region.
- Re-emphasizing UNICEF's role as an agency that provides technical and financial support, rather than direct implementation (unless in emergencies). UNICEF's main objective is to help build national capacity within the education system and efforts must be made, despite the political situation, to reduce the creation of parallel structures or substitute state functions where possible.

# Annual Report 2011 for Madagascar

- Re-engage support to decentralized levels, particularly the DRENS. This will largely be achieved by ensuring the ATRs are fully embedded in the DRENS and essentially function as key technical resources to reinforce the capacity of the DRENS to plan, manage and implement their programmes. It is not envisaged that this will necessarily mean a resumption of financial support through the DRENS, although this may be a possibility in some DRENS that have had a positive HACT micro-evaluation. The return to large-scale financial support to DRENS is likely to take place over an extended period and will depend largely on the political situation.
- To simplify the programme to ensure it is responding to real needs expressed at regional levels rather than those perceived at central levels or imposed by rigid funding sources. The education system is in decline in Madagascar and what it needs is the basics – proper school environments with well trained teachers and sufficient school materials. The programme will there be rationalized and pruned to meet regional needs and this may entail reverting to donors with revised proposals that reflect these more fundamental needs.

## Country Programme Component: HIV/AIDS Prevention and Care

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By the end of 2012, measures are effectively put in place to ensure that needs and rights of young people and adolescents aged 10–19 (boys and girls) from the priority regions are better addressed to ensure optimal development.	2	FA1OT4, FA1OT7, FA1OT8, FA2OT8, FA3OT6, FA3OT8, FA4OT5, FA5OT1, FA5OT2, FA5OT3, FA5OT5, FA5OT6, FA5OT8, FA5OT9

### Resources Used in 2011(US\$)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	Percentage Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	3864893.45	280789.47	293335.31	104.47
RR	589000.00	626260.93	656874.85	104.89
<b>Total</b>	<b>4,453,893.45</b>	<b>907,050.40</b>	<b>950,210.16</b>	

### Results Achieved

In terms of **coordination**, efforts conducted since 2010 have resulted into the ratification of the Inter-ministerial Committee on Youth through the decree No2011/628, demonstrating the rising recognition of the Ministry of Youth as leader for youth issues. UNICEF provides technical support a platform of different sectors involved in youth development. The Youth-friendly Services concept was validated, the role and profile of young peer educators revisited and the concept of networking of youth services clarified. The decree allowed the replication of the concept in six regions of Madagascar. The Inter-ministerial Committee, through the reinforced leadership of the Ministry of Youth, builds cohesion and synergy between the different actors, including youth involved in the HIV prevention and youth development at all levels.

UNICEF sustained its **advocacy work, collection and dissemination of information** on youth; the publication and dissemination of the reference report 'Facts and Figures on Young Malagasy', which highlighted vulnerabilities of this age group, along with a key workshop on adolescent health/development, enabled key advocacy on youth issues. In part this is due to the governmental decree, and also to the integration of a module on adolescent health into curricula aimed at medical students and paramedics. The validation of the Youth-friendly Services Reference Document also illustrates growing understanding of youth issues and the will to address their specific rights and needs in a more comprehensive manner.

**Strategic partnership with youth entities** was a key realization of the programme. UNICEF has been increasingly engaged with new forms of partnership, providing technical assistance to two youth organizations, many of their members being out-of-school and young unemployed people; this multi-faceted strategy enables youth associations to be recognized as key players in their communities' development. Essential is the strong and long-term capacity-building component in both managerial and technical domains. 194 young girls and 196 young boys were involved in several youth participation diagnosis exercises at community level.

Access of vulnerable adolescents and young people **to gender-sensitive sexual and reproductive health information** has been increased. A rising number of young people have phoned in to the HIV hotline staffed by 10 young people (four females and six males); 23,032 young people (12,712 males and 10,320 females) were able to have access to anonymous, confidential and free information, counseling and guidance on HIV/AIDS, sexually transmitted infections (STIs), sexual violence, early pregnancies, drugs addiction etc. Through the network of young peer educators, 80,913 adolescents and young people received information pertaining to HIV and SRA.

Significant contribution was made to increase young people's **access to youth spaces**. Twenty information kiosks were built and equipped with awareness-raising materials/equipment. Four youth centres were rehabilitated. The national peer educators' network was expanded with 225 new young peer educators (110 boys and 115 girls). In southern regions where adolescent pregnancies are high, 106 sexually active adolescents received sensitization and an information package on pregnancies and parenthood.

### **Most Critical Factors and Constraints**

National buy-in to the importance of adolescence/ youth issues is relatively recent but still limited; this can also be seen in the low level of capacities at central and decentralized levels of the Ministry of Youth. The scarce resources (human/financial/ technical) devoted to the Ministry of Youth limits achievement of results and sustainability of effects; despite the official discourse that investment must be made in youth, lack of means and support is apparent. The Ministry of Youth remains the least funded Ministry in terms financial, human and technical resources. At decentralized levels (districts and communes), the Ministry of Youth is not present; this capacity deficit represents a key constraint for youth programming at all levels.

The health strategy targets specific groups such as children below the age of five and mothers (SSME, nutrition) but is not developed according to the life cycle approach. This excludes the adolescent demographic group, which represent a large proportion of the population. The fundraising strategy is designed to address these limiting opportunities for adolescents.

Weak capacity of the Ministry of Youth in monitoring and evaluation (M&E) is another challenge. Despite the expansion of the national young peer educator networks and youth spaces, the monitoring system remains weak.

Lack of collaboration between UN agencies around adolescent and youth issues is apparent as it remains sporadic and is not based on a joint vision.

The way adolescents and young people are commonly portrayed hampers their participation as actors of change at the same level as adults. This age group is traditionally perceived in a negative way, embedded in stereotypes and is not considered as an asset and resource for its own development.

### **Key Strategic Partnerships and Inter-agency Collaboration**

Due to the crisis, partnerships with civil society and NGOs is critical for the implementation of the programme. Over time, close collaboration has been enhanced with a limited number of NGOs based on long-term capacity building and mutual trust.

To implement the 2011 annual work plan, the section worked in partnership and coordination with the SE/CNLS for the implementation of the Global Fund project. The first phase was extended for additional

months while the second phase is due to start by 2012. Implementation of Round 8 of the Global Fund involved three sections within the CO and thus requires a strong coordination component from the HIV Prevention section. UNICEF, as a financial and technical partner of the SE/CNLS, has supported a series of key events in 2011 including the Tenth International Colloquium on HIV/AIDS of the Indian Ocean held in Madagascar, and the design of the new HIV/AIDS Strategic National Plan 2013–2017.

Due to the cross-sectoral nature of the HIV Prevention and Youth Development programme, collaboration has been reinforced with several technical levels of ministries such as Youth, Health, Sport, Justice, Defense and Education.

The section co-chaired the prevention component of the UN joint programme on HIV/AIDS with UNFPA. There is still a need to improve overall coordination and effectiveness to ensure greater efficiency toward national objectives. Nevertheless, cohesion between UN agencies has been strengthened through the development of the UNCARES strategy and the implementation of the Human Security project. UNICEF remains an active member of the partner forum that brings together all actors involved in the HIV/AIDS and STI response in Madagascar and uses this platform to advocate for more investment in youth/adolescents with a human rights and gender focus.

Youth empowerment and strategic partnership with two youth entities has been a key element of the programme (see key results of the programme above).

A key collaboration with a renowned private institution specialized in qualitative surveys has been established to carry out a study on factors underlying adolescent sexuality in the Atsimo Andrefana region. In coordination with the Protection section, a partnership with the private sector is on-going with the social branch (Ambatovy project) of a mining company. Five youth information kiosks were constructed and equipped in five localities where the mining industry is operating: five entities of young peers educators were established around each kiosk. These young peer educators have received life skills training and increased their knowledge on issues such as HIV/AIDS, parenthood, sexual and reproductive health, peace education and citizenship. Through the young peer education entities, outreach sensitization activities are conducted at community level.

## Humanitarian Situations

N/A

## Summary of Monitoring, Studies and Evaluations

Use of **strategic information** on youth and adolescents' risks and vulnerability to better highlight the rationale to invest in this group was a key component of the programme. A reference document entitled 'Facts and Figures on Young Malagasy' was produced and widely disseminated.

Priority themes for research were identified with partner agencies and a qualitative survey on the underlying factors of adolescent sexuality was launched and is still on-going in the south of the country. What is particular to this study is the methodology. An innovative approach called 'the grounded theory' is being used; theory is developed from the data, rather than the other way around, which makes this an inductive approach, meaning that it moves from the specific to the more general. The primary objective of this qualitative study is to examine adolescent sexuality by identifying its key elements, and then categorize the relationships of those elements to the context and process of the experiment. The approach is open and does not seek to verify a hypothesis. Results are expected early 2012 and will enable a prevention strategy jointly with UNFPA. This is crucial for addressing adolescent sexuality and early pregnancies in a region where the rates of adolescent pregnancies are among the highest in the country.

## Future Work Plan

The recognition of the Ministry of Youth as holding legitimate leadership for youth programming will permit open investment and consolidation of efforts in **coordination** as it relates to cross-ministry and cross-

# Annual Report 2011 for Madagascar

sectoral youth programming. Capacity building in this key area will continue to ensure that coordination and monitoring investment is duplicated and standardized at all levels to foster synergy and inclusive work. Technical support through guidance and development of tools will be sustained.

The programme will continue to mobilize political will and resources of government and other stakeholders to protect, respect and fulfill the rights of all boys and girls in the adolescent and youth group. Efforts will be made to avoid a 'vertical' approach, where various sectoral actors operate in isolation from one another to respond to problems. Efforts will continue to involve decentralized levels in the planning and monitoring process.

The programme will maintain its effort on capacity building of national institutions and key partners in terms of fundamental principles such as gender equality, the human rights based approach and results-based programming. UNICEF will ensure that this knowledge is effectively translated into actions and interventions – by giving attention to families, communities, youth entities and service providers – and is measurable by the end of 2012.

Consolidation of proven interventions for HIV Prevention and Youth development will be a priority. Adolescent and youth-friendly and innovative service delivery and information, through safe spaces and other opportunities for adolescents to develop their social skills and values, will be strengthened. The information kiosks innovative approach launched in 20 sites will be consolidated and its effects well documented. Strong support will be given to ensure that all kiosks become a central element of the youth and adolescent access to information strategy.

The practice of active, positive and equitable participation of girls and boys in the decisions that affect their lives by multiplying direct partnership with youth associations will be continued; UNICEF will increase its collaboration with youth associations as agents of change by creating opportunities to channel adolescents' energies toward positive community engagement, healthy social relationships and prevention of social isolation, particularly among marginalized populations. The programme will focus efforts on raising awareness and promoting positive attitudes and of adolescents and young people.

Given the strong link between protection, education and child survival, and particularly adolescent girls, it is imperative to address adolescent and youth issues in a more cross-sectoral manner within the CO. More attention will be given to inclusive programming, and to better consideration of young people as key actors and agents of change for the implementation of activities (SSME, Wash, nutrition...)

## Country Programme Component: Governance for Child Protection

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
An enabling environment for increased realization of child rights, including protection against all forms of discrimination, abuse, violence and exploitation is developed.	2	FA4OT1, FA4OT2, FA4OT5, FA4OT7, FA4OT9

## Annual Report 2011 for Madagascar

**Resources Used in 2011(US\$)**

<b>Resource Type</b>	<b>Planned for 2011 (as per CPAP ceiling )</b>	<b>Allocated in 2011</b>	<b>Estimated Year-End Expenditure</b>	<b>Percentage Spent (4)/(3) * 100</b>
OR-E	0.00	0.00	0.00	0.00
OR-R	2437153.73	1031833.16	963300.83	93.36
RR	938000.00	974116.73	967628.55	99.33
<b>Total</b>	<b>3,375,153.73</b>	<b>2,005,949.89</b>	<b>1,930,929.38</b>	

**Results Achieved**

The section contributed to strengthening the legal framework for the protection of children in conflict with the law by working with experts from the Ministry of Justice to develop guidelines for systematic diversion of children accused of petty crime from the justice system, and guidelines providing alternatives to the imprisonment of children. The section collaborates with a human rights organization to document how communities deal with petty crimes not reported to the justice system; this will inform the type of diversion mechanisms and alternatives measures to deprivation of liberty.

287 law enforcement officers derived from the judiciary, police, Gendarmerie and Bar Association received training on child rights and justice; and a pool of 94 trainers was established to ensure adequate rolling out of training to many more. A pool of lawyers specialized in providing free legal aid to child victims was established in collaboration with the Bar Association: these trainings will contribute to improving treatment of children in contact with the law.

A strategic partnership was developed with three telephone companies to set up a free child helpline with one number (147). The child help line, established in eleven police stations, is a safe and free mechanism to report cases of abuses: 357 cases of abuse were reported in 2011, of which 234 victims were girls.

The capacity of 450 child protection networks (CPNs) established in 55 districts across the island was strengthened through a strategic partnership with a specialized training institute: training modules were developed, and training for 700 CPN members initiated. Overall, 1,271 children victims of abuse and violence benefitted through care and support from CPNs.

To reduce the systematic placement of child abuse victims or at-risk children in centres, guidelines on foster care were developed and foster family mechanisms are currently piloted in one regions. 40 families were selected based on strict criteria; they will receive orientation and guidance on how to care for placed children.

The section was able to mainstream Child Protection in Emergencies (CPiE) as part of the regular work of the BNGRC, the National Bureau in charge of DRR. A training module on CPiE was developed with UNICEF technical support, for integration in the national curriculum. A pool of 25 trainers was established and 62 members of 12 DDR committees received training on CPiE. With UNICEF advocacy, and continuous technical/ financial support, 80 per cent of children in Madagascar were registered at birth. In 2011, focus was on the 20 per cent children that still need to be registered. Together with INSTAT, the excluded children were identified and a database created, indicating the pockets of exclusion, to better target subsequent interventions for birth registration. The possibility of using ICT (mobile phones, SMS) to facilitate declaration of births in remote areas is also being explored.

**Most Critical Factors and Constraints**

The social impact of Madagascar's on-going crisis continues to take its toll on the population, leaving children increasingly vulnerable to neglect, violence and exploitation, and making UNICEF's child protection work increasingly important and challenging.

Child protection mechanisms have been largely affected by the crisis. Strategic partnerships with community-based organizations, NGOs and academic institutions were established to address the breakdown in public services and to tackle child protection issues in the community. With the crisis continuing for almost three years now, these partnerships have been expanded.

Capacity building in the areas of social work, monitoring and reporting of child abuses remain very weak. The deterioration of the social cohesion system and traditional protection mechanisms during the crisis have put young people at risk of engaging in violence, especially in urban centres and in the capital city, where gangs of youths have emerged. This is exacerbated by the fact that resources and capacities to provide appropriate response for juvenile delinquent are still lacking.

Child protection cases, particularly involving sexual violence and exploitation, continue to be under-reported due to social norms, lack of awareness about existing reporting mechanisms such as CPNs or the 147 child helpline, and low confidence in government institutions and fear of repercussions. Impunity is also of great concern as crimes committed against children often remain unaddressed. "Access to justice is hampered by the population's lack of trust in the legal and law enforcement systems".

The child protection programme supported the establishment of a national database on child protection, as well as the development of data collection tools to be used by CPNs. A clear mechanism for data collection and management has been identified, however to date, national data on child abuse, violence and exploitation are still unavailable.

### **Key Strategic Partnerships and Inter-agency Collaboration**

In order to strengthen the capacity and efficiency of CPNs, strategic partnerships have been established with an increasing number of civil society organizations and institutions such as *Ecole Nationale de la Magistrature et des Greffes*, Institut Spécialise du Travail Social, Conseil National de l'Order des Medecins and CERED. These institutions contribute to building the capacity of key actors through training sessions and the development of specialized training modules and guidelines. Several fora have been held with members of the judiciary, law enforcement bodies, lawyers, medical doctors and social workers to strengthen their understanding of coordinated care and support for child victims and to ensure that every key stakeholder understands his own roles and responsibilities as well as those of others. Such workshops contributed to strengthening existing referral systems.

A partnership with the private sector is on-going with the social branch (Ambatovy project) of a mining company to sensitize and mobilize employees in combatting sexual exploitation and to raise awareness of potential actions to be taken in cases of violence against children. UNICEF contributes to the partnership its expertise in the impact of child exploitation on the development of children, as well as strong advocacy proficiency, and access to extensive district and local authority CPNs.

Since May 2010, the section is the lead of an inter-agency project on human security involving UNFPA, UNHABITAT and OCHA and implemented in Antananarivo. The joint project seeks to empower local institutions, communities, and individuals to improve their living conditions through the prevention of violence, and risk reduction and through a better preparedness to crises and disasters, in order to ensure sustainable human security in urban slums of Antananarivo. Eight local committees for human security have been established and social mobilizers trained on human security and specific aspect such as WASH, protection of children and women protection.

The section has also been part of a joint project under the leadership of UNDP and with the participation of UNFPA and OHCHR on access to justice for women and children victims of violence and development of monitoring mechanisms for children and women victims of violence.

### **Humanitarian Situations**

The section was able to mainstream CPIE as part of the regular work of the BNGRC, the National Bureau in charge of DRR. A training module on CPIE was developed with UNICEF technical support, and integrated in

the national curricula: a pool of 25 trainers was established and 62 members of 12 local DRR committees received training on CPIE. This new and strategic approach will ensure adequate preparedness and response to humanitarian crisis and its impact on children of Madagascar, particularly given recurrent natural disasters and the socio-political crisis.

Family tracing and reunification activities were undertaken for 424 separated/unaccompanied children during the Bingiza cyclone in the southern region of the island. 3,236 children were received in different child-friendly spaces in areas affected by the cyclone; the children received psychosocial and medical care, education activities and nutritional services.

Eighteen child-friendly spaces were re-equipped with recreational and educational kits in Antananarivo for 2011, while four child-friendly spaces were established in the southern region (Ambovombe, Androy) affected by the cyclone Bingiza.

The section contributed to updating the national emergency contingency plan for 2012, in consultation with the Child Protection sub-cluster. The section also contributed to the preparation of simulation exercises organized by BNGRC, thus ensuring that aspects of CPIE were taken into consideration.

### **Summary of Monitoring, Studies and Evaluations**

A study on 'The twins of Mananjary, between abandonment and protection' (original French title 'Les jumeaux de Mananjary, entre abandon et protection') was officially launched in September 2011. The launch planned to disseminate broadly the harmful traditional practice of abandoning twins (in severe cases murder) still in practice in Mananjary, eastern Madagascar. Following this launch a series of meetings were held with local journalists, associations and adoption centres to reflect on the issue and among UN agencies. The report was also launched and discussed in Mananjary itself in October. This enabled discussions, inter alia, with traditional leaders, the local CPN and parents who had decided to keep their twin babies despite the prejudice and potential rejection from their communities. As a result, two local associations were established in Mananjary. 'Hambana', one of the associations, conducts local advocacy and mobilization against the practice and while the other is an association of victims. A work plan was developed focusing on two main issues: providing assistance to victims of discrimination and communication for behaviour and social change. The implementation of this work plan will start in January 2012.

The section undertook a study on the 'Situation of Women and Children in Mining Sites', which was finalized in December 2011. The study aimed at describing the situation of women and children living in and around artisanal and industrial mining sites in Madagascar. The report contains detailed observations and recommendations on those situations, and also extends to a general overview of the social conditions affecting all residents of mining sites. The report concludes with recommendations for practical interventions and legislative reform that will inform 2012 intervention.

### **Future Work Plan**

The section will prioritize monitoring and reporting mechanisms on cases of child abuse, violence and exploitation: data collection, management and analysis to ensure that the magnitude and trends of child protection issues are well known and adequate measures are taken to address them. Support will be provided to the 11 police stations managing the child help line for adequate computerized data management; technical support will be provided to Department of Child Welfare to ensure that the national database is regular updated and regularly generates reports on child protection.

The section will support the development and implementation of a massive campaign to combat violence against children, focusing particularly on sexual violence and exploitation and economic sexual exploitation of children (sex work, sexual tourism and child pornography). There is a need for an awareness-raising campaign for all duty bearers at community and family levels on children rights and on their obligations towards the fulfillment of these rights: one of the key strategies will be to develop simplified, popular versions of the Convention on the Rights of the Child (CRC) and the laws applicable in Madagascar on child rights.

# Annual Report 2011 for Madagascar

Based on the recommendation of the 'Situation of Women and Children in Mining Sites' study, the section will, in consultation with ILO-lead agency, address the issue of child labour in Madagascar and identify specific strategic interventions to mitigate negative impacts of mining on children. There will be a special focus on children engaged in the most pernicious form of child labour: breaking up and hauling rocks in artisanal stone quarries.

Capacity building of stakeholders in charge of protection of children will be undertaken through strategic partnerships established in 2011 with institutions specialized in pre- and in-service training, and with the support of the pool of trainers established this year (ENMG, ISTS, CERED/BNGRC).

The section will continue to support reduction of the number of children in detention, mainly by ensuring that guidelines on diversion and on alternatives to detention are developed and their application tested through a pilot programme in selected areas. It is planned to eventually go to scale.

An assessment of CPNs will be undertaken and documented: this will provide a clear understanding of the level of functionality of CPNs.

Emphasis will be placed on strengthening collaboration between social workers, police, prosecutors and judges, and on building strategic partnerships with community-based organizations to prevent and protect children from abuses and exploitation, including harmful traditional practices.

To address illegal inter-country adoption, UNICEF remains engaged with national technical partners to strengthen efforts to stop the unregulated adoption of Malagasy children, including conducting a study on current adoption laws.

The section will expand the equity database on birth registration to the eighteen remaining regions to reflect areas of exclusion, and with the equity strategy, reach excluded children and those most at risk of exclusion from birth registration. The possibility of using ICT to facilitate birth declaration in remote areas will also be explored.

## Country Programme Component: Policy, Communication and Partnerships

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By end 2012, children's issues, especially regarding their vulnerability, are illustrated through evidence-based analysis and communicated to the public with a view to ensure improved engagement and programming by relevant stakeholders/ relevant duty bearers.	2	FA1OT1, FA1OT2, FA1OT3, FA1OT4, FA1OT6, FA1OT7, FA1OT8, FA1OT9, FA1OT10, FA1OT12, FA1OT13 (a), FA1OT13 (b), FA1OT13 (c), FA2OT1, FA2OT2, FA2OT3, FA2OT4, FA2OT5, FA2OT6, FA2OT7, FA2OT8, FA2OT9, FA3OT1, FA3OT2, FA3OT6, FA3OT8, F

## Resources Used in 2011(US\$)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	Percentage Spent (4)/(3) * 100
OR-E	0.00	95179.15	95178.52	100.00
OR-R	909426.53	211347.93	209852.69	99.29
RR	3602030.00	3580587.03	3476659.83	97.10
<b>Total</b>	<b>4,511,456.53</b>	<b>3,887,114.11</b>	<b>3,781,691.04</b>	

## Results Achieved

UNICEF has established itself as a key source of information and data on vulnerability issues. (1) Three Multi-cluster Rapid Assessment Mechanism reports have been produced and disseminated to monitor vulnerability levels in two urban cities, including human security indicators. (2) Two vulnerability monitoring surveys of rural populations related to pre- and post-harvest season are on-going for the second round in the South. (3) An anthropological study in the South was completed. Preliminary results have been disseminated. (4) A child poverty study was completed. Results were widely covered during UN Week. A local university is implementing the dissemination plan. (5) Recommendations from the Peace and Conflict Impact Assessment (PCIA) were integrated into the 2012–2013 UNDAF transitional programme. (6) A social protection cost simulation and impact evaluation was completed in connection with the review of the framework. (7) Communes capacity assessment for planning and budgeting in favour of children was completed for the decentralization agenda. (8) 'Investing in social space', a study on the impact of Chinese investment is on-going.

UNICEF reinforced its communication to all stakeholders on the negative impacts of the on-going crisis on women, children and youth. Several newsletters and press dossiers, regular press releases (37), declarations and press briefings on UNICEF's programme activities and questions concerning UNICEF's mandate were well-received by stakeholders and decision makers. Strategic communication to boost awareness and enhance resource mobilization included a visit of journalists from GAVI donor countries and German press coverage to support funding negotiations with the German government.

Audiovisual media packages (vaccination, nutrition, polio) were produced for the international newsmarket (CNN, BBC, Aljazeera etc.) and distributed through e-News and Reuters agencies. The web presence has been reinforced through the creation of a UNICEF Madagascar website in Malagasy. Social media including Twitter and Facebook have gained significant importance. The latter counts 3,549 'friends' as of December 2011.

UNICEF carried out extensive capacity building to strengthen media communication capacity for a low literacy environment. Youth participation with JRC coaches and Young Producers Network, Radio Peer Community and city FM radio network and Radio National Madagascar Network for all programme sectors support – Peace Education and ECD, WASH, environmental protection and biodiversity, CSEC, CSD – malaria, EPI, SSME, Nutrition, FFL – strengthened the knowledge base of networks, increased programme production and quality thereof, strengthened producer self-confidence and productivity – making progress towards media production sustainability.

A new social and community mobilization partnership, involving NGOs, community-based organizations, local governments, the creative arts community and the private sector, was created and capacitated for child survival and development and especially EPI, building on successful Malagasy materials and participation process pioneered by a regional nutrition and mother and child health initiative.

Innovative initiatives with CCCYP, focusing on children's right to participation, created new partnerships with national park communities and international biodiversity and environmental conservation NGOs – project components were combined successfully – Education, ICT4D – M4D, youth media radio, video and social

media, environmental education and advocacy on out-of-school youth in Madagascar's national park settings. C4D led the process of drafting the Madagascar climate change for women and children situation analysis.

### **Most Critical Factors and Constraints**

Due to the shortage of human resources in the section, some activities (two major studies) were postponed to 2012. Emergency and innovative activities were funded and managed based on the remaining budget. Weak technical and organizational capacities of partners and limited number of qualified consultants/institutions in qualitative and quantitative research are the main constraints in conducting studies.

For C4D, the most critical factor was the significantly deteriorating state of basic social services capacity for child survival and development, education and protection services. This posed two significant challenges: the need to constantly train and support district-level service providers, and the cautious promotion approach needed in working to build demand for health, education and protect services that might not necessarily be available. Intensive coordination with local authorities and strong field presence were a major strategy, as well as emphasis on messaging and community activities that stressed better self and family care, through paraprofessional and community radio media channels.

### **Key Strategic Partnerships and Inter-agency Collaboration**

All studies and surveys involved partnerships with the UN system in Madagascar. **McRAM** involved UN agencies during the conception, implementation, analysis and the dissemination phases. **Hayzara** involved UN agencies and partners such as USAID, JICA, WWF to contribute and share information/data/documentations; these organizations were also involved during its assessment. UNICEF is continuing to support and manage the KM officer, with the additional financial support from UNFPA. **PCIA and Investing in Social Space** are jointly managed by UNICEF and UNDP. As lead of the Social Protection group, UNICEF is coordinating and ensuring information sharing between partners.

Partnerships were reinforced with national (TVM, RNM) and international media (MBC/IRIN) to build capacity for child-friendly journalism. Following a key PCIA recommendation, a child-friendly journalism project was launched through the creation of an association for child-friendly journalism. The CO worked with the association to establish a child-friendly journalism charter that was ratified by most Malgasy media. A child-friendly journalism module was created within the University of Tana and will be rolled out in 2012. Child participation was promoted through several projects including a 'one-minute junior film' and a puppet workshop. The CO played a key role in establishing the UN inter-agency communications strategy.

A key inter-agency partnership with UNDP for the pilot M4D-SMS Youth and Mobile Governance project continued; results are being analyzed.

New international NGO partnerships were created for school, community and youth participation in biodiversity conservation, environmental education in and out of schools and 'connecting classrooms' computer-based learning and sharing methodology, youth environmental media (radio and TV/video) and advocacy networking with four environmental and biodiversity groups working in key national park sites. Initial training activities have started, and radio and video productions developed and distributed. Activities will be continued and scaled up in 2012.

### **Summary of Monitoring, Studies and Evaluations**

Research and studies are the main activities of the programme. Summary of results achieved are mentioned above. Results are disseminated within UN agencies and partners. McRAM studies are disseminated to urban communities where they are carried out. The programme engaged the local university in Antananarivo to implement the dissemination of the results from the child poverty study to government partners, civil society and university students.

Two studies on the mining sector are due to be accomplished by the end of December: one study focuses on the impact on women and children living in and around mining sites, a second complementary study explores potential CSR opportunities and rights-based practices. The External Relations section has a solid basis in CSR on which to build for resource mobilization. New partnerships with the private sector were established, e.g. with Colis Express for delivery in emergencies, and with Ernst & Young who provided the CO with a free study on the potential of CSR cooperation in Madagascar.

For C4D/Child Survival and Development, the key activities were on-going tracking of population changes in the use of five key child survival and development practices. Due to the impact of the crisis on basic social services and the economic pressures on households, several of the key recommended practices showed a decline including, counter intuitively, breastfeeding, child immunization, use of bed nets and hand washing. UNICEF's programme response has been to intensify campaigns (see other section reports) and to invest more heavily in civil society-based social mobilization in late 2011, which is also planned for 2012. In terms of the C4D Innovation Unit programming, C4D has lead the situation analysis process on 'Children, Climate Change, and Natural Hazards in Madagascar –Identifying the Risks, Understanding the Impacts, Defining the Response'.

### **Future Work Plan**

In 2012, an increased effort will be made to support the decentralization and social budgeting process. The study on the impact of Chinese investment in Madagascar will be finalized. Analytical anthropological studies on social impact and children's place in the South are expected to inform a joint UN programme. Further analysis of trends in vulnerability will be supported by additional surveys. This will inform the implementation of the social protection programme in line with the PTF group lead by UNICEF and the 2012–2013 UN transitional programme.

MRE plans to strengthen strategic international communications, in particular to target potential donors. This includes audio-visual media packages for the international news market.

Emphasis will be put on child survival and development (EPI/nutrition), education (FTI), WASH (Sandal campaign), protection (CSEC/impact of extractive industry). The focus on projects combining education with bio-diversity/climate change will be highlighted through a major launching event with the visit of the US NatCom and international media coverage.

The web platform and social media presence will be further strengthened. In CSR, potential cooperation with the extractive industry will be explored, based on studies initiated in 2011, in cooperation with other UN agencies.

In 2012, expanding the CCCYBC initiative to two more national parks, while strengthening current site programming especially for the youth corps component, is planned, as well as incorporating the findings of the situation analysis on climate change appropriate. For C4D/Child Survival and Development, education and protection, greater capacity and partnership building for social and community mobilization, especially for significantly declining services such as routine EPI services and better family and home care practices, are envisaged. For long term national C4D capacity building, it is planned to strengthen both in-service C4D training and initiate new pre-service C4D training, especially for paraprofessionals and at the university level for degree certification. For innovation T4D-M4D, it is planned to apply SMS platforms for programme management and monitoring and for FFL messaging more broadly.

## Country Programme Component: Cross-sectoral Costs

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
By end 2012, children's issues, especially regarding their vulnerability, are illustrated through evidence-based analysis and communicated to the public with a view to ensure improved engagement and programming by relevant stakeholders/ relevant duty bearers.		2 FA1OT13 (b), FA2OT9, FA3OT9, FA5OT1, FA5OT2, FA5OT3, FA5OT5, FA5OT6, FA5OT7

### Resources Used in 2011 (US\$)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	Percentage Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	0.00	0.00	0.00	0.00
RR	1300000.00	1435874.21	1421600.54	99.01
<b>Total</b>	<b>1,300,000.00</b>	<b>1,435,874.21</b>	<b>1,421,600.54</b>	

### Results Achieved

Madagascar's UNDAF officially ends in 2011. However, due to the non-recognition of the government since early 2009 and the limitations of UN working at political levels, UN agencies developed an innovative two-year transition programme/ UNDAF extension that takes into account the Strategic Vision developed previously during the mid-term review. The transition strategy will determine programming until end 2013.

**Planning and Monitoring (PM)** actively contributed to the preparation of the new transitional programme 2012–2013 through technical and financial support as well as the development of the technical guidelines, quality check of the UNDAF 2011 review and oversight of the new strategies of the transitional programme. UNICEF also led a causal analysis in Antananarivo as the basis for a joint programme in the capital.

In 2011, UNICEF chaired the GISE (UN inter-agency M&E group). GISE worked on mapping inter-agency surveys/studies/evaluations, and mapping of activities in Antananarivo and the South.

**PM** developed UNICEF partners' capacity development developing a capacity-building strategy for government/non-governmental partners. This strategy will be shared with other UN agencies and the implementation plan developed in 2012. In terms of internal capacity strengthening, PPP training was conducted in September for 33 new staff. In preparation for VISION rollout, **PM** organized two VISION trainings.

An inter-agency LTA for HACT micro evaluation was concluded in April. Throughout the year eight micro evaluations, eight light assessments, and 22 HACT trainings with partners were conducted.

**PM** continued to support DevInfo implementation. In Diana region, five existing databases were updated and five additional databases were developed. There are databases containing school information at district and commune level. **PM** supported **Education** for primary school mapping, which was finalized in December with 2009/2010 data. **PM** also supported the ONN (National Office of Nutrition) in two regions in the South (Androy and Anosy) to create two databases.

A study on 'Children, Climate Change, and Natural Hazards in Madagascar - Identifying the Risks, Understanding the Impacts, Defining the Response' was carried out as a part of situation analysis towards the next CP.

Under the **Emergency section**, the responsibility for emergency planning, implementation, monitoring and review continued to be mainstreamed across the respective programme sectors and in their annual work plans under the overall guidance of the Deputy Representative. This enabled a CCC-based emergency response to cyclone Bingiza, the drought in the South as well as the plague.

### **Most Critical Factors and Constraints**

**PM** suffered from the delay in the recruitment of the Deputy Representative. The Chief of Planning acted as the Deputy Representative a. i. for more than nine months. Concomitantly, **PM** partially covered an almost one-year absence of the L-4 Chief of Social Policy. Technical support was provided to Social Policy and Evaluation for activities including a study on Chinese investment, social protection workshops and McRaM activities. The workload was heavy due to the roll out of VISION and the development of the transitional programme 2012–2013.

**PM** served as secretariat for several internal/external committees and taskforces, namely the PCA Committee, HACT Committee (both internal and external) and GISE. **PM** organized a total of 27 PCA committees in 2011. Regarding UN coordination, both the L-4 Chief of Planning and L-3 Planning and Monitoring Specialist dedicated large parts of their working days to support the Resident Coordinator's office in the UNDAF/new transitional programme elaboration.

### **Emergency**

The political crisis has seen the suspension of aid and budget support to the Madagascar government, which has slowly eroded basic social services. A further implication of the political crisis has been the change in Ministry staff at both national and sub-national levels, including technical experts, which has weakened capacity to both assess and respond to emergency situations quickly and efficiently; this includes the Bureau National de Gestion de Risques et des Catastrophes, BNGRC, (National Disaster Office – our national counterpart) responsible for coordination.

To ensure that following a rapid onset disaster a rapid assessment of the needs is carried out, inter-agency assessment teams include staff from the government, UN Agencies and NGOs covering all the sectors. This was first introduced in 2010 and was a positive achievement; however, it took nearly 15 days to activate and over a month for the report to be finalized. As a result, UNICEF maintains two assessment teams on stand-by during the cyclone season to ensure that a rapid assessment can be conducted according to the CCCs.

To address the lack of capacity at the regional level for coordination, UNICEF, where present, also provides technical assistance to regional authorities to ensure coordination of the emergency response. In areas where UNICEF is not present other humanitarian actors also support the regional authorities to ensure coordination.

To increase in-country capacity to respond to emergencies, UNICEF has increased its partnerships with both local and international NGOs. However, there are few international and national humanitarian organizations working in Madagascar compared to other countries affected by recurrent emergencies. And in health and nutrition, UNICEF is the only government partner for the emergency response.

### **Key Strategic Partnerships and Inter-agency Collaboration**

Through the preparation of the transitional programme 2012–2013, inter-agency collaboration was strengthened in 2011. A Causal Analysis in Antananarivo was led by UNICEF with financial and technical contribution of UNIDO, UNESCO and WFP. UNICEF also participated actively in a Causal Analysis in the South led by WFP. A Chinese Investment Study, in collaboration with UNDP, is on-going.

Due to UNICEF initiative, the inter-agency HACT committee was organized 4 times in 2011. Collaboration with NGOs/CSOs continued to grow in the current political situation where collaboration at central

government is prohibited. **PM** contributed to the quality assurance of 40 PCAs both as the secretariat and member of the PCA committee. The 40 PCAs, as well as the seven SSFAs developed in 2011, totaled US\$ 4,686,458 (cash) and US\$ 902,363 (supply) (exchange rate of Nov 1–2). Through DevInfo, **PM** continued to collaborate with Diana region, and also started to work with ONN at regional level (Androy and Anosy).

### Emergency

UNICEF is an active participant in the Madagascar Humanitarian Country Team, which outlines the roles and responsibilities of the wider UN family and NGO partners for preparedness and response to emergencies. UNICEF was designated cluster lead for WASH, Nutrition, Education and Child Protection sub-clusters. UNICEF was also an active participant in the Health and Logistics clusters. UNICEF continues to work in partnership with district government counterparts, UN agencies, NGOs and communities to ensure an integrated emergency CCC-based response.

The Education section implemented a capacity-building programme in collaboration with the cluster partners to ensure that school teachers and students are adequately prepared in the event of a disaster. A total of 364 teachers and administrative staff have been trained in five Regions (Analanjirifo, Anosy, Atsimo Atsinanana, Diana and Sofia).

The WASH section, in collaboration with the local NGOs, SAHI, Saint Gabriel, Miarintsoa, Taratra and the regional water authorities, implemented a programme to train and sensitize mayors, school directors, health centre chiefs, community-based organizations and village chiefs in five regions (Analanjirifo, Atsinanana, Vatovavy Fitovinany, Diana and Sofia) on WASH principles and practices in emergency response.

Child protection mechanisms established by the government have been largely affected by the crisis and UNICEF has had to establish strategic partnerships with NGOs and community-based organizations. In two high-risk areas (Atsinanana and Diana), training of 25 trainers on CPIE and training of 62 CPN members and local DRR committees have taken place.

### Humanitarian Situations

UNICEF received US\$ 1,630,413 (9 per cent) towards the requested US\$19,050,000 for humanitarian work in Madagascar.

UNICEF participated in the Inter-Agency Emergency Simulation (desktop), which was organized by an inter-agency team comprising of WFP and OCHA. This simulation aimed to complement the field simulation by testing the national coordination mechanisms and took place in September 2011 in Antananarivo. UNICEF also participated in the field simulation, which took place in the district of Amparafaravola in October 2011 and aimed to strengthen decentralized capacities to respond to an emergency.

The National Contingency Plan was updated with UNICEF participation through a workshop held in Antananarivo in October 2011. The updated plan integrated the lessons learnt during both simulations to ensure an improved preparedness and future emergency response.

In cyclone-affected areas, in collaboration with local education authorities and local NGO Fianganon'i Jesosy Kristy Madagasikara, UNICEF supported the installation of 411 temporary classrooms, which benefited 23,000 school children. The WASH cluster disinfected 901 water points following the cyclone, benefiting some 51,000 people, of which UNICEF disinfected 188 water points, benefitting nearly 24,000 people.

Access to healthcare in the three southern regions was improved when UNICEF met its target of providing essential medicines for 129,000 pregnant women and children under five in eight districts. The diagnosis and treatment of severe acute malnutrition in nine districts in southern Madagascar benefited more than 9,000 children under age five through to October with community-based management of malnutrition. The referral system was strengthened through the training of 3,000 community health workers.

### Summary of Monitoring, Studies and Evaluations

According to IMEP, 17 studies, eight surveys and seven evaluations were conducted in 2011. **PM** updated the IMEP six times during the year to monitor its implementation. As the CO is due to start the situation analysis process in 2012, **PM** will lead the strategic planning of studies, surveys and evaluations in 2012. A gender audit will be conducted as a part of new CP preparation. The dissemination of results and the management response to major studies and evaluations need to be strengthened in a systematic manner in collaboration with Social Policy and Evaluation.

### Emergency

The UNCT decided during their retreat in March 2010 to develop a joint programme for the south of Madagascar, which is amongst the most deprived regions of the country. The joint programme was to be developed using a HRBA and results-based management approach. It aims to reduce the vulnerability of the population to cyclical drought and to enable the population to be better able to absorb future shocks. The first step was to map current interventions of the UN agencies in the regions of Anosy, Androy and Atsimo Andrefana to visualize programmes financed by the UN agencies.

The mapping of activities was followed by a causal analysis of the three regions to clearly identify the underlying structural causes of the population's vulnerability. A consultant was hired to complete the analysis and his work was managed by an inter-agency working group. The causal analysis forms the basis of the development of the joint programme's activities for the south of Madagascar.

### Future Work Plan

**PM** will consolidate justification of the request for CP extension to end 2013 in line with the UNDAF extension.

With the introduction of VISION, intensive technical support will need to be provided to sections. Continuous support will be given to UNCT for the transitional programme planning process 2012–2013 and beyond (e.g. potential joint programming in Antananarivo, UNDAF evaluation, chairing GISE (UN inter-agency M&E group). As a part of situation analysis process, **PM** will support the dissemination and application of recommendations of the study on 'Children, Climate Change, and Natural Hazards in Madagascar--Identifying the Risks, Understanding the Impacts, Defining the Response'.

**PM** will engage in a regional MICS for the South with **ACSD**, and also a UNFPA-planned national survey on the MDGs.

Given the on-going political crisis and deterioration of service delivery capacity, capacity development of partners will remain a key issue. Based on the partners' capacity development strategy developed in 2011, **PM** will elaborate a capacity development plan with sections. **PM** will support **Social Policy** in a social budgeting initiative. The **HACT process** also needs to be strengthened in collaboration with other UN agencies. **PM** will engage in the HACT audit and macro assessment if a new government is internationally recognized after elections. Programme monitoring remains an important component of **PM** work.

**DevInfo** scale up is planned in the nutrition and education sectors, whereby user training and advocacy for utilization will be key. Comprehensive M&E frameworks for the CCCYBC initiative and JRC monitoring mechanism will be developed in collaboration with MRE.

### Emergency

To maintain UNICEF's capacity in emergency preparedness and response, training is planned for 2012, prioritizing new staff. This will enable UNICEF staff to contribute fully not only to UNICEF's preparedness and emergency response planning but also to the UN system and national counterparts in preparedness and emergency response planning for 2012, especially with regards to participation in the national simulation and updating of the National Contingency Plan.

## Annual Report 2011 for Madagascar

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Depending on the political context and whether the UN can engage with the BNGRC in 2012, it will be critical to develop their capacity in DDR and emergency response, especially at the decentralized level. This would in fact be an area where joint programming would have a significant impact and should be considered.

At the central level, it is vital that BNGRC develop their information management capacity, especially in the area of collection of accurate data and the analysis of this data. Furthermore, they should be supported to re-invigorate and strengthen the capacity of the decentralized structures to take on their responsibilities with regards to disaster management. The east coast should be prioritized as this is where NGOs, with ECHO funding, have been implementing preparedness and risk reduction activities at the community level and these need linking to the district and regional level.

## Effective Governance Structure

A key office objective was to align the CP with the UN Strategic Vision Plan, and to support the transition process under the fragile context of weakening national governance and accountability systems. As the UN and other development partners are confronted with fiduciary risks caused by weakening national capacity at all levels of government, UNICEF pursued to reinforce assurance activities in order to mitigate operational and administrative risks associated with cash transfers to our implementing partners. HACT Assurance Plan was elaborated and endorsed by the Country Management team (CMT). Office preparation on all aspects relating to change management was intensified throughout the year, in particular IPSAS and VISION. Ensuring effective succession planning, timely and quality recruitment, effective on-boarding of new staff members were the key cornerstone of the HR objective. Another key objective of the year was to provide effective and efficient support to the Ambovombe zonal office to make it fully operational. These objectives were discussed with all staff during the CP annual review.

The composition of both the statutory and non-statutory committees was updated and functioned effectively. As part of the application of ERM, the country risk profile was updated and some work processes adjusted accordingly. The Office Business Continuity Plan (BCP) was updated, endorsed by the CMT and tested.

The CMT took measures to rationalize costs and to seek operational efficiency. Cost control action plan was elaborated indicating key objectives, activities, benchmarks and targets. The CMT took a leadership role in mitigating reported MOSS non-compliance of UNICEF office premises. A relocation proposal, together with a cost-benefit analysis, was elaborated and submitted to DFAM/NYHQ.

Numerous key indicators were followed up and monitored by the CMT during its regular meetings, and improvement recommendations provided. The CMT carried out effectively its mandate as an oversight body and monitored regularly the overall performance of CP implementation and the follow-up of issues related to change management.

The CMT monitored actively the implementation and closure of all outstanding internal as well as external audit recommendations. All outstanding audit recommendations were closed by June 2011. The sustainability of audit follow-up action was also monitored closely by the CMT.

The CO will require support from both DFAM/NYHQ and ESARO on how to address the issue of MOSS non-compliance of UNICEF premises. Following the recent security audit carried out by the Compliance, Evaluation and Monitoring Unit (CEMU) of UNDSS NYHQ and the Premises Security Risk Assessment (PSRA) done by the local UNDSS, UNICEF's annex (currently the office premises occupied by the Operations staff) has to be relocated due to MOSS non-compliance. To help mitigate reported premises security risks, the CO will need the support and the professional guidance of the ESARO Security Advisor. In conjunction with the extension of the CP to the end of 2013, a staffing and skills review need to be carried out in 2012. In this regard, the CO will require the professional support from ESARO HR.

## Strategic Risk Management

RCSA session was held in the end of 2010 with the full participation of all staff. The country team focused on identifying the risks to the achievement of the office's planned result for the current CP 2011 to 2012. Based on the risks identified in RCSA, some of the CMT management/governance indicators were adjusted at the beginning of the year. With the creation of Ambovombe zonal office, zonal office management indicators were developed. Awareness of risks and their mitigation has informed the process of reconstituting office governance committees and updating their terms of reference. The effectiveness of the current risk responses were assessed and the residual risks were identified, analyzed and assessed in terms of the likelihood of the risk occurring and the possible impact of the risk if does occur. Many points in the action plan for mitigating key risks were reflected in annual planning process and reporting process. As

# Annual Report 2011 for Madagascar

part of risk mitigation plan, the CO developed the Capacity Development Strategy of UNICEF partners; the strategy will be rolled out in 2012.

The CO used effectively both quarterly, mid-year and end year reviews to analyze risks and undertake mitigating measures to control them. As one of the risk mitigation measures, the role of ATRs, who were originally deployed to support the decentralization process, was changed into monitoring the deteriorating situation and giving technical support to partners at the field level to ensure the quality of service delivery. HACT spot checks are done by staff, and HACT group training to partners are organized.

The office updated the Business Continuity Plan (BCP), in particular the composition of the BCP teams were revised. The staff was briefed and the updated BCP was discussed at the CMT, the focus was on testing the BCP and to carry out simulation exercise in order to determine what works and what does not work, and to propose solutions for any bottlenecks that are observed during the test period. The CO developed a comprehensive communication tree with the most updated information.

The country team conducted a BCP simulation exercise and chose a number of scenarios to test different parts of the plan. We based our BCP testing on possible loss of access to key staff, premises, IT infrastructure, vital records and key partners. Members of the BCP teams were briefed about their roles. Staff debriefing session was organized following the test to discuss lessons learnt and areas for improvement. Event report on the BCP testing was prepared and shared with all staff, ESARO and NYHQ.

In the context of the on-going political crisis and the resulting complex programming, the Oversight Committee for Transition was put in place to assist the Representative in the implementation of the Strategic Vision and the transitional priorities. Key CMT members were included in this committee. The committee members meet on an ad hoc basis whenever there were emerging issues related to transition.

## Evaluation

The CO has updated its IMEP continuously throughout 2011.

IMEP and management response work was initiated in 2011, and will be formalized and implemented in 2012. A key decision of the Annual Management Review (AMR) 2011 is to ensure translation of the assessment recommendations into CO planning. In 2011, there were a total of 32 studies, evaluations and surveys in the IMEP. Over 50 per cent of these were completed during 2011; another key recommendation from the AMR was to effectively reduce the high number to have a more focalized approach for the next two years.

Three important evaluation studies in 2011 included:

- ASAMA (Asa Sekoly Avotra or Action Scolaire d'Appoint pour Malgaches Adolescents) is a methodology to ensure alphabetization and catch up classes for out of school children between 11–18 year in poor and vulnerable households.
- Assessment of supplementation of Vitamin A and the SSME campaign.
- Assessment of commune capacity for planning and budgeting in favour of children.
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And further evaluation studies are on-going to be finalized end 2011.

- 'Acceptabilite de la supplementation en aliment pret a l'emploi chez les enfants de 6–36 mois'
- 'Evaluation et documentation du projet de contractualisation des jeunes paramédicaux'

The CO has in place a work process to manage evaluation studies. Planning & Monitoring and Social Policy and Evaluation sections are involved in IMEP implementation. For each assessment study, a technical committee is set up composed of technical staff from the CO, as well as UN agencies and partners. The committee approves all technical outputs during each phase of the study. The CO received regional office

support for one evaluation study related to out-of-school children.

Recommendations from evaluation studies are consistently applied; PCIA study findings from 2010 have been included in the UN 2012–2013 transitional programme.

### Effective Use of Information and Communication Technology

The ICT section worked closely with programmes to help introduce new technologies for promoting the rights of children and Women. The Governance section, with the help of the ICT section and other partners, implemented a toll free number to report child abuse in 11 cities in Madagascar. The ICT section is also working closely with T4D-C4D for rapid SMS implementation. The ICT section participated in the development of UNICEF's Facebook pages.

The CO completed successfully migration to Windows 7 for all Office users including the users in the zonal office. As part of UNICEF global rollout plan, the CO migrated to a new Firewall system that will help maintain and monitor both connectivity (EMC and ISP) and provide also backup link (IPsec) in case of failure of EMC link. At the same time, we also setup and implemented VPN client possibilities, which will be part of the next year rollout for the CO. In order to give Internet access to consultants hired by the CO, a Wi-Fi hotspot was setup and implemented using open source code (pfsense) and is available in the main building (UN House).

As part of the preparations for VISION, MPLS project was initiated to link the CO and the zonal office. However, this project will be redesigned with the zonal office to use the open systems AG firewall after discussion with the regional office.

Bandwidth upgrades were implemented for both VSAT (EMC) and ISP (Orange) connectivity's in readiness for the migration to VISION on 1 January 2012. As SAP will be accessed from Citrix, a new release of Citrix for VISION is setup and implemented. For accessing VISION Training resources, the ICT section installed and setup uPerform Server that helps the user to access documentation and training. Those materials were used during VISION Users Training and will continue to help CO users to access available updated training materials.

UNICEF Madagascar is fully MOSS-compliant in terms of telecommunications. All staff members have been issued with VHF radio, all field vehicles are equipped with mobile HF/VHF radios and key staff members have been issued with Iridium satellite phones. The ICT team implemented an office-in-a-box kit to be used for emergencies. Citrix was also implemented to provide staff remote access to corporate applications and systems including Lotus Notes email, shared folders, SAP, ProMs and Unitrack. Citrix is now fully used for routine work as well as for testing new rollout system over the Internet. The BCP core team is now fully using Citrix at home and on travel. Members of the BCP teams were provided with training and tools to enable telecommuting during an emergency. It greatly helped during the BCP testing in September and recommendations have been made to improve next year testing.

The ICT section, in collaboration with other UN agencies, provides critical technical assistance in managing the core ICT system in the UN House. Members of the ICT team participate in cluster meetings and contributed to the cost control initiatives.

### Fundraising and Donor Relations

As in previous years, 100 per cent of the 66 reports due were sent on time in 2011. Madagascar remains the highest rated CO in terms of quality of donor reports as per the latest ESARO Donor Reports Quality

## Assurance Assessment.

A total of US\$ 18,568,025.04 (excl. RC) of OR was mobilized in 2011 (as of 1 Dec 2011), bringing the total amount of OR for the 2008–2011 CP to US\$ 103,127,438.9 million. This is equivalent to 63 per cent of the revised OR ceiling of US\$ 162,826,000.

Funds are regularly monitored to avoid unnecessary extensions of PBAs. Emphasis is placed on complying with donor conditions and full expenditure of funds before PBA expiry. Efforts have been made to fully spend/utilize the PBAs by their expiry date. All the PBAs that expired between January 2011 and now were utilized at 99.99 per cent. Furthermore, the Budget Officer alerts sections on the expiry of PBAs and follows up further nearer to the PBA expiry date as necessary.

Fundraising efforts were focused on the Child Survival and Child Protection sections with the preparation of toolkits for those two focus areas, following the success of the pilot Education Toolkit in December 2009, which channeled over US\$ 6 million for the UNICEF Education Programme. The Child Survival toolkit was finalized in December and will be launched on the new funding marketplace portal. The Child Protection toolkit should be completed in the first quarter of 2012.

In 2011, strategic funds mobilized include a third installment of FTI funds channeled through UNICEF (almost US\$ 27 million) that are expected any time, and US\$28 million from the Norwegian Government for a Joint ILO-WFP-UNICEF Programme, including US\$ 17 million for UNICEF for the period 2011–2014. This year saw the emergence of pooled funding/ consolidated funds from National Committees for big donors such as Ikea, H& M, Boss Orange and Pampers, making up to one third of all contributions received through National Committees for 2011.

Child-friendly business practices and a CSR culture among businesses were promoted and developed. Eight companies either entered into partnership with UNICEF or reinforced their engagement for children. Different CSR studies were realized to better engage with the business community in Madagascar, especially with the extractive industry and the Chinese investors.

Proposals for innovative concepts such as Sport for Development, climate change adaptation and connecting classrooms were shared with different NatComs, and a first tranche of US\$ 358,532 was received from the German NatCom for the Connecting Youth, Schools, and Communities for Biodiversity Conservation and Sustainable Development project in Madagascar.

## Management of Financial and Other Assets

All audit recommendations were closed by June 2011. The office has enhanced its internal control mechanisms by reviewing and streamlining 16 administrative and financial work processes. Training on internal control was conducted for all staff.

The finance team continued its efforts to ensure efficient office cash flow management. The CO made steady progress in bank optimization strategy that resulted in a gain of US\$ 5,169 in forex operations and reduction of bank charges from US\$ 69,000 in 2010 to US\$ 15,873 in 2011. A Consolidated Quality Assurance Plan was developed based on a capacity building analysis of implementing partners. The CO organized Training of Trainers for 35 programme and finance staff and six different Training of Partners workshops, which were attended by 176 participants from implementing partners. A Community of Practice for UNICEF and inter-agency HACT Committee was developed as a platform for HACT discussions and archiving HACT related documents.

The utilization of PBAs are monitored on a weekly basis and discussed in the monthly CMT meetings so that appropriate actions are taken on time to improve its contribution management. Almost all of the 21 PBAs expiring in 2011 were utilized/spent at 100 per cent by the time they expired. The RR PBA reached an

# Annual Report 2011 for Madagascar

obligation rate of 98.43 per cent as of 12/12/11 with 93 per cent spent. Since January 2011, DCTs > 9 months were below 1 per cent of outstanding DCT and maintained at US\$ 0.00 since July up to end December, which is a far better result compared to DCT management in the previous years.

The CMT reviews on a monthly basis the office management indicators including budget implementation, bank reconciliations of both the CO and ZO and the DCT liquidations. The CMT monitoring of programme financial implementation has contributed to significant reduction in the number of outstanding DCT receipts.

In collaboration with the Treasury in HQ, the CO was successful in reducing the bank charges from US\$ 69,000 in 2010 to US\$ 15,873 in 2011. The cost of travel has been reduced for support budget and cross-sectoral RR budget managed by operations from US\$ 190,204 in 2010 to US\$ 93,487 this year. Also, the vehicle and maintenance costs have been reduced from US\$ 201,197 in 2010 to US\$ 146,965 this year. Despite the above efforts, further cost reduction proved difficult as the operational costs remain high because of maintaining two different office premises; the main UN house where programme sections are located and an adjacent annex office for Operations section.

The office conducted a physical inventory and reconciled the results of the inventory with the records in the lotus database. The office also conducted a count of Non expendable property equipment and convened five Property Survey Board meetings to review the results of the asset count. The total value of the NEP is US\$ 2,000,000.

## Supply Management

Effective and efficient supply support and delivery of essential supplies remains the main strategic focus of the Supply section in 2011. The supply component of the CP increased by 16 per cent, from US\$ 8.1 million in 2010 to US\$ 9.4 million in 2011. Procurement services continue serving as an alternative channel of accessing strategic essential supplies, mainly for the Health and Education programmes. In 2011 US\$ 2.2 million worth of PS supplies procured by SD on behalf of the CO partners. Supply received continuous support from the ESARO Chief of Supply and SD throughout the year.

Supply used local and offshore sources for its procurement. 29 LTAs were established for the procurement of supplies and services. 439 POs were issued against 318 PGMs. Offshore and local procurements accounted for 37 per cent and 63 per cent of the total procurement amount respectively. Principles of value for money, competitiveness and acceptable quality standards are taken into consideration in all local procurements.

Signing of the supply plan together with the annual workplan, participation in programme meetings, use of SD country report and local PO status reports, coupled with close follow up of orders, helped to ensure timeliness of supply inputs and synchronization with programme implementation. End-user monitoring, pre- and post-delivery inspections and involvement of technical programme staff used to ensure quality of supplies.

The office maintains a suppliers' database, developed as part of the 2010 Market Survey, and continuously updates it with new suppliers. New transport companies and school construction contractors were identified and included in the database.

Supply worked closely on emergency response preparation, sharing of information on pre-positioning, use of in-country logistics infrastructures. UNICEF established five LTAs for UN Common Services and supplies in 2011.

In 2011, the Logistics unit moved 1,129 tonnes/2,296 cbm of supplies using seven local transporters. Logistics successfully supported emergency operations, two nationwide MCHW, measles and polio

# Annual Report 2011 for Madagascar

campaigns and distribution of free essential drugs to the most vulnerable 1.1 million women and children under five. The ESARO Regional Supply Advisor, UNICEF CO and the Ministry of Health worked very closely from the inception of the project. Educational supplies worth US\$ 4.0 million were procured locally and delivered to child-friendly schools in 20 vulnerable CISCOS. Support was provided for the construction of 232 child-friendly classrooms. In the three emergency warehouses, the Supply section maintains US\$ 1.34 million worth of supplies of which US\$ 759,859 are prepositioned for an emergency response as minimum stock level.

End-user monitoring of supplies tool was integrated into the office trip report format where by all programme and operations staff collect feedback using the tool while on field mission.

The Supply section continued working closely with the Nutrition section and the local supplier of RUTF in a market shaping activity and managed to negotiate with the supplier to locally produce Plumpy Doz in addition to Plumpy nut.

One supply staff followed the online Fritz SCM course, four participated in the CILT Medical SC management course and one staff participated in the SD Procurement course.

The section received good feedback from Ministry of Health participants of the CILT Medical SC management training on warehousing medical supplies/vaccines supply chain.

## Human Resources

Madagascar has a total of 156 positions, thereof 109 (70 per cent) are fixed term and 47 are temporary appointments. The professionalization rate is a healthy 55 per cent. Of the fixed term positions, 24 are funded by SB, 49 by RR, 35 by OR, two are JPO, one extra budgetary. In December, the vacancy rate of established positions is only 6 per cent. The gender balance of staff has improved to an overall 54 per cent male and 46 per cent female. Females are well represented amongst professional staff, under-represented only in the GS category. While the office follows a functioning on boarding process of new and incoming staff, the orientation and induction has been recognized as a local and regional area for improvement, and The CO plans to invest into revamping its on-boarding programme in 2012, based on guidelines issued by RHR in December 2011. The turnover of senior staff, the recruitment and retention of staff in the Ambovombe field office and availability of selection panel members were among the challenges faced. To back up the deteriorating national capacity and ensure effective implementation and monitoring of programme activities, the CO contracted 149 SSAs/US\$ 1,309,036.65. The CO is entering a two-year transition phase of CP, and intends to review its staffing structure shortly. The SDA (Skills Development Assessment), launched by RHR in December 2011, may be used to support it.

During 2011, the CO has recruited a total of 61 staff (13 IPs, 23 NOs, 25 GS). It took on average 88 days (68 IP, 117 NP, 80 GS). Eleven positions (8FT, 3TA) are under recruitment. Analysis of staffing needs is integrated in the EPR.

Staff completed 87 per cent of EPAS performance reviews for 2010 on time, exceeding the regional average of 86 per cent and global average of 81 per cent. For work planning 2011, the CO achieved a completion rate of 93 per cent (regional 86 per cent, global 83 per cent). For the 2010 paper-based PER, 54 per cent was completed by end of February, 98 per cent by mid-year. 65 per cent work planning 2011 was completed by deadline (end of February) and 93 per cent by end of June 2011.

The office conducted 18 group events and 37 individual learning activities. 2.3 per cent of staff costs were spent on learning, almost meeting the global target of 3 per cent. The activities addressed local, regional and global learning priorities, as well as individual learning needs as identified by individuals and supervisors, and approved by the LTC. Highlights were PPP/HRAP, IPSAS, VISION, UN Cares TTT. 18.6 per cent of planned learning activities could not be implemented during this year.

# Annual Report 2011 for Madagascar

For staff wellbeing and HIV/AIDS awareness, posters are placed in the office to sensitize staff on the fight against HIV/AIDS and stigma and also the possibilities of support offered by UN Cares. A HIV/AIDS training session is planned in December for staff and their family members. The system of PSV is in place.

## Efficiency Gains and Cost Savings

In line with the guidelines received from the UNICEF Executive Office on cost control to make more core resources available for country programming, the CO has taken measures to rationalize costs and seek operational efficiency. The country team has elaborated a country office cost control action plan, indicating key objectives, activities, benchmarks and targets. The adopted strategies aimed to reduce costs in several operations areas mainly travel, office running costs, vehicles maintenance and transport costs.

In terms of running costs, the CO reduced bank charges from US\$ 68,100 last year to US\$ 15,000 in 2011, saving an amount of US\$ 53,100 this year. This was achieved through close collaboration with the treasury division in DFAM by analyzing the most efficient and effective cash replenishment method. The travel costs on support and RR cross-sectoral budget were also reduced from US\$ 190,204 in 2010 to US\$ 93,487 this year, saving an amount of US\$ 96,717. Another main saving was achieved in transport and vehicle maintenance costs, which were reduced from US\$ 207,197 in 2010 to US\$ 146,965 in 2011, saving an amount of US\$ 60,232 this year.

The UNICEF CO is currently located in two separate office premises: the main office, which is located within the UN House (commercially leased building), and the Operations Section that is located in the annex. Due to the maintenance of two office premises, the CO is obliged to shoulder double administrative and ICT services. UNICEF Madagascar contributes 34.5 per cent of the UN common premises/services budget; a total of US\$ 321,000 per annum, which is the highest contribution amongst the UN agencies. The annex office rented by UNICEF to accommodate operations staff is costing an annual operating cost of US\$ 160,000 in terms of security, cleaning, telecommunications and other administration services. The maintenance of the two offices is the major driver of our operating costs. Following the Premises Security Risk Assessment conducted by the UNDSS, the UNICEF annex office was assessed to be non-MOSS compliant and UNDSS recommended that UNICEF relocate from the annex office. To address the above issues, the CO submitted a relocation proposal to DFAM/NYHQ and ESARO in order to consolidate the two offices, eliminate cost inefficiencies and secure a safer working environment.

## Changes in AMP and CPMP

The CO held its AMP 2011 Review in mid-December. There were a total of 25 programme recommendations and five operations recommendations, which will be followed up in 2012.

Due to the political crisis, Madagascar's UNDAF, which was originally scheduled to end 2011, has been extended until end 2013. Together with its sister UN agencies, the CO has worked on a two-year 'Transitional Programme/ UNDAF extension' basing its alignment on the 'Strategic Vision' document, which was developed during the Mid-Term Review end 2009. The CO has obtained approval from the Regional Office for an extension until end 2012, and plans to submit a further one-year extension request until end 2013, which will need to be approved by the Executive Board in September 2012.

In preparation for the next CPMP, the CO needs to do a skills and competence gap analysis; mapping of existing skills/competencies to critical skills/competencies required for the CP. A HR review, involving an analysis of existing posts, is also desirable to ensure that there are no redundancies. We also need to review the affordability of positions. Some positions have evolved and may require re-profiling in terms of

post level job content. The CO will require the support of ESARO HR Section to carry out the above activities in 2012.

The CO plans to finalize its AMP 2012 once the new Representative has arrived in country in mid-January 2012.

## Summary Notes and Acronyms

### **ACT**

Artemisinin-based combination therapy

### **AMFm**

Affordable Medicine Facilities malaria

### **APC**

*Approche par les Compétences* (Competency based Approach)

### **AU**

African Union

### **BNGRC**

National Office for Disaster Management

### **CATS**

Community Approach to Total Sanitation

### **CLTS**

Community-Led Total Sanitation

### **cMYP**

comprehensive Multi-Year Plan for immunization

### **CNLS**

National Committee Against AIDS

### **CPIE**

Child Protection in Emergency

### **CPN**

*Consultation Pré-Natale* (Pre-natal consultation)

### **CPRS**

*Contrat Programme de Réussite Scolaire* (School Success Contract Programme)

### **CREPA**

Regional Water Supply and Sanitation Centre

### **CSR**

Corporate Social Responsibility

### **DHS**

Demographic and Health Survey

### **DPT**

Diphtheria, Pertussis and Tetanus vaccine

### **DTCP3Hepb3**

Vaccine against Diphtheria, Tetanus, small pox, Poliomyelitis, Haemophilia Influenza B

### **ECD**

Early Childhood Development

### **EFA**

Education For All

### **EKA**

*Ezaka kopia ho an'ny ankizy* (A birth certificate for every child)

### **ENMG**

*Ecole Nationale de la Magistrature et des Greffes* (National School of Magistrates)

**FACE**

Funding Authorization and Certificate of Expenditure

**FBO**

Faith Based Organization

**FSA**

Field Security Advisor

**FT**

Fix Term

**FTI**

Fast Track Initiative

**FTI-CF**

Fast Track Initiative Catalytic Funds

**GAM**

Global Acute Malnutrition

**GAVI**

Global Alliance for Vaccines and Immunization

**GISE**

UN Thematic group on Information Management, Monitoring and Evaluation

**GTZ**

Deutsche Gesellschaft fuer Technische Zusammenarbeit

**HAT**

High Authority of Transition

**hebB**

Hepatitis B

**Hib3**

Third dose of Haemophilus influenza type B vaccine

**IASC**

Inter-agency Steering Committee

**IB**

Integrated budget

**ICT**

Information and Communications Technology

**IHP+**

International Health Partnership

**IMCI**

Integrated Management of Childhood Illnesses

**c-IMCI**

Community Integrated Management of Childhood Illness

**INSTAT**

*Institut National de la Statistique* (National Institute of Statistics)

**IPT**

Intermittent Preventive Treatment

**JRC**

Junior Reporters Club

**LLIN**

Long Lasting Impregnated Nets

**LQA**

Lot Quality Assurance Sampling

**MAP**

Madagascar Action Plan

**MCHW**

Mother and Child Health Week

**MDG**

Millennium Development Goal

**MECI**

Ministry of Economy, Commerce and Industry

**MMR**

Maternity Mortality Rate

**MNE**

Ministry of National Education

**MOU**

Memorandum of Understanding

**MoW**

Ministry of Water

**MT**

Metric Tons

**MTEF**

Medium Term Expenditure Framework

**MTR**

Mid-Term Review

**NSA**

National Strategy Application

**ODF**

Open Defecation Free

**ONN**

*Office Nationale de la Nutrition* (National Office of Nutrition)

**PAF**

Personnel Appraisal Form

**PAIS**

Strategic Plan on Integrated Logistic System

**PBA**

Programme Budget Allotment

**PCA**

Project Cooperation Agreement

**PER**

Personal Evaluation Report

**PM**

Planning and Monitoring

**PMTCT**

Prevention of Mother to Child Transmission

**PNDS**

National Plan for Statistical Development

**PNNC**

National Nutrition Community Program

**PPP**

Programme Policy and Procedures

**PS**

Procurement service

**RBF**

Results-Based approach to Financing

**RDT**

Regional Director Team

**ROR**

Rural Observatory Network

**SALAMA**

Central Medical Store of Madagascar

**SAM**

Severe Acute Malnutrition

**SD CPH**

Supply Division/Copenhagen

**SMART**

Standardized Monitoring and Assessment in Relief and Transition

**SNISE**

National Integrated System for Monitoring and Evaluation

**STI**

Sexually Transmitted Infections

**SWAp**

Sector-wide Approach

**TVM**

Malagasy Television

**VCU**

Voucher Correction Utility

**VHF**

Very High frequency

## Annual Report 2011 for Madagascar

## Evaluation

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	Méthode ASAMA (Asa Sekoly Avotra Malagasy, Action Scolaire d'Appoint pour Malgaches Adolescents)	2011/001	Evaluation
2	Enquête périodique auprès des ménages (EPM)	2011/004	Survey
3	Évolution de la vulnérabilité des ménages des villes d'Antananarivo et Toliara (Round II) pendant la période de crise politique MCRAM (UN Multi-cluster Rapid Assessment Mechanism), Madagascar, Janvier et Février 2011	2011/006	Survey
4	Évolution de la vulnérabilité des ménages de la ville de Toliara pendant la période de crise politique MCRAM, Madagascar, Aout 2011	2011/008	Survey
5	Situation socioéconomique des ménages des 6 districts (Antalaha, Antsirabe, Ambatondrazaka, Morafeno Be, Vangaindrano, Ambovombe) impact de la crise sociopolitique au niveau des ménages – Mai 2011	2011/009	Survey
6	Les jeunes malgaches – faits et chiffres	2011/002	Study
7	Dynamique de la pauvreté et pauvreté des enfants à Madagascar	2011/003	Study
8	Evaluation des campagnes de supplémentation en Vitamine A et de déparasitage (2002 à 2006) et des Semaines de la Santé de la Mère et de l'Enfant (2006 à 2011) à Madagascar	2011/005	Evaluation
9	Évolution de la vulnérabilité des ménages de la ville d'Antananarivo pendant la période de crise politique, MCRAM, Madagascar, Juin 2011	2011/007	Survey
10	Les Jumeaux de Mananjary entre abandon et protection	2011/010	Study
11	Enquête quantitative/qualitative sur le Jiromena, Régions Analanjirofo et Atsinanana	2011/011	Study
12	Simulation et évaluation d'options de protection sociale à Madagascar a partie de l'Outil « SP_Costing_Tool» de l'UNICEF et du BIT	2011/012	Study
13	Le Sud, cimetièrre de projet ? Pistes de recherche pour une compréhension anthropologique des obstacles aux programmes d'aide et de développement	2011/013	Study
14	Enquête nutritionnelle et de mortalité dans les districts de Toliary II, Betioky, Ampanihy de la région sud-ouest (SMART)	2011/014	Survey

# Annual Report 2011 for Madagascar

## Other Publications

	Title
1	Manual for child and guide for teachers : Arovako amin'ny loza voajanahary ny Fireneko
2	Ny Sekoly Sakaizan'ny Ankizy
3	Développement des enfants de 0 à 6 ans et pratiques parentales à Madagascar
4	Livre d'histoires: Fandaharana O!O – Sady milalaoisika no mianatra
5	Sandrify ara-pedagogia 'Ndao sikahia ra-hihiramiaraka amin'ny O!O'
6	Cartoons for Children
7	Cartoons Water, Sanitation and Hygiene
8	One Minute Junior Video
9	Video Polio
10	Video Malnutrition
11	One minute Video on Sustainable Development
12	Representative's interview by Guy Hubbard-journalist
13	Youth voices
14	UN Newsletter
15	Madagascar 2009 - 2011
16	UN Flash Magazine
17	Santé et nutrition des enfants et des femmes – Messages de base
18	Fahalalana Mahavonjy (Savoir pour sauver - Facts For Life)
19	Junior Reporters Club: Taridalana famokarana fandaharana ho an'ny filaminanana
20	CSR report and study
21	Cadre stratégique de communication 'Alimentation du Nourrisson et du Jeune Enfant et Nutrition de la Femme'

## Lessons Learned

	Title	Document Type/Category
1	Children, Climate Change, and Natural Hazards in Madagascar-Identifying the Risks, Understanding the Impacts, Defining the Response	Innovation