Executive Summary

In the first year of the new Country Programme, UNICEF focused on finalising the building blocks of the new Country Programme Action Plan and other rolling work plans. The new programming approach of focusing and effectively using the expanding fiscal space in the growing Philippine economy took time to entrench into sectoral strategies; it is still being operationalized in the context of limited financial resources. UNICEF successfully advocated for 36 poor and disadvantaged municipalities and cities identified in the country programme to be included in national poverty reduction programmes, giving them access to additional funds and support. In nutrition, attempts to weaken the existing national Milk Code were stalled by a coalition of stakeholders including the Department of Health (DOH), UNICEF and other UN agencies, civil society groups and parliamentarians. The WASH Section successfully advocated for a five-fold increase in budget for water and sanitation in public schools.

Progress towards the lagging Millennium Development Goals (MDGs) was mixed. The DOH announced that national figures on maternal deaths had increased to 221 (per 100,000 live births) from the previous number of 162 deaths. The joint programme on maternal and newborn health recorded progress in the training of national figures on maternal deaths had increased to 221 (per 100,000 live births) from the previous number of 162 deaths. The joint programme on maternal and newborn health recorded progress in the training of health workers and in the accessing of services and insurance by disadvantaged groups. Innovations were demonstrated using mobile technology through a health indicator live monitoring system, which was piloted in three disadvantaged and remote municipalities. In Early Childhood Care and Development (ECCD), access to services in kindergartens (five year-olds) increased to 80 per cent largely due to the ratification of the Kindergarten Education Act. UNICEF supported a new ECCD teacher-training programme, which for the first time included child development principles. Also for the first time, the Cotabato office began the process of child-focused conflict analysis, which will underpin a new area of work on peace building in conflict-affected areas.

The office focused on the Monitoring for Results Processes (MORES) and built capacity in this area with local and national governments. A full household, multi-indicator survey was completed in focus Local Government Units where MORES was being operationalized, and will provide the baseline for the life of the Country Programme.

Tropical storms and typhoons continued to batter the country in 2012 with widespread flooding in Metro Manila and central Luzon in August, followed by a super Typhoon (Bopha) devastating much of south eastern Mindanao in December. UNICEF remains one of the key international humanitarian actors in emergency response, co-leading three clusters and one Area of Responsibility with the Government. The additional workload caused by emergency response diverted substantial human and financial resources and impacted regular programming.

Overall, the office has been challenged by shortages in un-earmarked funds for core programming activities as well as staff and funding shortages in some sectors. The office is currently undergoing a change in the management process so that it can achieve the results set for the Country Programme in the rapidly changing environment of a middle-income country. Crucial partnerships were forged with the government officials of the key central departments and priority local governments. The office is beginning to map out roles for the private sector to support the delivery of the new programme.

Country Situation as Affecting Children & Women

The Philippines’ Gross Domestic Product (GDP) continues to grow by more than six per cent annually. Its Human Development Index (HDI) has also improved, ranking it 112th out of 187 countries and classifying it as a medium HDI country in the East Asia Pacific. However, when adjusted for inequality, the Philippines lost about 20 per cent of its HDI. The country continues to face challenges in several MDGs including those on Poverty, Primary Education, Nutrition and Sanitation. The improvement of the HDI over the years is brought about by the increase in incomes especially those coming from outside of Metro Manila. Rapid population growth continues to raise concerns about the impact of sustainable growth among policy makers. The population grew at an average rate of 1.9 per cent annually for the period of 2000-2010. Under-five mortality levels continue to decrease, falling from 40 deaths per 1,000 live births in 2003 to 30 deaths in
2011. The infant mortality rate is 22 deaths per 1,000 live births.

The Republic Act 10157, also known as the Kindergarten Education Act, was signed into law in February 2012. It provides equal opportunities for all children to access the mandatory and compulsory kindergarten education that effectively promotes physical, social, intellectual and emotional health, as well as providing skills stimulation and values formation to sufficiently prepare them for formal education. The Department of Budget and Management has released 2.39 billion pesos in support of the mandatory kindergarten education. Related to this, the House of Representatives has approved House Bill No. 6643, which will enact the Basic Education Program from Kindergarten to Grade 12 into law. This will give access to two more years of free basic education for Filipinos.

To benchmark baselines for the 2012-16 Government of Philippines (GPH)-UNICEF Country Programme in the Philippines, a Multiple Indicator Survey (MIS) was conducted in 21 programme municipalities. Major findings revealed only 36 per cent of children aged 0-5 months are exclusively breastfed. Around 22 per cent of the household population does not have access to a safe source of drinking water, and almost one in four people have no toilet facilities at all. Only 69.5 per cent of women aged 15-49 years had four or more antenatal care sessions with a professional health provider. Only half (50.8 per cent) of children aged 3-5 years are attending kindergarten/preparatory school. Almost one-third of the households surveyed had a member participate in an orientation on disaster preparedness.

The Conditional Cash transfer (CCT) programme continues to serve around 7.5 million children nationwide. Based on initial evaluation, 98 per cent of CCT beneficiary children are enrolled in elementary school and 96 per cent attend their classes regularly compared to 91 per cent of non-beneficiary children. The survey also found that compared to non-beneficiary households, CCT households spend 38 per cent more on education and 34 per cent more on medicine and medical services.

Major headway was made on one of the two conflict areas affecting social development in the country. A Framework of Agreement on the Bangsamoro (FAB), which calls for the creation of an autonomous political entity named “Bangsamoro,” superseded the Autonomous Region of Muslim Mindanao (ARMM) and was signed late last year by the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF). There is wide public support for the FAB. At the same time the details of wealth sharing, power sharing, normalization and transition are still to be finalized. In the other conflict, GPH announced a 27-day, nationwide ceasefire with the Communist Party of the Philippines-New People’s Army-National Democratic Front, the longest ever between the two parties. Both agreed to resume talks on “further upholding national independence, democracy and human rights; commitment to national unity, peace and development; agrarian reform, rural development and national industrialization.”

The Philippines was again hit by a super typhoon named Bopha, which was considered the world’s deadliest natural disaster in 2012 and the Philippines’ most destructive typhoon in history. The damage reached USD$ 947 million and affected 2.6 million children. Those affected are located in 318 municipalities and 40 cities in 34 provinces of nine administrative regions.

### Country Programme Analytical Overview

Year 2012 was the first year of the new Country Programme for UNICEF Philippines. Vulnerability to disasters, conflicts and rapid urbanization are considered the major determinants that hamper full realization of children’s rights and entrench poverty in some geographic areas. The year began with an emergency response to Tropical Storm Washi, which highlighted how vulnerable development efforts are to disasters. Despite the emergency, the Country Office completed drafting and approval of the Country Programme Action Plan along with an Evaluability Assessment. Two-year Rolling Work Plans were signed to synchronize with the Government budget cycle.

In order to highlight the three determinants of inequity mentioned above, systematic inequity and vulnerability analyses were conducted to identify the most deprived areas in the country. These were then presented to the National Economic and Development Authority (NEDA) and the Cabinet Cluster on Human
Development as an input to the national poverty reduction strategy. Successful advocacy for inclusion of these marginalized areas saw the Government expanding coverage of the poverty reduction plan. This allowed the core objective of the new Country Programme 2012-2016, which is to focus and effectively use the rapidly expanding fiscal space due to high level of economic growth, to help realize children’s rights. An innovative participatory approach of working with Local Government Units (LGUs) based on a demand for technical assistance in social sectors, which are part of their annual and special poverty reduction programmes, was undertaken. Here these demands were matched with service provision from the civil society organizations.

Working closely with the UN system, progress was made on conflict analysis as a building block to address social development issues within the context of peace building in Mindanao. UNICEF's global work on urban issues and the country's well-funded CCT programme helped spur work on vulnerable communities in informal urban settlements resulting from rapid urbanization.

Meeting the core reporting obligations of UNICEF remained a major focus. This included a Monitoring and Reporting Mechanism on Children and Armed Conflict to monitor six grave child rights violations and facilitate prevention and response to them. A major effort was made on MORES as the Philippines is designated as a Stream One country. The Country Office (CO) had already undertaken a full Change Determinant bottleneck-analysis as part of its Country Programme Action Plan. This effort was expanded to include a live monitoring system in a limited number of LGUs and a full-scale, household-based survey at municipal level – the first of its kind in the country – to establish baselines for Level 3 reporting. Additional data was obtained through existing surveys and organized in DevInfo for the use of policy makers at different levels. Faced by another emergency at the end of the year, new software was designed for Android tablets for Humanitarian Performance Monitoring (HPM) complying with the indicators to be reported in Annex A of the Annual Report and for MORES reporting. This will allow use of handheld tablets for all household surveys from 2013 for effective data management and cost-efficiency.

**Humanitarian Assistance**

Excluding Typhoon Bopha, the Country Office received 47 per cent of the fund requirement based on 2012 Humanitarian Action Plan for Children (HAC), mainly supporting WASH interventions. For Tropical Storm Washi, and monsoon and armed conflict, the Country Office provided access to safe water to some 158,000 people and also access to hand-washing facilities for 303,000 people. Access to formal and non-formal education was provided to 12,679 school-aged children affected by disasters and 34,000 children were provided safe access to community spaces. UNICEF mounted comprehensive nutrition interventions, mobilizing 120 infant and young child feeding counselors to manage at least 12 breastfeeding centres in displacement sites and to conduct nutrition surveillance in 54 affected villages or *barangays* during the Tropical Storm Washi emergency. In all these emergencies, the CO maintained its co-cluster leadership with the Government.

**Effective Advocacy**

*Mostly met benchmarks*

During this first year of the new Country Programme, UNICEF Philippines focused on cementing new areas of cooperation with the Government of the Philippines. In line with the programme’s equity focus, the CO supported the National Anti-Poverty Commission (NAPC) in rolling out a participatory planning process prioritizing the poorest municipalities-around 600-in the country. UNICEF focused on the Country Programme’s target 36 municipalities and cities, attending poverty reduction action planning workshops in each municipality or city and supporting the development of local proposals for poverty reduction. UNICEF’s inputs focused on encouraging evidence-based proposals and consideration of child-focused poverty reduction planning. In addition, the Social Policy Section worked with partners on an analysis of budget allocation and expenditures. This analytical reference point will be used to influence the upcoming policy forum with the office of the President.

At the national level, UNICEF supported the Second National Monitoring and Evaluation (M & E) Forum by
NEDA involving all major government agencies. The annual event is part of the efforts to encourage a more robust and coordinated process for monitoring and evaluating the country’s development programmes. This year the forum was the setting for announcing a new national M&E policy aimed at further strengthening national agency practices.

The COs Social Policy, Communication and Nutrition Sections worked together to help informed decision-making of the parliament on a legislative move to significantly weaken the current national Milk Code on marketing breastmilk substitutes. The drafted legislation was not moved from the committee level to the plenary session of the House of Representatives due to the parliamentarians who continued to support the existing Milk Code.

Civil society groups passed a new law on reproductive health in January 2013 after many years of campaigning and lobbying. It is anticipated to improve the health of mothers and babies, as well as strengthen the country’s chance of achieving MDG5. For HIV and AIDS, UNICEF worked with key government agencies and the civil society on a proposal to lower the age of consent for HIV testing from 18 to 15 years. This is still a work in progress as there is still some significant opposition to the idea. In schools, the COs WASH Section, together with partners, successfully worked with the Department of Education (DOE) to improve the situation of water and toilet provision in schools. In June 2012, the Department announced an allocation of USD$ 130 million for water and sanitation facilities in schools. This was a significant move as the budget increased fivefold from previous years.

In Child Protection, progress was made with the passing of the Foster Care Act that aims to encourage and incentivize fostering in the country. In addition, efforts to encourage a more systematic gathering and sharing of data on children moved forward with a mapping of existing child protection indicators, the results of which will be shared with government agencies in first half of 2013.

Capacity Development

Mostly met benchmarks

The new Government of the Philippines-UNICEF Country Programme 2012-2016 has a focus on capacity building as a major plank. This is used as a cross-sectoral strategy in all interventions at national and local level. Specific examples include assistance to local governments in budgetary preparation and better targeting of resources; skill building of local government staff in undertaking communication for behaviour change; and enhancing monitoring and evaluation capacity through the creation of national networks and exchange of international experience.

Communication for Development

Mostly met benchmarks

An assessment of the communication component of the Health, Nutrition, HIV and WASH programmes of LGU partners was conducted based on their annual investment plans and requests for technical assistance. It showed that in general, the role of communication in local development is limited to its “informational” function. LGUs acknowledge that communication plays a critical role in addressing people’s knowledge, mindsets, attitudes, and behaviours, as well as social norms. However, activities are mostly awareness-raising, which are not enough to increase demand for services and create enabling environments. There is a need for a strategic communication approach that will address barriers in the adoption of recommended behaviours, which are not always lack of awareness but also of social norms, skills and confidence, and of support from community members among others.

In 2012, a training module was developed in partnership with the Asian Institute of Journalism and Communication and the Department of Health-National Center for Health Promotion (DOH-NCHP). It was designed for local government officials who are not communication professionals but are planning and implementing communication activities to support local programmes. The module was developed to help LGUs
become more strategic in their approaches according to their capacity, resources, and local context. The equity and rights-based principles in communication were included in the module as a guide in working with vulnerable and marginalized populations.

As part of its work on urban issues, UNICEF Philippines also provided assistance to Davao City in developing a terms of reference for a partnership strategy in HIV/AIDS. Through the strategy, the city government aims to have a wider, more effective, and well-coordinated response to HIV/AIDS.

To ensure integration of Communication-for-Development (C4D) in the sectors, orientation activities were initiated within the country office, specifically for programme staff and with government partners. UNICEF supported the capacity building of community-based workers in promoting recommended practices around health, nutrition, HIV, and hygiene and sanitation. A set of counselling cards for maternal and young child nutrition and a complementary feeding guide were developed together with partners from regional institutions and local government units. Messages on maternal and young child nutrition and sanitation and hygiene were integrated in the Family Development Session manual of the CCT programme. Technical assistance was provided to the DOH-NCHP in the development of a communication strategy for infant and young child feeding.

For sanitation and hygiene, communication tools were developed to support local advocacy and social mobilization efforts. Communication support was provided in partnership with the Department of Interior and Local Government and the National Economic and Development Authority. For salt iodization, technical assistance was provided to DOH-NCHP in developing a communication and advocacy strategy. Finalization is expected within the first quarter of 2013. Communication tools and materials produced under the joint programmes serve as a resource for LGU partners.

### Service Delivery

**Fully met benchmarks**

The new Government of the Philippines-UNICEF Country Programme 2012-16 is designed to be upstream, in an attempt to positively influence resource allocations and actions for children through high quality analysis, evidence-based advocacy and modelling. While supply delivery has its important role as a part of certain programme interventions, direct service delivery is not generally the norm. UNICEF works closely with national institutions including civil society organizations, social networks, academic institutions, local governments and the private sector to facilitate processes that enhance service delivery to populations living in highly vulnerable areas. The CO fully met its obligations spelled out under Core Commitments for Children on humanitarian issues. A live monitoring system is being put in place at the municipal level to assist local government officials in improving decision making for effective local social service delivery. The Government of the Philippines continues to use UNICEF’s procurement facilities for vaccines and this leads to a substantive throughput for the Country Programme, for details see the section on supply in this report.

### Strategic Partnerships

**Mostly met benchmarks**

The central pillar of the new Country Programme is the creation, sustenance and facilitation of strategic partnerships. Most pivotal of these are the partnerships with national government agencies and the 36 priority LGUs. Civil society organizations that provide technical assistance to these LGUs in helping them meet their obligations to children are also vital partners. UNICEF facilitated the creation of a four-way partnership among a private telecommunications firm, three LGUs, a local university and the DOH to create a live monitoring system to help evidence-based decision-making at the local level. The corporate sector is now also increasingly regarded as partner rather than just a fund-raising source. It is expected that networking with professional associations, the private sector and academic think tanks will help UNICEF and the Government generate a broad coalition of support to help implement the Country Programme. Also strong partnership has been developed with concerned government departments, parliamentarians,
academics and civil society organizations dealing with the protection of the existing national Milk Code.

### Knowledge Management

**Mostly met benchmarks**

The CO undertook a full geographically focused vulnerability analysis based on areas affected by disasters, conflicts and rapid urbanization. This supported advocacy in expanding the coverage of the national poverty reduction programme and was presented to the cabinet level cluster meetings. For emergency work and humanitarian needs, the CO has engaged national level institutions to do GIS-enabled mapping for hazards and disasters. This work is on going. A second Monitoring and Evaluation network meeting led mainly by NEDA was held. Several policy level outcomes from the network meeting are expected to lead to changes in the evaluation policy of the public sector. The CO developed an easy-to-read monitoring matrix to share within and outside UNICEF to improve programme accountabilities. A Theory of Change process that was based on systematic analysis of the determinants of change-bottlenecks-was completed and incorporated in the Country Programme Plan of Action (CPAP). This led to the same framework being used by several line agencies to improve results and partnership frameworks. The CO, based on its own experiences of Evaluability Assessment of CPAP, provided assistance to the Resident Coordinator’s Office help the UN Development Assistance Framework (UNDAF) complete one. Engagement with cabinet level officials and key line agencies on monitoring issues ensured that the CO continued to help measure changes in the country.

### Human Rights Based Approach to Cooperation

**Fully met benchmarks**

The Theory of Change framework provided for a very thorough inclusion of Human Rights-Based Approach to Programming (HRBAP) in the new Country Programme. A collaborative step-by-step creation of a Pathway of Change (POC) allowed different stakeholders to look at roles and responsibilities of different duty bearers and rights holders in the context of delivering intermediate results. The addition of 10 determinants of change to the POC allowed the supply and demand side issues to be also viewed from a rights perspective. A mid-year and end-year review process, including the formulation of Rolling Work Plans for two years provided a reflective exercise to ensure that multiple levels of actors and community interests are balanced with respect to rights and obligations. This twice-a-year review will now be done regularly to continue to enrich stakeholder discussions on duties and rights.

### Gender Equality

**Mostly met benchmarks**

UNICEF provided technical assistance to the Government in the development of Implementing Rules and Regulations (IRR) for the Muslim Mindanao Autonomy Act No. 280. This Act Providing for the Gender and Development Code of the Autonomous Region in Muslim Mindanao and for Other Purposes, is also known as the ARMM GAD Code, which was enacted in 2010 and is paving the way for the removal of early marriage. The IRR will ensure that all women and children in the ARMM or Bangsamoro are equitably and equally accorded justice and access to benefits, resources, services and programmes of the Government.

During the year, UNICEF helped build the capacity of the 36 LGUs’ planning and budgeting officers on the Magna Carta of women, gender analysis, planning and budgeting, and supported key national government agencies in applying tools on gender within their departments. Furthermore, UNICEF sponsored counterparts to conferences and workshops on gender and education, school-to-work transition, justice, violence against women, and disaster risk reduction management to strengthen their institutional capacity in mainstreaming gender in their areas of work as well as addressing the gender issues in their sectors among other issues. Internally, the UNICEF Gender Equality Team members reviewed the Rolling Work Plans with different stakeholders and recommended that all donor proposals and reports be assessed vis-à-vis the Harmonized Gender and Development Guidelines and UNICEF Operational Guidance.
As a United Nations Gender Mainstreaming Committee (GMC) member, UNICEF and other UN Country Team (UNCT) agencies crafted the Joint Implementation Plan of the Women’s Empowerment Sub-Outcome under the UNDAF 2012-2018, and helped training of national government agencies and civil society organizations on Participatory Gender Audits and gender-responsive humanitarian response. Moreover, they conducted a new Country Gender Assessment (CGA) together with the World Bank, building on the conclusions drawn from the earlier CGA done with the Asian Development Bank in 2009. The CGA analyzes the trends in key GAD-related indicators, determines priority gender issues and provides recommendations on program and policy responses of the Government and ODA Country Partnership Strategies. The GMC finalized the Management Response to the Evaluation Recommendations of the Joint Programme on Facilitating the Implementation of the CEDAW Concluding Comments to the Philippines.

As in the past years, UNICEF submitted to NEDA the yearly report classification of ODA projects by gender-responsiveness and contributed to the ODA GAD network statement for the Philippine Development Forum (PDF), an annual forum of the Government of the Philippines and its development partners to identify priorities for cooperation. The Statement calls on the PDF participants to promote gender equality and women’s empowerment under governance and security, human development and economy clusters. It also enforces GAD budget executions as planned or allocated, and to enables the implementation of the Women’s Empowerment, Development and Gender Equality Plan 2012-2016, known as the Women’s EDGE Plan.

### Environmental Sustainability

**Mostly met benchmarks**

The new UNDAF 2012-2018 has a specific outcome area on resilience toward disaster and climate change that seeks to promote community and livelihood resiliency by supporting the incorporation of disaster-risk reduction and management, climate change adaptation, and environmental natural resources conservation measures into community, sectoral and national plans. UNICEF is contributing to the attainment of this goal with the inclusion of a component on Disaster Risk Reduction (DRR) in its CPAP with the Government of the Philippines. This was a realization that emergency response alone is not enough to prevent or reduce the impact of future disasters.

Relevant programme sections have incorporated their cluster responsibilities in the CPAP, as well as UNICEF accountabilities as guided by the Core Commitments for Children in Humanitarian Action. WASH and Education Sections have led the way in using risk-informed programming particularly in their engagements with local governments and community-level action. UNICEF partners have used WASH interventions as entry points in promoting risk reduction in local development planning while education supports school-based DRR activities including training and mobilization of teachers and students on risk mitigation and disaster preparedness.

UNICEF commissioned the Manila Observatory to undertake a scoping study on children’s vulnerabilities to climate change and disaster impacts. The Manila Observatory is a scientific research institution based at the Ateneo de Manila University doing meteorological and seismological studies. The study underscored that climate change could increase child poverty due to reduced incomes and threatened household livelihoods and hence threaten child rights and child development. The study helped define UNICEF Philippines’ urban approach and the DRR strategies.

### South-South and Triangular Cooperation

Given the long history of decentralization in the Philippines, including the decentralized programming for children under the Government of the Philippines-UNICEF Country Programme of Cooperation, a number of government delegations have visited the Philippines to learn about child-friendly governance. UNICEF Cambodia sent a government delegation to learn about child rights institutions in the Philippines. In the recent years, Nepal and Vietnam also visited the Philippines to know more about mainstreaming child rights in
local plans, policies and systems. UNICEF Philippines was also invited in the Second Child Friendly Asia Pacific Forum convened by the Indonesian Government, to present on child friendly governance. In 2011, the newly constituted Myanmar Commission on Human Rights came to the Philippines for a learning visit and has continued its exchanges with the Philippine Commission on Human Rights.

A Philippine delegation participated in the First Public Finance, Social Policies and Child Rights Conference convened by UNICEF and the Government of Vietnam. Aside from learning about what other governments are doing to prioritize children’s concerns in public finance, the Philippines also presented its efforts on bottom-up budgeting, which empowers grassroots peoples’ organizations to develop local poverty reduction programmes with local officials to be funded by earmarked funds from the national government. The Government of the Philippines was also invited by UNICEF China and the Chinese Government to present its initiatives in addressing urban poverty. In addition to presenting the Government’s programme for informal settlers, the Philippines delegation also shared in the international experiences on measuring child poverty, social protection, outreach to especially vulnerable children, urbanization and evaluation of social policies.

Having contributed earlier to Innocenti’s work on child-friendly cities through its country experience on child-friendly governance, the Philippines is now part of the eight-country global initiative of Safe and Sustainable Cities, a five-year joint programme with UNWOMEN and UNHABITAT that supports local authorities and women, youth and children to enact sustainable gender equitable urban policies and systems that enhance the prevention of violence and increase safety. UNICEF Myanmar invited a Philippine government representative to talk about its experiences in implementing its social protection programme; particularly its CCT programme undertaken since 2008. Similarly, UNICEF Philippines facilitated the exchange of knowledge and experiences between the Philippine Government, Brazil and Mexico; all of which have a longer history of implementing social protection programs.

The migration focal point at Headquarters solicited UNICEF Philippines’ inputs in the development of a thematic, adolescent-related newsletter and the upcoming Global Forums on Migration and Development. UNICEF Philippines and UNICEF HQ developed a national fact sheet for the UNICEF Policy Initiative on Migration and Children as well as for the Day of General Discussion of the Committee on the Rights of the Child, which took place in September 2012.
Narrative Analysis by Programme Component Results and Intermediate Results

Philippines - 3420

PC 1 - Millennium Development Goals achieved with equity

On-track

PCR 3420/A0/05/801 By 2015, increased access to high-impact, preventive services for pregnant women and household behaviour change interventions-focused on skilled birth attendance, nutrition, WASH and HIV for resource challenged LGUs with high incidence of mortality. (7 regions with <50% SBA coverage and more than 31% underweight) and HIV (3 high incidence LGUS with high risk youth groups) and LGUs with <45% sanitation coverage.

Progress: Despite continued progress in child mortality and overall robust economic growth, there is significant under-investment in the Health sector, which remains under four per cent of the GDP. Translation of increased fiscal space into better health outcomes at local levels remains a concern. The lack of proper nutrition, high maternal and newborn death rates, and dramatically increasing HIV rates are serious issues. Sanitation is a problem with open defecation increasing for the poorest quintile. Limited capacity for equitable data analysis, planning and budgeting for evidence-based interventions has been identified as a major, common bottleneck. Within the scope of its current Country Programme, UNICEF is strengthening LGUs’ capacity in the area of health, nutrition, HIV and WASH, supporting equity-focused data generation and analysis as well as planning and budgeting at subnational level. Another major bottleneck identified is the lack of communication strategies to generate demand for services on LGU level. UNICEF provides C4D-focused support with emphasis on improving the support system for communication from the national level to the LGU. On the national level, several bottlenecks have been addressed through advocacy efforts. For instance, together with UN partners, UNICEF took action in safeguarding the Philippine Milk Code; supported efforts towards quality improvement and adequate coverage of iodized salt; and commissioned a study that aims to operationalize National Water Resources Management. Recent gains have been made in leveraging funds for sanitation in schools. UNICEF also took action in the national campaign for Maternal and Neonatal Tetanus Elimination by 2013, made efforts to inform HIV policy and quality standards, and supported efforts towards the standardization of quality of Emergency Obstetric and Newborn Care. The Philippine Government has committed to the recently launched Promise Renewed initiative; as a next step, UNICEF, together with partners, will build on this initiative in a convergent manner.

On-track

IR 3420/A0/05/801/001 Maternal and Neonatal Health tended by skilled birth attendants (SBAs) with postnatal care among postpartum women by 15 per cent of vulnerable Local Government Units.

Progress: Substandard quality mother and newborn care along with lack of access by the poor has been identified as a major bottleneck towards accelerating MDGs 4 and 5. Thus UNICEF supports the institutionalization of the quality standard for Essential Intrapartum Newborn Care; training on Basic and Comprehensive Emergency Obstetric and Newborn Care; and updating of pre-service and in-service training curricula based on latest evidence. Increasing access in vulnerable LGUs with the social health insurance accreditation of health facilities, empowering communities to participate in health decision-making, improving health information systems and forging public-private partnerships on health initiatives for maternal newborn care and family planning were supported, as well as the prepositioning of commodities for disaster-prone areas.

On a national level, UNICEF supports the institutionalization of standards to address the identified major bottleneck of poor quality of services. To this end, UNICEF sponsored the development of the MNCHN monitoring tool, the LGU scorecard manual and the harmonized training module for BemONC. UNICEF continuously supports logistics and supply management for national procurement of EPI vaccines and strengthening vaccine cold chain. The DOH-led national campaign for Maternal and Neonatal Tetanus Elimination by 2013 in high-risk areas was also fully supported by UNICEF.

Another bottleneck is the lack of timely and reliable data and consequently, capacity evidence-based decision-making. An electronic health information system with provision for data generation using mobile
technology was piloted in three geographically isolated and disadvantaged areas (GIDAs). Following data collection, a thorough analysis across indicators revealed several major bottlenecks. Corresponding corrective actions were identified, some of which are already part of GPH-UNICEF’s Country Programme. Engagement of national level DOH and city health officers and planners for the evidence-based planning or investment case process in three priority cities with a significant urban poor population was initiated and contributed towards health system strengthening.

**On-track**

**IR 3420/A0/05/801/002** By 2014, households, schools and ECCD centers will have universal use of sustainable and resilient basic sanitation, and safe water with improved hygiene behaviour in selected barangays within 20 vulnerable LGUs.

**Progress:** A study aimed at determining the enabling environment for scaling-up rural sanitation and an equity analysis of the WASH sector helped identify bottlenecks. One bottleneck was the absence of a clear sector lead in government. To help address this, UNICEF signed several rolling work plans with key WASH sector partners and agreements with nongovernment organizations (NGOs). A formative study was then started to help guide the development of a rural sanitation strategy.

Major findings from the study point to the low priority given to sanitation as well as water supply availability and affordability as key bottlenecks that need to be addressed. The study, conducted in municipalities targeted by UNICEF’s vulnerability analysis, clearly highlighted disasters, conflict and poverty as preeminent factors.

Meanwhile, funding continues to be one of the major challenges in moving forward sanitation in communities. While the private sector has provided funding, this has not been the case with bilateral donors. Policy documents are now being developed to raise the profile of sanitation in the country.

For promoting WASH in schools and day-care centres, however, funding face brighter prospects. One potential partnership with a corporate donor could secure funding for scaling up a WASH in Schools (WINS) programme as well as build evidence to support WINS globally. Currently, the Essential Health Care Package (EHCP) flagship programme of the DOE with UNICEF, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Fit for Schools has been able to reach two million children in the promotion of regular hand washing and tooth brushing, and the conduct of periodic deworming in schools.

In a recent review, partners suggested that national-level incentive programmes should be maximized and that evidence-based interventions with strong community participation be conducted to raise a groundswell of demand for sanitation in target communities. The partners shared the sentiment that these would be key to achieving targets.

**On-track**

**IR 3420/A0/05/801/003** By 2014, increased access for pregnant and lactating women and children under the age of 5 years to nutrition intervention that prevents under-nutrition and micronutrient deficiencies, treats acute malnutrition and sustains positive nutrition behaviour in 20 vulnerable LGUs.

**Progress:** The review of stagnated under-nutrition in the past 10 years identified weak nutrition policies and limited nutrition capacity and service delivery as main bottlenecks in cities and geographical regions prone to natural disasters and conflict. In addressing these bottlenecks, an economic benefit study informed the revision of implementing rules and regulations for rice, flour, edible oil, sugar fortification and universal salt iodization to remove these bottlenecks hindering the inclusion of folic acid and vitamin A in flour and rice and the licensing and enforcement to ensure production of adequately iodized salt. Infant and Young Child Feeding (IYCF) training materials were harmonized to standardize key messages across the country. Advocacy was conducted for the adoption of a draft of Integrated Management of Acute Malnutrition.

Community mobilization for IYCF peer support counselling was scaled up to reduce stunting and wasting in children 0-23 months. A Human Milk Bank was established to support breast milk needs of premature infants.
and clinically challenged breastfeeding mothers in Zamboanga City. Results of nutrition governance, and stakeholder and activity map studies informed the profiling of partnerships and scaling up of Maternal and Young Child Nutrition Security (MYNS) in programme areas. Programme Cooperation Agreements (PCAs) with NGOs and memoranda of agreement with the UN Food and Agriculture Organisation (FAO) and the International Labour Organisation (ILO) enhanced technical partnership for emergency response and community-based acute malnutrition management in Mindanao. Meanwhile, lactation in the workplace was enhanced in three regions while an Early Warning System with regard to food security was scaled up in five municipalities.

Micronutrient deficiency reduction in children 6-23 months as well as in pregnant and postpartum women was addressed through advocacy and promotion of iron fortified rice in cooperation with National Food Authority; and maternal iron folic acid supplementation, distribution of MNPs, bi-annual vitamin A supplementation and diarrhoea treatment with Oral Rehydration Salts (ORS) and Zinc in cooperation with municipalities.

UNICEF’s non-monetary programming approach helped leverage nutrition programme resources from national and local partners. As next steps, UNICEF will continue to support efforts towards achieving an enabling policy environment, as well as strengthen capacity and scale up service delivery for MYNS in convergence with related programmes.

On-track

**IR 3420/A0/05/801/004 By 2014, increased access to quality HIV prevention interventions for the most-at-risk young people and pregnant women by 20 per cent in at least three HIV priority LGUs.**

**Progress:** Owing to cultural norms access of young, key populations to quality HIV counselling and testing is relatively inadequate in the Philippines. UNICEF contributed to progress against this in several ways. In partnership with DOH and civil society, UNICEF completed an HIV counselling and testing systems review as an initial step towards addressing the weak quality of services as a perceived bottleneck, and to develop an agreed-upon quality improvement strategy.

UNICEF worked with the national government and civil society on a proposition to lower the age of consent to HIV testing from 18 to 15 years of age, as parental consent is considered the key barrier to adolescents’ access to these services. In addition, UNICEF supported one site to review its local AIDS ordinance addressing the identified bottleneck of weak functionality of local AIDS councils, which is a pre-condition for local fund allocation.

Weak capacities of health and social welfare government staff to provide services to young key affected populations and pregnant key populations, was highlighted as another key determinant for program success. Therefore, UNICEF assisted DSWD to mainstream HIV in social work. Furthermore, all health centres in the largest, most affected site were capacitated to implement provider-initiated HIV testing and counselling for pregnant women in partnership with Government and the Global Fund.

In partnership with East Asia Pacific Regional Office (EAPRO) and the United Nations Population Fund (UNFPA) and United Nations Educational, Scientific and Cultural Organization (UNESCO) offices in the region, affected young, key populations were trained towards meaningful participation in the AIDS response as leadership trainers.

In 2013, policy and budget advocacy for HIV and affected young, key populations will be increased. Support to the determinant of quality will focus on the review and finalization of standards, tools and guidelines. A communication for development approach will address the bottleneck of demand and social norms, with focus on adolescents.
**Progress**: Despite a high rate of economic growth, the education sector in the Philippines remains grossly underinvested at less than three per cent of GDP. While there is support for investing in the early years (Republic Act 8980, Kindergarten Education Act), the participation rate of 3-4 year-old children in ECCD programs remains low at 19.45 per cent; that of five year-olds is below 80 per cent. While the elementary participation rate increased steadily to above 90 per cent, overall completion rate kept a downward trend—now at 72.11 per cent—as dropout rates rose, especially among boys. The Philippine Out-of-School Children Report reveals that among the out-of-school, nearly half of five year-olds and over half of 6-11 year-olds in the rural areas are from the bottom income quintile.

The Report cited demand and supply-side factors causing children not to be in school. Among five year-olds, four out of five were viewed as being too young to be in school. Among primary school age children, the top reason was lack of interest in school. There is also the absence of a clear system of accountability of schools for children’s educational outcomes. The most prominent measure being collected and tracked is children’s achievement test scores while other strategic measures to raise completion rates (for example, tracking of OOSC and enhancing of classroom management) are not systematically pushed.

UNICEF supported the Philippines in developing and refining ECCD, Basic Education policies and programme frameworks towards a more child-centred, inclusive education. In support of the newly ratified Kindergarten Education Act, UNICEF assisted in developing national guidelines for Kindergarten catch-up plans which are now guiding the preparation of such plans in the focus disadvantaged areas. Guided by global research that points to teachers as the most critical factor in raising children’s participation and learning outcomes, UNICEF supported the introduction of a teacher training programme for kindergarten and elementary teachers that ensures teachers are not only competent in teaching the curriculum, but are also steeped in child development principles and child-friendly approaches. Further, UNICEF supported the refinement of basic education planning and M & E frameworks and tools, particularly School Improvement Plans, leading to a more systematic tracking of a comprehensive set of children’s educational outcomes; a more conscious consideration of demand-side factors; and closer links with local government planning.

**IR 3420/A0/05/802/001** By 2014, the proportion of 3-5 year-old children with quality ECCD experience, increased by one per cent from 2011, in 20 vulnerable Local Government Units, with gender parity.

**Progress:** In February 2012, the Philippine Government ratified the Kindergarten Education Act which universalizes kindergarten and makes it part of the basic education ladder. This law makes kindergarten mandatory by 2014. This is a tall order for a country where many children continue to remain invisible and unenrolled. At the sub-national level, results of the MIS conducted in 20 focus areas reveal a high proportion (51-92 per cent) of respondents who think that children 3-5 years-old are too young to go to preschool. The survey also indicates LGUs’ difficulty in reporting ECCD investments and compliance to training of Early Childhood Development (ECD) workers and equipping of ECD facilities for lack of standards along these areas.

Taking cognizance of these developments, UNICEF supported the development of policies and programmes that cater to vulnerable populations, especially in urban poor and disaster-and-conflict-affected areas. Relatedly, it supported the development of national guidelines on kindergarten ‘catch-up’ planning and modelled the process in selected areas. It also supported the development of policies on alternative ECCD programmes as well as initiatives to develop a system on early identification of and intervention for development disorders and disabilities.

To enhance programme standards and quality, UNICEF assisted in the development of standard training programmes for kindergarten teachers and day-care workers, and supported the refinement of the SReYA, a tool to measure kindergarten programme effectiveness.
In summary, UNICEF was instrumental in operationalizing the Government’s universal policy on school readiness, with focus on the marginalized. It helped define quality standards for ECCD programmes. In the meantime, interventions to increase demand for ECCD have been found lacking. In response to this, the next six months will focus on the following: advocacy to parents and local officials; alignment of ECCD programmes; and development and implementation of quality standards. Technical assistance in planning, implementing and monitoring ECCD services will also be supported in vulnerable areas.

On-track

IR 3420/A0/05/802/002 By 2014, in which the proportion of 6-11 year-old children who participate and complete a quality elementary education is increased band 7.5 per cent respectively, in 20 vulnerable LGUs, with gender parity.

Progress: Success in raising national elementary participation rate is undermined by inequities across gender, geographic areas and ethnic groups, and by declining school completion rates. An additional complicating factor is the disconnect between national agencies and local school boards that does not allow for ease of fiscal flows. The Philippine OOSC Report attributes the lack of interest in school among primary out-of-school children to the teachers’ inability to make the learning environment interesting and relevant, especially to boys. Meanwhile, the MIS in focus areas reveals demand-side barriers affecting children’s school participation and performance.

In 13 of 18 focus areas surveyed, 40 to 83 per cent of respondents cite family income as insufficient to send children to school. Also, parents’ attitude towards education presents challenges. For example, the focus area with lowest proportion of 12-24 year-olds completing an elementary education is also among those registering the highest proportion of respondents who think children’s education is not their priority and that it is more important for girls to be in school than boys. To address these challenges, UNICEF supported the teacher training programme on child development principles and child-friendly approaches which seeks to make the learning environment more interesting and stimulating, to sensitize teachers on children’s learning contexts, and to enhance the link between kindergarten and early elementary grades where the drop-out incidence is highest, especially among boys.

On-track

PCR 3420/A0/05/803 By 2016, improved national and local level public sector and institutional gender sensitive framework in place. This will enable improved access to well-coordinated, child protection services for the most vulnerable in at least five disadvantaged LGUs.

Progress: Lack of a strong centralized institutional setup has been identified as one of the main bottlenecks to child protection in the Philippines. Lack of good and timely data, and weak implementation of laws also emanate from this since no single institution can provide leadership in monitoring abuses of children. In addition to this, children affected by armed conflict in the south poses another set of problems.

Strong government support for child protection (CP) is recognized within partnerships including the Department of Social Welfare and Development and Council for the Welfare of Children, as well as the Department of Justice and Department of Local Government. In 2012, UNICEF advocated with the Government in support for legislature on children affected by armed conflict and with the Department of Justice, including support for a review of good practices concerning children in conflict with the law to strengthen implementation of Republic Act 9344.

The Government’s second National Plan of Action for Children (2011-2016) provides a framework for identifying indicators for tracking data. Challenges in data collection limit the ability to articulate evidence concerning the situation of children and the threats and risks they face. UNICEF is supporting a review of CP systems that will identify opportunities and challenges in collection and use of CP data leading towards the goal of monitoring results with equity.

Support for baseline data collection on violence against children (VAC) in 2012 included UNICEF’s partnership with the CDC (University of the Philippines Child Development Centre) and Council for the Welfare of Children
to conduct cognitive lab interviews as well as field testing a proposed questionnaire for the baseline survey that will be conducted end of 2013.

UNICEF supported child protection systems mapping in key LGUs affected by conflict and natural disaster, as well as those in highly urbanized areas, thus identifying opportunities and gaps in existing protective mechanisms and offering support for necessary strengthening of local councils for the protection of children.

Convergence between social protection and child protection was noted, with DSWD, particularly in planning for Modified CCT targeting children and families living and working on the streets. UNICEF will support developing knowledge on less accessible children who have not benefitted from traditional cash transfer programmes.

In conflict-affected ARMM, UNICEF built important partnerships towards preventing trafficking and promoting birth registration in areas affected by conflict and displacement through capacity building and support for new legislation.

Technical support for emergencies was also provided to the DSWD through co-leadership of the Child Protection Working Group and an on-going capacity building of partners.

**On-track**

**IR 3420/A0/05/803/001** By 2014, establish a comprehensive and integrated Child Protection Information Management System by the government to provide the convergence of efforts to prevent and respond to abuse, exploitation and violence.

**Progress:** The Government of the Philippines third Comprehensive Program on Child Protection (CPCP) 2012-2016 identified the problems concerning child protection data as one of the barriers to ensuring effective child protection. Many of the data presented in the CPCP are relatively old and not updated systematically. Disaggregation by age, gender, rural-urban and ethnic groupings, and other variables remain a challenge. Moreover, some discrepancies in data occur in the reports of key government agencies and NGOs. Reporting has to be made more regular as well as timely.

To address this determinant, UNICEF is working with Government to review child protection data collection systems, which are already in place within the national government agencies such as the Department of Social Welfare and Development, Philippine National Police, Department of Justice, Department of Labor and Employment, and the Department of Interior and Local Government. This also includes LGUs and 11 Inter-Agency Councils (IACs) working for child rights and child development, six of which have a direct child protection function. The review identifies opportunities and challenges within the current system of data collection, including gaps and recommendations to ensure more effective and systematic collection and use of CP data. This will include a mapping of existing child protection indicators that can be utilized effectively for local-level monitoring, and support of regular monitoring of results with equity. By the first quarter of 2013, the findings of the review will be presented to government as a starting point for lobbying for a more integrated and comprehensive approach to improve information availability, coordination of information sharing, and their practical application.

At the same time, UNICEF is engaging the different child protection IACs in various ways to encourage them to adopt a more coherent data collection system. For example, in a convergence workshop among the Juvenile Justice Welfare Council, the Committee for the Special Protection of Children and the Inter-Agency Council Against Trafficking, one of the areas of convergence that the government identified is the development of a results-based monitoring and evaluation system for child protection.

**On-track**

**IR 3420/A0/05/803/002** By 2014, improved access to coordinated, comprehensive and effective social welfare services and justice for both boys and girls, and their families in at least five LGUs, especially the highly urbanized, disaster prone and conflict-affected.
Progress: Despite its passing into law in 2012, implementation of the Foster Care Act, which provides for alternative care and supports the deinstitutionalization of children, remains weak especially at the local level. While UNICEF provided support to partners working with the government for advocacy on this legislation, its primary work was mainly aimed at resolving implementation bottlenecks.

UNICEF, in coordination with LGUs, conducted child protection systems mapping and assessment in a number of urban, disaster prone, and conflict clusters. The mapping allowed for identification of strengths and gaps in exiting CP systems and further recognition of potential technical assistance needs to improve implementation of existing legislation.

To strengthen the level of response to child protection issues, additional technical assistance was provided to LGUs in the formulation and review of their Annual Investment Plan for Children and their required technical assistance (TA) needs. These areas include six cities in the Urban cluster, 12 municipalities in the Disaster prone cluster, and six municipalities in the Conflict cluster.

Converging efforts to improve service delivery in vulnerable areas was also made possible by provision of technical support to the government in formulating strategies for the Modified CCTs, to ensure that they support children and families who have previously been excluded from CCTs, living and working on the streets. Their inclusion is thus an important step towards equity and reaching the most vulnerable.

CP remains one of the most under-served sectors during emergencies, which hit the Philippines frequently. As part of on-going preparedness and response work, support was provided to the Child Protection Working Group led by DSWD in Region X in response to Tropical Storm Washi, and in Region XI and Region XIII in response to Typhoon Bopha. Emphasis was on identifying separated and unaccompanied children, facilitating family reunification, psychosocial support to children and caregivers, addressing gender-based violence, and strengthening referral networks. This included activation and support of local councils for the protection of children to ensure that children were safe from any harm, exploitation, abuse and trafficking during emergencies.

### PC 2 - Social policy and risk mitigation

- **On-track**

**PCR 3420/A0/05/804** By 2016, strengthened knowledge function, data and policy analysis to formulate equity driven, national social-sector policies, social protection plans like CCTs and increased budgets similar to the gender budget, to achieve the MDGs.

**Progress:** About 26.5 per cent of the Philippine population remains poor (2009). The percentage of households highly vulnerable to various kinds of risks and contingencies is about 50.7 per cent, according to a 2010 study by the Philippine Institute for Development Studies. A plethora of poverty reduction programmes is being implemented but are hampered by overlapping, a lack of harmonization and a need for improved targeting of areas and beneficiaries. Convergence between poverty reduction and social protection remains weak.

Aside from household and individual vulnerability to risks, there are also inequities due to vulnerabilities that have persisted in the poorest municipalities and cities in the country due to disaster, conflict and rapid urbanization. In addition to identifying vulnerable geographic areas and population groups, UNICEF contributed to the development of the Social Protection handbook, Social Protection Operational framework, and the five-year Social Protection plan. These are considered to be key tools towards strengthening and providing harmonization and convergence in government and other stakeholders’ engagements in poverty reduction and social protection. Furthermore, UNICEF contributed inputs in DSWD’s newest CCT project, aptly called the Modified CCT, for which significant milestones have been realized in the short term. These milestones are hinged, with newly designed interventions, on the target beneficiaries of the Modified CCT, who are the families in need of social protection. Some examples are homeless families, street families, families affected by disasters, families who have members with HIV/AIDS, and families with members who are trafficking victims. To improve the quality of policy analysis, UNICEF intends to assist in the implementation of the Modified CCT and Family Development Sessions (FDS).
In order to practically demonstrate how to address implementation bottlenecks related to poverty reduction, UNICEF contributed to the bottom-up planning and budgeting process by assisting LGUs. An analysis of the Local Poverty Reduction Action Plans (LPRAPs) for LGUs helped channel technical assistance from UN and Government agencies to the most vulnerable. An analysis of budget allocations and expenditures at the regional level was produced. Insights were shared with UNICEF EAPRO and other government partners as a point of reference towards addressing the sustainability of budgets at the regional and local levels of the government. In partnership with Social Watch, UNICEF will build the capacity of LGUs and Civil Society Organizations (CSOs) in participatory planning and budgeting.

**Progress:** Social protection in the Philippines, as defined by NEDA-SDC, is anchored on reducing poverty and vulnerability to risks and enhancing the social status and rights of the marginalized towards the betterment and improvement of the quality of life of Filipinos. In consonance with the definition of social protection, the GPH-UNICEF country programme 2012-2016 demonstrates this commitment by aligning its priorities towards addressing the vulnerabilities of disaster, conflict, and rapid urbanization.

During the year, UNICEF actively participated in the development of the Social Protection handbook, Social Protection Operational framework, and the five-year Social Protection plan – all considered to be key elements towards strengthening and providing convergence in government and other stakeholders’ engagements in social protection. Participation in various consultation workshops likewise provided salient opportunities for children’s rights and welfare to be emphasized. Furthermore, UNICEF contributed inputs to DSWD’s newest CCT project, called ‘Modified CCT,’ for which significant milestones have been realized in the short term. These milestones are hinged on the target beneficiaries of the Modified CCT who are families in need of social protection. Examples include homeless families, street families, families affected by disasters, families who have members with HIV/AIDS, and families with members who are victims of trafficking.

Given UNICEF’s technical expertise in such areas, efforts have been made in providing inputs in the designs of specific interventions to address specific vulnerabilities and risks. UNICEF, as it has done in the past years, is contributing to further develop modules for so-called family development sessions whereby participation in these sessions serves as one of the conditions for cash transfer. All of UNICEF’s efforts are deemed to positively contribute to the government agenda of improving the quality of life of the poorest of the poor and the most vulnerable. UNICEF will also assist in the impact evaluation of the Modified CCT and family development sessions.

Beyond contributions to the national social protection agenda UNICEF, given its social budgeting priorities, is similarly contributing to the Government’s bottom-up planning and budgeting process. During the year, an analysis of the local poverty reduction action plans of the GPH-UNICEF LGUs was generated, whereby recommendations were shared with other UN offices and various government partners at the national and local levels. The plans contained poverty reduction strategies and projects proposed by LGUs themselves. Snapshots of these strategies provided inputs into modelling interventions that UNICEF can maximize for the development of its priority LGUs. An analysis of budget allocations and expenditures at the regional level was likewise produced. Given that the level of budget allocations and expenditures to development services is correlated with social outcomes, the analysis painted a picture of LGU dependency on funds from the national government. Insights to the analysis were shared with UNICEF EAPRO and other government partners as a point of reference towards addressing the sustainability of budgets at the regional and local echelons of government. In partnership with Social Watch, UNICEF will build the capacity of LGUs and CSOs in participatory planning and budgeting. A policy forum with the Office of the President will also take place in 2013.
PCR 3420/A0/05/805 By 2016, improved and inclusive peace conditions, and social service delivery achieved through conflict analysis, integrated child-rights violation information and peace initiatives through UNICEF Action Plans with conflict parties on child soldiers, as well as local plans especially for conflict affected LGUs.

**Progress:** The major bottleneck for UNICEF’s work in the Philippines is the presence of violent conflict in Mindanao. This inhibits ability to access children and slows the speed of development. Under the new Country Programme, UNICEF Philippines has embarked on creating more peaceful conditions in conflict-affected communities in Mindanao. Initially, this work is focused on child protection but UNICEF aims to broaden this as more difficult issues are tackled, allowing it to mainstream its peace-building work. One of the challenges to addressing the bottleneck described above is a lack of understanding of local conflict dynamics. To resolve this, UNICEF has embarked on a comprehensive child-centered conflict analysis in seven target LGU communities. It is expected that once the drivers of conflict are well understood, interventions can be maximized to allow tensions to be resolved, leading to peaceful conditions.

The second scheme to create more peaceful conditions pertains to Children Associated with Armed Conflict (CAAC), which is work mandated to UNICEF by the Security Council. Given the violent conflict in many parts of Mindanao between warring families, warring factions of rebel groups, or warring involving government forces, protecting children in these environments is challenging due mostly to their use either directly or indirectly in armed conflict. Through UNICEF Philippines’ efforts in monitoring and reporting of these grave violations and work on action plans with non-state actors, there is a clearer base of evidence on how to deal with conflict parties on all sides. This is partly achieved through activation of local child protection networks, advocating successfully for the government forces to adopt their own monitoring system, and to support better legislation for children affected by armed conflict. Peace building work is also supported through coordinated action in the Education sector. Well-researched and documented curriculum introduced for local Islamic schools or madaris and its institutionalization, assists in the overall goal of achieving peaceful conditions for social development to take place.

**On-track**

**IR 3420/A0/05/805/001 By 2014, children’s rights are promoted and integrated in the peace process, and systems that prevent and respond to grave violations of child rights in situations of armed conflict are functioning.**

**Progress:** The Intermediate Result (IR) comprises UN Security Council mandated obligations of the CO with regard to Grave Child Rights Violations (GCRV) in situations of armed conflict referred to CAAC. There are many mechanisms used globally and here in the Philippines for this purpose.

Reports on the activities of state and non-state groups with regard to children in situations of armed conflict are documented in the *The Monitoring and Reporting Mechanism* (MRM). In 2012, UNICEF’s MRM work established two Technical Working Groups in Manila and in Mindanao under the Country Task Force on Monitoring and Reporting (CTFMR). UNICEF has also been able to advocate successfully with the government for the establishment of the Monitoring, Reporting and Response System (MRRS) and the forming of a Human Rights Committee in the military for a strategic plan on GCRVs.

Additionally, UNICEF’s advocacy efforts with partners and government has proposed an amendment of legislation concerning CAACs, which is awaiting review by the Senate. Although there has been noted progress in building partnerships in MRM work in 2012, primarily through the TWGs, the burden of responsibility for action continues to lie with UNICEF despite the multi-agency mandate of MRM and the CTFMR.

The MILF sets out protective and rights-based actions that it must undertake in order to be delisted from the Special Representative of the Secretary General’s annual report. UNICEF established two NGO partnerships to strengthen awareness for children’s rights through Community Based Child Protection Networks in six core conflict–affected MILF areas. A study has been launched in target communities with regard to children’s involvement in hostilities, to critically inform advocacy and programme work in 2013. The implementation of the Action Plan with the MILF has slowed significantly over the last year due to competing priorities within...
the MILF such as the signing of the Bangsamoro Framework agreement.

**On-track**

**IR 3420/A0/05/805/002 By 2014, ensure humanitarian support and development coordination for conflict-affected LGUs.**

**Progress:** This is a new IR and is a result of a year-long foray into peace building for UNICEF Philippines. This IR was set up to address the bottleneck encountered due to violent conflict over a number of decades. It has prevented access and understanding, and as a result, has significantly reduced the development of children in Mindanao. As a first step, this IR launched a child-centered conflict analysis to look into key conflict drivers or community-level bottlenecks that affect children in target LGUs. This allows UNICEF to list the key determinants under the determinants framework and to then ensure that programmes and interventions do not start or escalate violence in the LGUs. The process in itself allows UNICEF to contribute to more peaceful conditions as it changes the social, economic and political interaction between groups by bringing them together in a safe environment to talk about peace and conflict.

This initiative is undertaken with Government at the national and regional level, as well as with the United Nations Development Programme (UNDP) and UNFPA, which represents a unique instance in peace building for Mindanao where multiple UN agencies are collaborating in one area. What this all leads to is to work towards ensuring, for example, a WASH intervention that is planned, designed, and implemented with the implicit goal of demonstrating that conflicting parties under non-threatening environments can work together. This then can translate to wider acceptance of the idea that more sensitive, violence-causing issues can be dealt with in a similar equity-based way.

**On-track**

**PCR 3420/A0/05/806 By 2016, improved capacity of public sector institutions at national and local levels to prepare for and mitigate risks of emergencies and hazards in line with the UNICEF Core Commitments for Children.**

**Progress:** The Philippine Government has made significant strides in the fields of policy-making and development planning on risk management at the national level in the last few years. The Climate Change Act of 2009 and the Disaster Risk Reduction and Management Act of 2010 paved the way for this development. As required by these laws, the Government unveiled a National Disaster Risk Reduction Framework (NDRRMF) that serves as the conceptual guide for Disaster Risk Reduction Management (DRRM) efforts in the country. The Government also launched in 2012 the National Disaster Risk Reduction and Management Plan (NDRRMP) that identifies the roles and responsibilities of agencies and sets the goals and processes in attaining “safer, adaptive and disaster-resilient Filipino communities toward sustainable development,” by 2028.

DRRM is integrated in the Philippine Development Plan (2011-2016) with a specific budget earmarked in each national agency for its implementation. In addition, each local government is also required to allocate at least five per cent of its regular resources for DRR. There are government resources for DRR but the weak link lies in the technical capacity of LGUs to plan and implement DRR programmes in a participatory manner. There is also inequity in local resources as poor LGUs have fewer funds to work with even though their exposure to hazards may be high. The government is partially addressing these through the establishment of a national DRRM training institute for the purpose of building competencies on disaster risk management and issuing policy directives on utilization of DRRM funds.

UNICEF, as a new actor in the Philippine DRR scene, is initially trying to complement existing initiatives of UN and other agencies instead of embarking on new and similar initiatives. It is advocating for the integration of a child-centred approach in training modules on DRRM currently being developed by the National Disaster Risk Reduction and Management Council (NDRRMC) with other external agencies. Relatedly, UNICEF supports the development of policy issuances on utilization of local DRRM funds and the organization of local DRRM offices and councils.
IR 3420/A0/05/806/001 By 2014, initiated mainstreaming of child-centred Disaster Risk Reduction and Climate Change Adaptation in development plans in 15 vulnerable LGUs and 10 National Government Agencies.

**Progress:** Weak implementation capacity to realize DRR remains a major concern at the LGU level. UNICEF activities on DRR are in support of UNDAF Outcome 4 on ‘Resilience to Disasters and Climate Change’ as well as the Government’s NDRRMP. DRR is a new component in UNICEF programming that started only in 2012. UNICEF initiated engagements with key DRR agencies, which were non-traditional UNICEF partners. These include the Office for Civil Defense (OCD), Climate Change Commission (CCC), Mines and Geosciences Bureau (MGB), Philippine Institute of Volcanology and Seismology (PhIVolcS) and the National Mapping and Resource Information Authority (NAMRIA).

To help assist the LGUs in accelerating implementation of DRR, some 15 potential NGO partners with rich experience in child-centered DRR programming have been identified. They will be tapped to provide technical assistance with help from national and provincial agencies to build the capacities of LGUs. The level of discourse on the child-centered approach was upgraded with the first forum amongst practitioners sharing good practices in addressing concerns as well as harnessing the participation of children and the youth on DRR.

To help build capacity of LGUs, UNICEF also supported the development of a key competency, the ability to create scientific maps for the communities using Global Information System (GIS) technology, that all LGUs must possess to have an effective DRR programme. Through the NAMRIA, selected LGUs that are vulnerable to natural hazards are undergoing intensive training on GIS mapping to help them develop scientific and community-based multi-hazard maps.

The WASH and Education sections have adopted a risk-informed approach that uses DRR as the framework of their programme activities. Implementing partners have used WASH and Education as programme bases and entry points to promote DRR and build the capacities of LGUs and schools on DRR.

**PC 800 - Cross-sectoral costs**

**PCR 3420/A0/05/807** Cross sectoral, Advocacy, resource mobilization, partnership, M&E, and emergency response are addressed through management arrangements.

IR 3420/A0/05/807/001 Enhanced capacities for collection, access and utilization of disaggregated information at national and sub-national levels to monitor and evaluate policies and plans.

**Progress:** 2012 was the first year of the country programme cycle and was dedicated to conduct baseline surveys for three vulnerability clusters: conflict, disaster and urban. The main purpose of these surveys was to collect information at the sub national level and develop equity profiles for disadvantaged areas to be used for evidence-based policy decisions at the national level. In fact, MIS) was the first ever household survey to be conducted at the lowest administrative unit (Municipality) in Philippines. The results of this survey are being used as a benchmark for UNICEF supported results in the new country programme. The next round of MIS will be conducted in third quarter of 2013.

Another major initiative to support the conflict cluster data collection needs is the development for the framework to conduct peace and conflict analysis to guide child centered conflict mitigating interventions within UNICEF’s core programmatic areas in ARMM. The results of this baseline are to be out by second quarter of 2013.

Along the same lines, UNICEF Philippines is also developing conceptual framework with its partners to ascertain disparities between the population living in informal settlements and the rest of the population in the cities to address the needs of the urban cluster. These data and insights will be incorporated into existing data management systems of the urban cities to support the work of local policy and decision makers in planning for equity-focused interventions for informal settlers.
National Evaluation Capacity Building

To support the Paris declaration, UNICEF Philippines has been instrumental in establishing M&E Network in the Philippines under the leadership of NEDA, which is being utilized as a venue for national evaluation capacity building and sharing of evaluation experiences by key stakeholders.

In addition to above NEDA, in partnership with UNICEF has committed to draft and institutionalize national evaluation policy that will harmonize all evaluation standards for the achievement of an efficient and effective M&E system in the country. This commitment was given during the recently concluded second national M&E Network Forum of 2012, supported by UNICEF, on innovative evaluation approaches and methodologies. The Draft evaluation policy announcement is expected by the second quarter of 2013.

On-track

IR 3420/A0/05/807/002 By 2016, child rights realized through increased awareness of UNICEFs focus areas of multiple vulnerabilities and MDGs with equity, through public debate and discussion and targeted advocacy campaigns.

Progress: The Communication Section, working closely with Nutrition and Social Policy, defended the current Milk Code on marketing breast milk substitutes from new draft legislation aiming to significantly weaken the current code. The Section mobilized opinion formers to advocate for maintaining the current robust laws and supported civil society groups to campaign and lobby. After four months of sustained activity, the draft legislation did not progress beyond the committee stage and isn’t unlikely to be revitalized until after May 2013.

The Section focused on frequent, multimedia documentation of programme activities and reporting on the status of children’s rights. This information was shared with different publics including donors, influencers, government and young people through varied media channels. Products included a total of 28 feature stories in video or print, photo stories, and donor appeals. As a result, the UNICEF Philippines website continued to attract an average of 29,000 regular visitors, peaking at 53,000 during October’s Children’s Month campaign. Facebook and Twitter audiences have increased progressively, growing by 50 per cent to reach 59,000 followers and fans by end of 2012.

Targets for media coverage were maintained with the highest reach achieved by the State of the World’s Children publication for stories on child mortality, premature births, HIV and urban inequity. On average, these campaigns achieved US$ 50,000 in approximated media values.

Overall progress can be attributed to internal factors of having a communication and advocacy strategy to guide activities as well as strong collaboration with other programme sections. Contributory external factors include the rapidly growing, young, online community in the country and the high-quality social media packages from NY HQ. Challenging factors include shortages in human and financial resources resulting in less time for strategic priorities.

Priorities for 2013 include continuing regular multimedia content, capacity building of programme staff on story identification, and finding a solution as to resourcing the content provision and advocacy functions of the Communication section.

On-track

IR 3420/A0/05/807/003 By 2014, high quality income from private individuals and corporations is increased to US$ 4 million.

Progress: Individual fundraising, in comparison to last year’s performance, grew by 30 per cent gained through an improved donor communication plan in the first 12 months of the donor life cycle; recruitment of an NO-B to manage individual fundraising; an improved online donation page; special fundraising events like the Second Auction for Action and Trick-or-Treat for UNICEF anchored around Children’s Month in October; and a dedicated telemarketing team addressing both cancellations and expiring pledges.
Corporate fundraising, on the other hand, had a negative growth of 67 per cent compared to last year. Income was down from USD$ 823,023 in 2011 to USD$ 267,502 in 2012 mainly due to the challenge of finding the right fit between programme priorities in 2012 and corporate interests, and partly due to 2012 being the first year in a new country programme cycle for UNICEF Philippines.

Given the said developments, the private fundraising and partnerships programme will revisit its 2013 income forecasts and re-calibrate its estimates per income channel. An immediate priority is to fine-tune its donor communication plan in the second year in order to reduce individual donor attrition from the current 19 per cent to 15 per cent by December 2013. The programme will also concentrate on growing its digital fundraising channel especially during emergencies. Further, the team will test new fundraising channels and ensure a more diversified portfolio to reduce its dependence on face-to-face pledges.

For corporate fundraising, the programme needs to ensure that strategic partnerships with corporations in ‘WASH in Schools‘ and Maternal and Neonatal Health, as well as sponsors of face-to-face recruitment sites, continue and remain strong. Income from corporate fundraising should grow as a result of developing new partnerships with select donors in order to support the funding needs of priority programmes.
Effective Governance Structure

Office Management and programme objectives and priorities were developed and monitored during the reporting period. Regular meetings with staff were conducted to ensure that related office and programme sector priorities were discussed and acted upon. In consultation with staff association, office statutory committees were formed to support management in the decision making process to ensure objectivity and equitable use of resources. The CMT made informed decisions on office and programme performance by routinely reviewing office management reports including related management indicators to measure office performance. The office has a fully developed Early Warning and Early Action (EWEA) database for emergencies, which addresses humanitarian action in accordance with the CCCs in view of yearly occurrence of natural disasters and conflict in the south of the country. Means of ensuring office efficiency were pursued. As part of its governance structure, the office fully participated in the United Nations Country Team (UNCT), Humanitarian Country Team (HCT) and Security Management Team (SMT) at the country office and sub-office levels in Manila and Cotabato city, respectively, as well as inter-agency committees and teams such as the Operations Management Team, programme and communication groups.

Key Stakeholders are, but not limited to, children and women, the Government of the Philippines, public and private donors, bi-laterals and multilateral partners and INGOs/NGOs/CSOs. In 2012, the Government of the Philippines and UNICEF Country Programme priorities covering 2012 and 2013 were agreed upon. Hence the 2012-2013 Rolling Work Plans with the respective Intermediate Results are supported by a Monitoring and Evaluation Plan. The related programme priorities were jointly monitored with Implementing Partners and staff where feasible through field missions, reviews and internal and external meetings. Annual Management Priorities were also developed and articulated in the 2012 Annual Management Plan (AMP), progress was tracked through the CMT and a final review conducted at the beginning of 2013.

Strategic Risk Management

Risk and Control Self-Assessment (RCSA) was conducted on 19 October 2012. The respective Risk Profile and Risk Control Library were updated and mitigating measures were developed. Action points and mitigating measures will be addressed in subsequent programme and management meetings and reviews including through the CMT.

Disaster Risk Reduction forms part of the 2012 list of priorities where the office and partners collectively addressed disasters in a proactive way to help reduce and manage risk associated with emergency preparedness and climate change. To further address the inevitable beyond DRR in emergencies and better manage the associated risk, the office continues to maintain the Early Warning Early Action database in the UNICEF intranet, which is updated twice yearly.

The office has a Business Continuity Plan (BCP), which was updated in the first quarter of 2012. A planned simulation exercise in the last quarter of 2012 was postponed due to super typhoon Pablo, which made landfall on 4 December 2012. Next BCP simulation is planned in the first quarter of 2013.

Evaluation

The progress under this section is discussed under the Evaluation IR in the Performance Management.

Effective Use of Information and Communication Technology

The information and communications technology system has effectively served as the office’s digital nervous system providing innovative ways of collaboration and twenty-four, seven availability of systems. These include secured access to country program results such as performance management through Vision or SAP, annual work plans, financial and supply information, shared programme and project documents, business continuity and emergency preparedness documents, Intranet files, fund-raising information, and e-mail communications.
The ICT unit provided technical leadership on the disaster recovery and business continuity of office operations, which was critical to the uninterrupted service of staff doing programme and emergency work in the field. In coordination with ITSSD-NYHQ and the regional ICT office, the ICT unit provided various front-end support and technical consultations to Programme, Operations, Communications, Private Fund-raising and Partnerships (PFP), and Front Office sections. There were several key accomplishments this year.

Offsite functional tests of ICT disaster recovery plan (20-27 June 2012) were successfully completed and provided specifications on appropriate computer standards for UNICEF implementing partners based on budget and project requirements. To minimize travel costs, video conference equipment along with Internet-based Webex was extensively used. Staff orientation on the effective usage of ICT systems and emergency equipment, along with the active leadership of inter-agency ICT working groups in the area of disaster recovery and business continuity planning and sharing of appropriate ICT resources was provided. In addition, ICT consultation on appropriate hardware and software related to GIS-related projects was given to local government partners to achieve better, faster targeting. A notes-based trip report system to centralize and manage trip reports of travelling staff was introduced.

The ICT unit successfully completed implementation of ITSSD projects which have provided the cost-effective provision and lengthy conversion of a number of critical servers and data storage to virtual servers of Hyper-V cluster and stand-alone systems; updated mechanism to servers of Windows Server Update Services; and provided faster access to the VISION system, as well as the Riverbed network optimization and Mission Control Quality of Service. Additionally, a Service Manager employee self-service as local Help Desk system of end-users for reporting, recording, and tracking Vision business support and ICT problems was implemented. A number of tests and inventory of old ICT equipment for disposal was also implemented.

Finally, technical oversight and guidance to ICT staff of Cagayan de Oro emergency operations (Jan-Mar 2012) and the Cotabato zone office was provided. LTAs were routinely used to speed up the procurement process of ICT materials. As a minimum, the office made a PSB submission to dispose of obsolete ICT equipment and ensured proper, eco-friendly disposal. ICT support is at the core of the business continuity plan of the office ensuring that ICT equipment and expertise are available should the need arise. Preposition ICT equipment, such as laptops and routers, are available for immediate deployment.

**Fund-raising and Donor Relations**

The office sent close to 100 per cent of donor reports on time. The only exception in the system was CERF-related report. It was indicated as "delayed" although the office submitted the report in time to the Office of Coordination for Humanitarian Affairs (OCHA) due to the process of consolidation. The office then mobilized 50 per cent of Other Resources (OR) ceiling in Country Programme Development (CPD). The office mobilized roughly 30 per cent of the funding needs at the time of Tropical Storm Washi (Sendong), which made landfall in December 2011. The office has so far mobilized 34 per cent of the funding needs for emergency response to Typhoon Bopha (Pablo), which made landfall in December 2012. The office continued to monitor fund utilization of all the PBAs in CMT throughout the year and put mechanisms in place to monitor use of funds and avoid unnecessary extension of PBA durations. Participating CO mobilizing resources were relevant and effective in new modalities such as MDTF, Jt Programmes, Public-Pvt partnerships, South-South and Triangular cooperation, and emerging donors.

**Management of Financial and Other Assets**

The office was last audited in 2009 and had since cleared all outstanding audit recommendations. In 2012, the office started exploring business process rationalization in light of the introduction of VISION and hopes to conclude by mid-2013. To improve on efficiency, the office conducted an in-depth assessment of the workload of the programme assistants and shall take steps in 2013 to address the respective outcomes.

The CMT routinely monitors the utilization of funds, PBAs, Direct Cash Transfers (DCTs) and Human Resource (HR) related data from VISION through the respective management reports. Current data shows that by the
end 2012 the office had spent 92, 85 and 80 per cent of its allotted RR, OR and ORE. As of 31 December 2012 the office had no outstanding advances over nine months except one, which has been marked for impairment in consultation with the Regional Office.

For efficiency gains on telecommunication and travel costs the office continues to use Skype and Webex facilities for staff meetings and trainings between the Manila and Cotabato offices and internationally. Further, the office focused on staff training activities that taught directly relevant skills and competencies needed by UNICEF for the near future to enhance staff capacity. Local office learning and training activities were held in modest venues and mostly on live-out arrangement only. Procurement of new vehicles and office equipment for office were suspended (except for computer upgrades for VISION). Electronic copies were mostly used instead of printing files during training and meetings activities, thereby reducing printing and photocopying costs. The office continues to engage the RC office and the rest of the UNCT for a move to a more cost effective office space with the possibility of occupying the allotted government building or a commercial office space.

### Supply Management

The office made a smooth transition from PROMs to VISION for supply operation. The Supply Unit conducted training and re-training of the Supply Module for end-users. Like previous years, the Office continued to provide procurement services to the Government for vaccines. The value of this procurement is over US$ 20 million although it is directly paid to Supply Division through Government treasury. In July 2012 and January 2013 the office conducted the mid-year and end-year physical inventory count of programme supplies for the Manila and Cotabato City warehouses. The office oriented the Programme Staff and made the VISION Inventory Module operational. In addition, the office monitored the inventory movement of programme supplies and updated the inventory list for both warehouses on a monthly basis.

A revised warehouse lease posted an estimated savings of US$ 10,000 per month compared to the previous contract by volume/CBM. The LTAs for goods minimized, if not totally eliminated, the repetitive bidding processes, reduced man-hours, workload and documentation. The LTAs for goods also proved to be advantageous and beneficial to UNICEF as the cost of commodities were fixed for two years and as such, the bid cost remained the same even in cases of limited and small volume procurement. The office trained warehouse staff as stand-by logisticians and warehouse personnel in case of emergencies. It also coordinated with the Logistics Contractor for the implementation of the following measures and activities for operational efficiency and emergency preparedness: the establishment of warehouse facilities in Calamba, Laguna and Sto. Tomas, Batangas as storage and transportation and shipment hub for the transportation and shipping of emergency supplies; and put contracts of logistics in place for full chartering services of air craft and vessels needed in any emergency undertaking in the country (Matsya Shipping Lines & Air Pacific East Asia).

### Human Resources

The focus for Human Resources in 2012 was to ensure the skilled workforce in the CO continues to provide quality programs and services in all sectors. The Human Resources Development Team came up with a learning plan, which was categorized by the Regional Office as strategic. Opportunities to enhance knowledge, skills and competencies were available through a variety of learning and development options including on-line courses, external programmes, brown bag sessions, and attendance to meetings and conferences. An inter-agency learning session on HIV/AIDS was attended by UNICEF staff members making up 35 per cent of the total attendees. The office has two coaching champions and one workshop facilitator each for Managing People for Results (MP4R) and Competency-Based Interviewing Skills. This did not only maximize the capabilities of local staff, but also saved the office some funds to fly in an external trainer. This likewise works for future runs of the same programs. The workshops on MP4R and the Coaching Conversations graduated all of the office’s supervisors this year.

Efficient business processes were promoted including the review of the recruitment guidelines for the office. In all recruitment activities this year, the office completed such within the average recruitment time for the
region. Gender balance consideration was applied to all levels but the office still has room for improvement in this regard particularly at senior management and line manager levels. A local talent group list has been initiated. One driver post has been filled using the local talent group.

Due to the numerous changes in human resources policies as well as those affected by the system change, a common understanding of the intent and application of policies in areas such as staffing, benefits and entitlements was supported. There were on-going learning approaches such as monthly Operations Clinics, information sessions, email messages, and sharing of intranet links. Work processes on Consultants, Supply, Travel, and Time Recording were updated to make it more VISION-friendly.

The office acknowledges that a healthy, safe, and quality work environment provides a foundation for staff to do their best work. The Human Resource Unit worked in collaboration with the staff association to promote workplace wellness by periodic reporting of leave balances and encouragement to use flexible work arrangements. A deployment kit for emergency response was also developed and made available to all deployed staff. As a direct result of the most recent Global Staff Survey, a local survey was conducted which identified certain areas for improvement in human resources-related matters. This has been prioritized for the coming year.

### Efficiency Gains and Cost Savings

The office continues to seek cost effective measures. In 2012, the office started exploring business process rationalization in light of the introduction of VISION and hopes to conclude by mid-2013. To improve on efficiency, the office conducted in-depth assessment of the workload of programme assistants and shall take steps in 2013 to address the respective outcomes. For efficiency gains on telecommunication and travel costs, the office continues to use Skype and Webex facilities for staff meetings and trainings between the Manila and Cotabato offices and internationally. Further, the office focused on staff training activities that were directly relevant skills and competencies needed by UNICEF for the year and the near future to enhance staff capacity. Local office learning and training activities were held in modest venues and mostly on live-out arrangement only. Procurement of new vehicles and office equipment for the office was suspended (except for computer upgrades for VISION). Electronic copies were mostly used instead of printing files during training and meetings activities, thereby reducing printing and photocopying costs. The office continues to engage the Resident Coordinator’s office and the rest of the UNCT for a move to a cost effective office space with possibility of occupying the allotted government building or a commercial office space. The office continued with its migration from a desktop and laptop per staff member to only a laptop. Doing this automatically reduced the computer hardware cost by 45 per cent annually.

### Changes in AMP & CPMP

As a middle-income country office, UNICEF Philippines CO has been facing the following changes and challenges: Reduced availability of funds due to decline of ODA flow into the country; improvement in fiscal and capacity-related situations of the country (economic growth, increased fiscal space, capacities available in the country); and the need to seek a better match among the Country Programme, available resources and staffing structure. In order to continue to deliver the Country Programme effectively in face of these situations, the following works will be done in the course of 2013: A review of the programme strategies, their operationalization and prioritization; the development of a realistic resource framework and further strengthening of fundraising efforts; the development of a communication strategy on Change Management process; the revision to the staffing structure and skills and capacity profile; office cost-effectiveness measures; and Business rationalization. The process to pursue these works will be consultative. The results of this process will be submitted to the PBR in October 2013.