

Executive Summary

2011 was a year of turmoil for Yemen and for Yemen's children, with armed conflict and prolonged civil unrest causing a severe disruption of government services. UNICEF worked with government partners and NGOs to respond to emerging needs and issues. Even in a complex environment, UNICEF was able along with partners to accomplish the following:

Within the YCSD programme, UNICEF implemented an integrated outreach vaccination campaign in five governorates in which 35% of Yemen's children reside. Coverage rates were as high as 80%. Alongside this vaccination campaign, and in response to an outbreak of vaccine-derived polio, UNICEF and partners vaccinated a total of 3.8 million children out of a total of 4.2 million. In response to a growing malnutrition crisis with Global Acute Malnutrition as high as 30% in some governorates, UNICEF provided nutrition services to over 58,000 severely malnourished children reaching 74% of the targeted caseload, and WASH services for 140,000 displaced people and vulnerable host communities.

UNICEF's education programme provided 800,000 children with school materials as part of a nation-wide back-to-school campaign, whilst involving over 3,600 teachers in a training programme that facilitated improved learning and provided psycho-social support to children affected by the conflict. Most specifically, UNICEF ensured that 110,000 children in conflict areas were able to continue to attend schools despite occupation of the school buildings by displaced families and armed groups.

In addition to the school- and community-based psychosocial programme, which reached 230,000 children, UNICEF was able to support the measurement of grave violations against children, in preparation for the formal establishment of the Monitoring and Reporting Mechanism under SC resolution 1612. The Juvenile Justice Programme worked with government and NGO partners to prevent any children from being executed for the first time in several years.

The humanitarian focus was fostered in partnership with Government, national and International NGOs and implemented through the cluster approach in which UNICEF was lead agency for Nutrition, WASH, Education and Child Protection. Through its seven field offices, UNICEF placed an increasing value on decentralised government structures and in some cases non-state actors as key partners for the response.

Key shortfalls relate to the pace of progress in development components of the country programme – the most significant of which are in respect of the Juvenile Justice Programme focusing on legislation and diversionary justice, and the Child Friendly Schools Programme whose inception was not translated into expected results due to the constraints imposed by a conflict situation.

With relative stability occurring towards the end of 2011, equity, evidence and empowerment were prioritized as the pillars of the 2012-2015 country programme, which will allow UNICEF to focus on reaching the most vulnerable through evidence informed programming with Communication for Development as a key strategy.

Country Situation

Affected by the broader regional 'Arab Spring' and popular protests occurring in various Arab countries, Yemen too experienced civil unrest. Occurring against a backdrop of poor economic growth and human development, with Yemen posting some of the worst indicators for children both regionally and globally, the unrest turned volatile leading to outbreak of violence in several governorates, adding more numbers to the existing displaced population of about 280,000. By the end of 2011, an estimated 463,000 Yemenis were displaced from their homes as a result of protracted conflict and civil tension. In addition, hundreds of civilians died in conflict-related violence including 159 children (138 girls, 21 boys), while the entire

population was negatively impacted by the disruption of key social services such as Health, Nutrition and Education. The insecure environment prompted the Ministry of Education to reduce the academic year by two months, negatively impacting children's sustained access to education and the protective environment provided by schools. (In June 2011, the deteriorating law and order situation also caused most embassies and international organizations, including UNICEF, to evacuate some or all of their international staff).

The crisis triggered dramatically higher food, water and fuel prices that hit Yemen's most vulnerable households hardest. The destruction of a key oil pipeline in Marib governorate in March 2011 caused a fuel crisis that negatively impacted every key sector, as well as household wellbeing. In response, many desperate families resorted to negative coping strategies including removing their children from school; sending young boys to work while young girls were married off; decreasing the number of meals, reducing protein intake, and increasing qat-chewing etcetera.

The inability of families to absorb price shocks led to a rapid deterioration in under-five nutrition, especially in certain pockets of the country. A late July 2011 survey in Hajjah governorate among internally displaced persons (IDPs) and host communities pointed to overall GAM rates of 31.4% for under-fives, and SAM rates of 9.1%. In nearby Al-Hodeidah governorate, findings from an October 2011 nutrition survey showed a GAM rate of 31.7% and SAM of 9.9%, far exceeding the emergency threshold of 15%. In the south, IDPs fleeing fighting in Abyan governorate also showed high levels of severe acute malnutrition (3.95%) for children 6-59 months old. Outbreaks of acute water diarrhoea/cholera in the southern governorates of Abyan, Aden, Al-Dhale, Ibb and Lahj affected 31,404 people and caused 134 deaths since the onset of the outbreak in April 2011. Such results indicate how sensitive populations living on the margins are to deteriorating conditions, and how quickly a crisis may turn into a humanitarian disaster.

The breakdown of social services as a result of the unrest created conditions whereby addressing the intensifying problem of children's health and nutrition became even more challenging. By June, approximately 70% of OTPs were non-reporting, an indication that they likely were not functioning, while only 40% of the anticipated 450,000 children received a full package of vaccinations. Outreach services that historically have contributed to 30% of all routine immunization coverage were suspended in certain areas; lack of immunization coverage was most pronounced in Al-Dhale, Ibb, Sa'ada and Taiz, where cases of measles and whooping cough were subsequently confirmed.

Despite these challenges, the crisis also provided opportunities to reach previously inaccessible populations. After more than a year of blocked access to the war-affected population, Al-Houthis (the group in control of northern governorate of Sa'ada) signaled their willingness to work with the international community to provide much-needed humanitarian assistance. UNICEF responded by rapidly deploying a convoy of essential supplies to the governorate and establishing key partnerships with local NGOs to deliver support. Since then, humanitarian actors have continued to engage the Al-Houthi leadership on expanding and securing access to the vulnerable populations under their control.

The crisis occurring in the Horn of Africa also impacted Yemen, with the number of refugees from the Horn doubling from a little over 50,000 previously to more than 103,000. The influx of unaccompanied migrant children originating from the Horn of Africa (mainly Ethiopia) also increased twofold, making the process of restoring them to their families even more challenging in a complex socio-political setting.

Who are the deprived children in your country context?

A chronic slow rate of development has led to close to half of the population living on less than US\$2 daily. The 2011 crisis undermined this vulnerable group's coping mechanisms, resulting in alarming increases in under-five malnutrition, outbreaks of measles, acute watery diarrhoea and vaccine-derived polio, reports of increased child labour and early marriage with corresponding decreases in school enrolment. Such impacts were distributed unequally throughout the country, with rural households experiencing much higher price increases for essential commodities and amenities such as food, fuel, water and transportation. Social protection schemes including cash transfers, while not interrupted during the crisis, became less effective

against a weakened currency and price inflation.

Populations affected directly by conflict and forced to migrate experienced worsening of living conditions and reduced capacity to cope with shocks. From May to July 2011, as many as 100,000 households were displaced from Abyan to Aden and Lahj, along with 9,500 from the Arhab district in Sana'a governorate. Displaced families in Aden and Lahj sought refuge in schools, prompting a double inequity for access to education (as their presence prevented children in Aden and Lahj from beginning the 2011 school year on time while provoking strong resistance to letting children from Abyan register for school).

Data/Evidence

Although Household Budget and Demographic and Health Surveys were planned for 2011, implementation of both was indefinitely postponed due to closure of relevant Ministries, resignation of key Ministerial staff, and lack of access to field sites as a result of the civil unrest. The postponement further delayed the availability of comprehensive, current data on the wellbeing of Yemen's population, which have not been updated since 2006.

The above factors compelled the Yemen Country Office (YCO) to spend most of 2011 responding to complex emergencies both overt (linked to displacement) and silent (related to reduced resilience and coping ability of those most vulnerable to the crisis-induced price shocks of food, fuel and water).

With respect to rapid onset emergencies, YCO implemented a number of monitoring schemes and needs assessments in various parts of the country, across a range of sectors including Health, Nutrition, WASH, Education and Child Protection. Monitoring and reporting on the impact of conflict on children in particular was critical to ensuring that needed support reached affected children in a timely manner. Very early in the crisis, Child Protection section established a partnership with a local NGO to monitor and report on grave child's rights violations, which provided hard evidence on the recruitment of children and violence inflicted on them, and enabled UNICEF to vigorously advocate against these violations. In addition, the Education section quickly established a monitoring tool to assess how many schools were directly targeted in fighting, or occupied by armed forces/armed groups or IDPs; this data was critical to UNICEF's work with relevant Ministries to identify alternative learning spaces or more sustainable housing solutions for IDPs. Nutrition teams, moreover, were deployed within the first two weeks of displacement to establish a baseline for nutrition assessments of populations displaced from Abyan to Aden and have followed up with periodic updated assessments. The WASH team has engaged in important needs assessments of conflict-affected populations in the Arhab district of Sana'a and in Amran, where IDP families were living in dire, unsanitary conditions in mountain caves to avoid the fighting. WASH has also contributed to assessments of IDP-occupied schools in order to begin rehabilitation to enable children to return to the classroom as soon as possible.

Concurrent with UNICEF's response to sudden-onset emergencies, YCO established a bi-weekly household survey to gauge the efficacy of particularly vulnerable families' coping mechanisms in the face of rising food, fuel and water prices. This data remains the sole information available on how acutely vulnerable families are impacted by the crisis. A number of in-depth nutrition surveys in the most vulnerable governorates in northern Yemen also revealed disturbing levels of GAM and SAM among IDP and host community children alike signaling the need for more robust, rapid and multi-sectoral interventions by the UNICEF-led Nutrition cluster.

Monitoring Mechanism

UNICEF staff routinely engage in field visits to ensure that implementation of planned and emergency initiatives reach children and women. In 2011, these routine field monitoring visits were augmented with special monitoring schemes, noted above, in recognition of the rapidly changing conditions in certain parts of the country at the height of the crisis. These special monitoring schemes were especially relevant to

addressing emerging needs in Child Protection and Education.

In addition, Yemen Country Office improved and increased the monitoring and reporting requirements of its implementing partners within its standard Programme Cooperation Agreements. This improvement will help routinize reporting by NGO partners, and will improve the quality of information reported, enabling UNICEF to gauge the effectiveness of its interventions and make adjustments where necessary. With respect to humanitarian action, this improvement will further strengthen reporting within a new and innovative web-based, real-time Emergency Information Management System (EIMS) developed in 2011 by UNICEF in cooperation with OCHA (see below for more information, as well as the section on South-South Cooperation).

UNICEF had planned to conduct regular training and, as part of the 2011 work plan, had developed a four-month long training plan on Results Based Management, with an emphasis on improved monitoring and assessing of programme implementation, for both UNICEF staff as well as NGO partners. Unfortunately, due to the evacuation of most international staff of both UNICEF and NGOs in summer 2011, and the deployment of the remaining staff in emergency response, the training could not take place. UNICEF expects to utilize the training materials developed in 2011 and implement the postponed training plan in 2012.

Support to National Planning

As noted above, UNICEF invested in the development of an innovative, web-based Emergency Information Management System (EIMS) to help improve data collection and analysis for both situation monitoring as well as tracking performance of humanitarian response. The EIMS builds upon work begun in 2010 within the UNICEF-led clusters of Nutrition, WASH and Education, as well as the Child Protection sub-cluster, in which UNICEF supported the development of a Standard Reporting Format (SRF) for all partners within the cluster. By agreeing on a common set of key indicators for measuring the effectiveness of humanitarian response, UNICEF was able to ensure the improvement of monitoring of actions in a given location as well as enabling comparisons across regions. The SRF, as well as routine monthly reports and special field reports, can be uploaded into a web-based database for global access to real-time data.

In addition, UNICEF has established, together with the Social Welfare Fund (SWF), a Monitoring & Evaluation Working Group to support SWF's work on cash transfers and conditional cash transfers (CCTs). Until now, SWF's monitoring and evaluation systems have been fairly limited, and have not enabled SWF, donors or other partners to assess the impact of the transfers on vulnerable households. SWF's conditional cash transfers that currently target Education and in future will also include Nutrition are particularly relevant for UNICEF's work. The Working Group will establish a forum for determining capacity development needs and act as a mechanism through which to provide technical support. The first project, which began in December 2011 and will continue through the first half of 2012, will help strengthen the monitoring and evaluation of a CCT on education in Taiz.

Any other relevant information related to data/evidence?

Country Programme Analytical Overview

As UNICEF reaches the end of its Country Programme (2007-2011) and embarks on a new Country programme in 2012 to 2015, it has had the opportunity to reflect on programme strategies and means of achieving equitable development for Yemen's children. The design of the new country programme puts Equity at the heart of the programme together with building and using an evidence base to inform

programming and relying heavily on Communication for Development as a complementary strategy to promote demand for key services and the fulfillment of children's rights by all stake-holders. For the first time, UNICEF will have a full Communication for Development (C4D) programme, which will focus on essential family practices with a priority on those related to nutrition, as a response to the recognized nutritional crisis Yemen faces.

Partnerships will be ever more important for the implementation of UNICEF's programme. Based on the lessons learned in 2011 in the humanitarian response, which is expected to remain a focus for UNICEF's programme in 2012 and beyond, the programme will need a drastically increased CAP that is currently approximating half a billion dollars.

UNICEF has worked hard to garner the support of media institutions both inside and outside Yemen and these institutions will continue to be important allies for UNICEF and for children in the new Country Programme. UNICEF will likely partner with prominent personalities in Yemen to rally the country around children's rights and the responsibilities of stakeholders.

Evidence and knowledge management have been identified as components, which UNICEF can greatly enhance with the right approach to programming. Therefore, UNICEF has grouped a significant part of its programme around the evidence pillar, which is expected to both improve the quality of its programme but also the credibility of its results.

Additionally, UNICEF will continue to foster a broader partnership around specific programme focus areas – particularly nutrition. Through the Food Security and Nutrition Working Group, UNICEF will, in partnership with WFP and the European Union, continue to convene a spectrum of donors and partners around the response to, and rapid scale-up of the nutrition programme, looking to address both chronic and acute malnutrition comprehensively with a multi-sectoral programme.

Effective Advocacy

Fully met benchmarks

The Yemen Country Office stepped up its advocacy efforts in 2011 to highlight issues affecting children prior to and during the crisis, targeting the international community, government authorities, all parties to the conflict, local and international media, and donors. Through active media outreach and engagement, UNICEF was able to draw global attention to the impact of the crisis on children and the need for urgent intervention. A Statement by the Executive Director in October 2011 on the worsening situation in Yemen was published in 52 English and 16 Arabic media outlets. Advocacy papers on immunization and nutrition were disseminated to shed light on the disruption of key social services and the pressing need for support. Advocacy efforts resulted in close to 90% support of UNICEF 2011 CAP. Human interest stories and press releases were published on the UNICEF website, and the office has given various interviews with local and international media. Social media platforms including facebook were used to communicate updates on the situation and UNICEF's response with a wider public.

Advocacy efforts have been grounded in evidence generated through data collection activities. Nutrition survey data revealed levels of malnutrition approaching those of famine affected countries and results were used to rally other sectors in developing multi-sectoral integrated response plans. Education and Child Protection (sub-)cluster advocated for the protection of children and the evacuation of armed groups and forces from schools on the basis of data collected in rapid assessments. UNICEF together with partners worked towards strengthening the capacity of national and international organizations in monitoring and reporting on grave child rights violations as per UNSC resolution 1612. Information generated served several advocacy fora such as fact finding missions conducted by OHCHR, Special Envoy to the SG, and press releases and statements made by UNICEF Executive Director, Regional Director, Representative,

UNCT and HCT in Yemen and several briefings in Geneva, resulting in strong recommendations for children within UNSC resolutions (1998, 2014) and the Human Rights Council (18/21).

Changes in Public Policy

The Country Programme was largely suspended in order to accord priority to the humanitarian response. With the government structures in disarray, ongoing policy initiatives were essentially put on hold. For example, the Juvenile Justice Programme worked with partners in 2010 to produce a draft Prison Policy in relation to children that has yet to be approved.

Likewise, the Child Friendly Schools Policy, although welcomed by the Government, could not progress. On the other hand, there was progress on enforcing policies related to school-fees whereby the Government has waived fees for boys and girls up to grade 6 and for girls up to grade 9. The impact of this fee waiver has yet to be measured but clearly, it is an important policy development for the achievement of children's right to education with a focus on the most vulnerable.

Social protection has long been an integral part of government policy with more than 1.5 million Yemeni families participating in different social protection schemes. UNICEF is strengthening its engagement in social protection in Yemen, particularly in light of the suspension by the World Bank, DfID and the Netherlands of their considerable financial support to some of the existing schemes due to concerns over fiscal accountability during the crisis. Towards the end of 2011 UNICEF re-engaged partners in discussions around cash transfers with options for such transfers focusing on malnutrition, education and all other sectors that support the most vulnerable families in Yemen.

Leveraging Resources

With the onset of civil unrest, together with the upsurge in conflict and displacement in the north and south of the country, leveraging of resources was heavily diverted to the humanitarian response. To some extent, as humanitarian response is intrinsically linked to addressing issues of inequity, it allowed UNICEF's fund-raising to be exceptionally successful on two fronts. Thus, in addition to non-emergency resources, UNICEF was able to raise emergency resources totalling US\$ 20,149,142. Funds have come in from both bilateral donors as well as through UNICEF's fund-raising network of National Committees for all programme sectors as seen below: US\$ 7,213,282 (nutrition), US\$ 6,887,893 (WASH), US\$ 2,193,651 (health), US\$ 2,211,077 (education), US\$ 1,643,236 (child protection).

In addition, through the Food Security and Nutrition Working Group, UNICEF has been advocating for a concerted and consolidated response to the nutrition situation, with positive feedback from donors such as DfID and the World Bank for both a humanitarian response to acute malnutrition and to leverage resources for social protection schemes that tackle inequity in the context of chronic and acute malnutrition. Advocacy around nutrition and food security has also enabled other important actors, such as WFP, to raise significant resources against CAP.

The continual evacuation of members of the CMT including the Chief of External Communications placed pressure on UNICEF's ability to leverage funds but through remote programming strategies put in place at the onset of the crisis, UNICEF was able to continue to use social media to bring attention to UNICEF's ongoing country programme and to the humanitarian response.

UNICEF was an active member of the Humanitarian Country Team and prioritised the development of the CAP for 2012 towards the end of 2011. The launch of the CAP in Geneva was attended by UNICEF staff who undertook a series of meetings with donors in Geneva whilst concurrently, the Representative being the only head of agency represented at the regional media event, used that important occasion as an opportunity to leverage funds with Gulf donors based in Dubai.

Capacity Development

Partially met benchmarks

UNICEF Yemen places great importance on strengthening capacity of Government counterparts and national NGOs. While the focus in 2011 was on the humanitarian response, the office was able to engage with partners to build capacity in some key areas. The WASH team worked closely with the General Water Authority and partner NGOs to enhance their emergency response and preparedness capacity through staff training and the development of a national emergency strategic plan. The Education programme worked with the Governorate's education department in Sa'ada to better monitor and supervise the education system. In the Child Protection programme, partners now have the capacity to implement rapid assessments of protection issues in schools affected by the conflict, child protection needs in Emergency, and mine risk awareness.

In its capacity as cluster lead for Education, Nutrition, WASH and Child Protection (the latter as sub-cluster lead), UNICEF has been able to work with members across the board to enhance the collective preparedness and response planning capacities which are vital to the success of the humanitarian response and stand the clusters in good stead for a continued coordinated humanitarian response in 2012.

With specific reference to the nutrition crisis, a capacity gap in relation to SMART nutrition surveys was identified and a plan put in place to bring the capacity into the country in early 2012. The strategy is to build a small group of well qualified staff from both government and national and international NGOs to ensure a sustainable in-country capacity for undertaking SMART surveys to cover the entire country on a regular basis.

Communication For Development

Partially met benchmarks

In the design of the new Country Programme starting 2012 to 2015, Communication for Development has been identified as a priority and a current gap in UNICEF's strategic response. While communication has been integral to the humanitarian response and the ongoing country programme, there is recognition that it needs to be prioritized and strategically focused to bring it in line with UNICEF's global guidelines.

During 2011 Communication for Development strategies were a part of the WASH response in particular with a campaign on the global Hand Washing Day, which reached 180,000 children with key messages related to good hygiene practices. The cholera outbreak during the year in Al-Dhale, Ibb, Lahj and Taiz also prompted a massive campaign on hygiene and awareness in collaboration with WHO.

In addition, the Child Protection programme undertook significant work around the prevention of Gender-based Violence and Traditional Harmful Practices. UNICEF worked with 15,000 duty-bearers in selected governorates with a focus on Female Genital Mutilation, Child Marriage and HIV. The monitoring and reporting on grave violations against children in the context of the recent listing of Yemen against Security Council Resolution 1612 has also prompted UNICEF to work with partners on prevention and awareness. Whilst the Monitoring and Reporting Mechanism has not been formally established, UNICEF has undertaken consultations at community level in numerous sites across the country that have been affected by the conflict and the civil unrest. These consultations have provided an important opportunity to engage communities in dialogue around children's rights.

The national vaccination campaign that took place against polio, in response to the vaccine-derived

outbreak and the additional sub-national campaigns on the broader spectrum of vaccines also constituted an important element of social mobilisation, to which the relatively high coverage rates of up to 80% can be attributed.

In the new Country Programme, Communication for Development under the auspices of 'empowerment', constitutes one of the three pillars of the country programme. With a Communication for Development section established in the new staffing structure, UNICEF is expected to scale-up its strategic work in this area with a strong focus on essential family practices and prioritisation around both acute and chronic malnutrition.

Service Delivery

Mostly met benchmarks

2011 saw a massive undermining of the government's capacity and ability to deliver basic social services to children, and the vulnerable population in Yemen. Weakened systems at the central level affected the monitoring and delivery of services in varying proportion in the Governorates and sectors.

In line with UNICEF's core commitments to protect children in a humanitarian emergency, the YCO stepped in to support the Government to deliver basic services to children in areas where it was functioning, and where Government is not currently able to fulfill its commitments, to work in partnerships with national and international NGOs to provide basic services to children to the extent possible.

In the nutrition sector, UNICEF continued to work with health facilities run by the government. Additionally, at government request, the YCO provided logistics support for transporting therapeutic foods for the treatment of acute malnutrition. Vaccination outreach campaigns were also quickly supported in conflict affected areas to ensure better coverage and prevent outbreaks. In the education sector, UNICEF provided school materials to students but also, in those areas affected by the conflict in the north and the south, temporary school facilities in the form of school tents, together with schools-in-boxes. Similarly, UNICEF took direct responsibility for the delivery of WASH services in displacement camps in Haradh but in collaboration and agreement with government authorities and other WASH cluster members.

With a more stable situation emerging at the end of 2011, UNICEF expects to gradually phase out of direct involvement in service delivery and more importantly, to help build the capacity of government to plan better for emergency preparedness and response to tackle future contingencies.

Strategic Partnerships

Mostly met benchmarks

The principle success during 2011 in relation to strategic partnerships has been two-fold. In general terms UNICEF has invested time and resources in good management of the clusters in which it takes the lead – Nutrition, Education, WASH and Child Protection (sub-cluster). It is worth noting that UNICEF is the only agency to dedicate the entire staff time of individuals to lead and co-ordinate the WASH and Nutrition clusters. This is a strategic investment in partnership which brings both a more effective and efficient result in terms of the CCCs, but also credibility amongst cluster member partners and also amongst donors, many of whom are following the humanitarian response closely. The clusters are now engaged in a mapping process of both partners and programme interventions. This is becoming increasingly important, as several

additional international NGOs have established themselves in Yemen over the last few months.

A second investment by UNICEF in strategic partnerships has been the Food Security and Nutrition Cluster, which is chaired by UNICEF and co-chaired by the EU and WFP. The membership is a broad spectrum of donors, NGOs and UN agencies all of whom work on nutrition. The representative chairs the meeting in order to emphasise the importance UNICEF lends to the issue. The group has focused, during the latter part of 2011 on integrating 'quick wins' into the transition plan that is part of the power transfer signed by the outgoing president Saleh. This has been an excellent opportunity to maintain the malnutrition crisis high on the agenda of many key stakeholders.

At the process level, it is clear that 2011 was a learning year for UNICEF in terms of working with NGOs through Partnership Co-operation Agreements, which previously had not featured as a major component of the country programme. During the year, the review process was altered as per global guidelines but towards the end of 2011, the office drafted some internal guidelines to further streamline the process to ensure that it is efficient and effective.

Partnership with UNCT members remains robust and effective at the operational level with recent advances on nutrition with WFP, which is particularly important in view of the nutrition crisis. UNICEF co-ordinates with all UN agencies on the traditional areas of overlapping mandate – such as Mine Risk Education, Gender-based violence, Child Trafficking etc.

Mobilizing Partners

Throughout 2011, YCO continued to invest in strengthening community-based networks to support programme interventions in the area of Nutrition, WASH, Education and Child Protection. Moreover, increased engagement at community level became imperative with the erosion of government structures, and the expansion of partnerships with local organisations and community groups has helped to fill the emerging gap in the delivery of basic social services. An example in this regard is the involvement of community elders in the establishment of alternative learning spaces and the distribution of learning materials in conflict-affected areas.

Screening and referral of children by community volunteers forms the basis of the Community Management of Acute Malnutrition (CMAM) programme. Selection of volunteers is done according to a set of criteria and in consultation with key local actors such as community leaders, local council members and district health offices. No incentives are provided apart from measurement equipment, training, and regular supervision.

Hygiene promotion activities in 2011 continued to rely on the work and commitment of local volunteers. As part of the WASH-in-school programme, students were mobilized to disseminate messages on improved hygiene practices to their peers, families and communities. IDPs in Al-Mazraq camps in the north have been directly involved in the building and maintenance of latrines, which has contributed to increased ownership.

For the Child Protection programme in particular, the emergency response has provided an opportunity to mobilize and engage communities increasingly in protection interventions. Community Protection Committees, community volunteers and peer educators have played an instrumental role in the dissemination of information and skills on protection from abuse, violence and exploitation in emergency, as well as mine risk education. Moreover, community-based child protection committees are functional in the conflict-affected governorates, addressing child protection issues and providing services and referrals.

Knowledge Management

Partially met benchmarks

In response to the deteriorating country context, most planned research activities have been suspended and substituted with rapid needs assessments to support the emergency and humanitarian response of UNICEF and clusters. Nutrition surveys and assessments contributed to a better understanding of malnutrition prevalence and to the development of a concrete evidence-base for improved targeting of programme interventions. Another key source of information to feed analysis on the impact of the crisis on vulnerable populations has been a bi-weekly household survey that was launched in late June. Although currently still in its pilot phase, the monitoring mechanism has provided routine access to disaggregated real-time data on the basis of a sample of 120 households, allowing YCO to monitor trends over time on how vulnerable households are coping with the crisis. A report presenting and summarizing the data is shared with a wide and increasing group of national and international organisations.

Examples of initiatives to further build national capacities include technical support to the Social Welfare Fund to more effectively monitor and manage cash transfer programmes. The participation of SWF staff at the Regional M&E and Social Policy Network meeting has facilitated exchange with equivalent organizations in the region. The cluster coordination mechanism and other forum such as the Nutrition Food Security Working Group have served as a platform for knowledge sharing and encouraged collaboration in the conduct of surveys and assessments. Furthermore, enhanced linkages with the global clusters have facilitated cluster member's access to training opportunities and resources.

UNICEF is in the process of further operationalizing and streamlining the knowledge management function within the office and with key partners. Knowledge management will be one of the priority areas under the "Evidence pillar" of the next country programme. A key initiative towards strengthening the office's knowledge management capacity has been the introduction of DevInfo as the main platform to collate, store, share, and present data. All programme staff have been trained on use of the regularly updated UNICEF programme database to facilitate easy access to data on over 198 indicators.

Information and knowledge exchange between staff in the central and field offices has been enhanced through the introduction of weekly conference calls and increased sharing of relevant research documents and updates, including for instance on the relation between malnutrition and hygiene practices. The YCSD section has worked closely with health field officers, encouraging them to use data in a more analytical manner for reporting. Other knowledge related activities included improved minute taking and dissemination, and the establishment of new shared drives (e.g. UNICEF E-learning drive). A proposal on the organization of brown bag lunches was developed and approved, but implementation was put on-hold due to the crisis situation.

Knowledge products created and disseminated by the YCO in 2011 include sector-specific papers in Education, WASH, Nutrition and Health in response to the crisis. A Facebook page was launched to disseminate messages on issues related to the situation of children in Yemen, and UNICEF's interventions.

Human Rights Based Approach to Cooperation

Partially met benchmarks

Yemen Country Office places the rights of children and women at the centre of its partnerships, programmes and humanitarian response. A comprehensive four-month training programme for NGO partners and UNICEF staff on a Rights-Based Approach to development and humanitarian action was

planned but had to be deferred to 2012 due to the exigencies of the domestic environment in Yemen.

In 2011, Yemen was listed in the Annual Report of the Secretary-General to the Security Council on Children and Armed Conflict for grave child rights violations, including child recruitment by militias associated with Al-Houthi as well as pro-government militias. The listing triggers reporting requirements for both UNICEF and the Government to monitor and report on progress made toward eliminating all grave violations of children's rights. UNICEF, under the auspices of the Resident Coordinator's office, is supporting the Government and other actors to establish an Action Plan for eliminating violations and is helping to strengthen national capacity to monitor the situation of children, especially those at risk of grave violations.

Gender

Partially met benchmarks

In 2011, Yemen Country Office engaged a Gender Specialist who provided support to UNICEF-led Cluster partners, i.e. in WASH, Education, Nutrition and Child Protection. Within this initiative, the Specialist assisted cluster partners in developing gender-focused projects to support greater gender sensitivity in humanitarian response.

UNICEF played a key role in the UN's Gender Thematic Group, and provided support for proposal writing to encourage funding of key gender initiatives, in particular on FGM/C, and community-based approaches to eliminating gender-based violence.

Environmental Sustainability

Initiating action to meet benchmarks

Most environmental concerns in Yemen revolve around issues over water scarcity. Agricultural practices have shifted away from food production to cultivating qat, which consumes vast amounts of water and is not contributing to nutrition. Moreover, due to deep-well drilling to feed the qat plantations, Sana'a's aquifers have been over tapped and are expected to run dry within the span of the next country programme. With this in mind, the design of the new country programme, developed in 2011, highlights WASH as an important element of UNICEF's broader nutrition response, as well as a right in and of itself, which highlights household water conservation in Sana'a as well as nationally as a key component of its programming.

South-South and Triangular Cooperation

Yemen Country Office initiated a productive working relationship with the NGO iMMAP in Pakistan, which supports the Government of Pakistan and the UN Country Team with improved information management of development initiatives and emergency response. Based on this cooperation, Yemen Country Office began developing a unique, real-time, web-based Emergency Information Management System that extends the work of iMMAP in Pakistan. Both systems are based on a Standard Reporting Format through which UNICEF

and its cluster partners report on an agreed-upon set of indicators for monitoring the effectiveness of humanitarian action. The database also contains data about clusters' response at the input level.

iMMAP Pakistan provided UNICEF with the basic structure of the Pakistan database, enabling the Yemen Country Office to develop a system that will eventually be comparable across the two countries. The office further coordinated with UNICEF's Emergency Operations office in Geneva, as well as OCHA's Headquarters in Geneva, to share the innovation, ensure cross-system comparability, and advocate for the adoption of the system globally, thus encouraging steps toward global monitoring and comparisons of emergency response.

Yemen Country Office further supported south-south cooperation in the area of remote programming. In July, the office sent a staff member to meet with UNICEF's Somalia Support Centre, as well as relevant NGOs located in Nairobi and working on Somalia, in order to gain deeper understanding of relative benefits and challenges of various options for remote programming based on the Somalia experience. The visit greatly helped inform Yemen Country Office's approach to remote management and monitoring in light of restricted access due to the 2011 crisis. The lessons learned from the visit will contribute to a working paper on remote monitoring.

Country Programme Component: Young child survival and development

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
1.1 At least 80% of children (boys and girls) under one year of age fully immunized	3	FA1OT5, FA1OT4
1.2 By 2011, a national strategy for fighting malnutrition among children and mothers developed to enroll 15% of SAM children in CMAM facilities and ensure at least 90% of households consume fortified flour, oil (90%) and iodized salt (40%)	3	FA1OT4, FA1OT3
1.3 By 2011, 12% more people (women, men, boys and girls) have access to safe water and have improved awareness on personal hygiene and sanitation in the targeted districts	3	FA1OT12
1.4 By 2011, less women and newborn die	3	FA1OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	18402173.00	12285269.00	66.76
OR-R	5125000.00	908180.00	207919.00	22.89
RR	1970800.00	2322505.00	2263551.00	97.46
Total	\$7,095,800.00	\$21,632,858.00	\$14,756,739.00	

Results Achieved

Of the six planned results in the 2011 Annual work plan (AWP), two were achieved, good progress was made towards two others, and the remaining suspended due to insecure working environment caused by civil and political unrest. The results suspended included those requiring community mobilization and investments in capacity development such as rolling out Integrated Management of Childhood Illnesses (IMCI) and emergency obstetric health care, and community initiatives such as community IMCI and expanding local water sources management by local communities. In 2011, the programme focused on those results that were lifesaving and on ensuring high coverage of the related high impact interventions. Advocacy papers on immunization, nutrition and water & sanitation were disseminated to bring global attention to the impact of the crisis on delivery of basic social services.

An integrated outreach campaign was implemented in the five focus governorates that house 35% of the national target population and in Sa'ada governorate, which has experienced conflict in the last six years, achieving 80% and 42% full immunization coverage respectively. In Sa'ada, 20% of the children below one year of age received vaccination for the first time. At the national level, Government lived up to its commitment on vaccine procurement, pneumococcal vaccination was introduced, and the rota virus vaccine submission for funding approved.

In response to an outbreak of circulating vaccine derived polio virus, the disruption in routine vaccination services and the inherent threat of an outbreak from imported wild polio virus from the steady stream of refugees and migrants from the Horn of Africa, a nationwide campaign targeting 4.2 million children was launched. A total of 3.8 million children under five years of age were vaccinated against polio and received vitamin A supplements. In the conflict affected governorate of Sa'ada, the campaign reached 22,000 children for the first time (17% of the under-five population). Countrywide an estimated 14% of the children below the age of one year received vaccination for the first time.

The Global Hand Washing Day was observed with 180,000 children receiving direct messages on the importance of hand washing and demonstrations on proper techniques. Seven governorates with high diarrhoea prevalence were targeted and an estimated 1.95 million people connected through mobile phones received short messages on key hygiene practices.

Of the total national caseload of 98,885 children with Severe Acute Malnutrition (SAM), UNICEF interventions directly targeted 79,108 children and as of November 2011 had enrolled 58,338 (74% of the targeted) into treatment. Nutrition programmes were scaled up with a special focus on the five most affected governorates (Amran, Hajjah, Al-Hodeida, Al-Jawf and Sa'ada). Scaling up interventions included:

- Ensuring 90% availability of all nutrition supplies at all operational sites at all times.
- Training of 1,246 community volunteers and 663 health workers on screening, management and follow up of children with malnutrition.
- Piloting a new strategy for an integrated approach to addressing malnutrition.

The nutrition programme reported a defaulter rate of 19%, cure rates of 50%, and a mortality rate of 0.5%, as of the end of November 2011.

Most Critical Factors and Constraints

The civil and political unrest paralyzed most public services resulting in limited access and low utilization of the health, nutrition and water services. In the area of immunization, the chronic gas shortage, tripling of the price of gas used in operating the cold chain for vaccines, and conflict in some parts of the country, led to the closure of close to 25% of vaccinating facilities during the first half of the year. The first round of the quarterly outreach campaigns that contribute to 30% of routine vaccination coverage was only conducted in July. Data up to August showed that only 27% of the districts had achieved measles coverage above 80% compared to 75% for the same period in 2010. In nutrition, lack of fuel for transport led to low reporting rates and suspension of supervision and monitoring. As of November 2011, only 60% of the OTPs had submitted reports. The General Rural Water Authorities, UNICEF's principal partner in water and sanitation, reported a suspension of its water projects benefiting 239,000 people and estimated that over 5 million people in rural areas were affected due to the increase in fuel prices or looting and destruction of their warehouses. The operational and water trucking costs increased by 300% and 400% respectively.

To mitigate the above challenges, a programme criticality and business continuity plan was prepared for better identification of programmes that needed to be sustained and the critical number of staff members that were required to deliver on these programmes. As such only life-saving intervention programmes were implemented from March onwards and additional partners (INGOs) were identified to supplement the efforts and resources of Government. In some instances, UNICEF took over the responsibilities for distribution of supplies. The imposed limitation on international staff presence in Yemen coupled with increased workload of the few staff left to carry on the emergency work in Sana'a, presented an opportunity for UNICEF to innovate ways of doing business. Evacuated colleagues provided remote support from Amman, while national consultants were recruited and deployed to access difficult areas. More local partners were identified and Small Scale Funding agreements signed for distribution of supplies, social mobilization and monitoring. Essential supplies were procured and pre-positioned at strategic locations throughout the country while alternative storage places were identified for critical perishable supplies such as vaccines and medicines.

The events of 2011 placed additional operational and budgetary constraints making it difficult for the Government to fulfill its obligations for secondary distribution of supplies to health facilities, facilitative supervision and follow up on data. Accordingly, at Government request UNICEF stepped in to support in-country logistics of nutrition and medical supplies to governorate warehouses, including facilitating pre-positioning of emergency stock in addition to facilitating nation-wide nutrition supportive supervision activities.

Key Strategic Partnerships and Interagency Collaboration

Very close partnership and collaboration was maintained with the nodal ministries and departments of Government namely the Ministry of Public Health and Population and the General Water Authority (GARWP) at both the national level and through its network of 22 sub-national offices. The GARWP emergency preparedness and response capacity was enhanced through training of staff and the development of a national emergency strategic plan. Delivery of results in water and sanitation in emergency locations was made possible through expanding partnership with international and national NGOs and civil society. UNICEF's advocacy papers on immunization and nutrition generated national and international media attention to the pressing need for government organisations to continue providing basic social services even under very difficult circumstances. The above efforts helped in preventing donors and organisations such as GAVI Alliance from withdrawing their support despite suspension of the regular programme.

Participation in the UNFPA CPAP process helped in delineating roles and responsibilities in maternal health with UNICEF taking on responsibilities for home based maternal and newborn care, and UNFPA responsible for emergency lifesaving interventions at health facilities and ensuring facilities are EMOC compliant. Partnership with WHO in funding and implementing a polio campaign enabled 96% of the targeted 4.2 million children to be vaccinated and supplemented with vitamin A. Regular contacts were also maintained with WHO in disease outbreak intervention and control.

Partnership with WFP, GARWP and civil society organisations within the cluster and the inter-cluster coordination mechanisms was garnered in the piloting of the first multi-sectorial integrated nutrition programme in Harrad. The programme was informed by a nutrition survey, which highlighted the multi-faceted causes of malnutrition.

At the global level, maintenance of the traditional partnership with the Global Alliance for Improved Immunization (GAVI) helped to sustain the procurement and delivery of pentavalent and pneumococcal vaccines worth US\$ 4.5 million and secure the introduction of the new Rota virus against dehydrating childhood diarrhea. A new partnership with the Global Nutrition Cluster was instrumental in enhancing partnerships with local and international NGOs in nutrition. Through this collaboration, partners accessed training opportunities in nutrition programming and obtained a better understanding of cluster arrangements during emergencies.

The section maintained its close collaborative efforts within the UNDAF on health and nutrition and cluster coordinating mechanisms in Health, WASH and Nutrition, playing its crucial leadership role in the latter two. The performance of the nutrition cluster mechanism was further enhanced through establishment of nutrition cluster working groups in Sa'ada and Aden; the conduct of a capacity mapping exercise of all partners; supporting capacity development of technical staff in regional workshops; and establishment of a high level nutrition and food security working group. This working group is chaired by the UNICEF Representative at the central level and attended by the heads of humanitarian agencies and Sana'a based donors, along with heads of national and international NGOs.

Humanitarian Situations

As outlined above, most of the year focused on our core commitments for children in humanitarian actions in the conflict affected areas and the five focus governorates of Al-Dhale, Al-Hodeida, Ibb, Lahj, and Taiz while closely monitoring the national delivery of life saving interventions in the rest of the country. In Sa'ada, cessation of hostilities and the takeover of the governorate by the de facto authority opened up the humanitarian space albeit with challenges. UNICEF seized the opportunity to accelerate interventions through re-establishment of mobile clinics and delivery of the much needed essential supplies.

Essential nutrition supplies were procured and delivered for the benefit of about 60,000 children with severe acute malnutrition (SAM) country-wide. In total, 56,129 cartons of RUTF along with different other anthropometric scales, CMAM medicines and different micronutrients' supplements were delivered in 2011. UNICEF facilitated all in-country logistics and supported keeping emergency stock at Sana'a, Sa'ada and Lahj governorates' main warehouses.

An immunization campaign was launched in all 15 districts of Sa'ada targeting 180,000 children under five years of age. A total of 53,850 children were vaccinated against measles while 102,313 received vitamin A supplementation. In the under one age group, of the targeted 13,000 children, 86% and 67% received oral polio and measles vaccine respectively.

Over 140,000 affected populations including those internally displaced in Aden, Amran, Haradh, Al-Jawf, and Sa'ada benefitted from WASH services including water supply, sanitation (latrines), solid waste management, in addition to hygiene promotion interventions and supplies. Specifically the YCO support included:

- Provision of adequate and safe drinking water to 45,000 IDPs and vulnerable host communities in Haradh and Amran.
- Distribution of hygiene items to more than 85,000 conflict/unrest affected people in Aden, Amran, Hajjah, Sa'ada and Sana'a; improved sanitation facilities for over 42,000 IDPs in Aden, Amran and Hajjah; and 5,000 school children in Haradh benefited from intensive hygiene promotion activities and were provided with access to improved school sanitation facilities.
- Following the cholera outbreak in the south, that affected 31,404 people and caused 134 deaths, UNICEF provided and prepositioned 500,000 water purification tablets and water disinfection materials in Al-Dhale, Ibb, Lahj and Taiz and trained water committees on disinfection of wells. In collaboration with WHO, it undertook social mobilization on cholera prevention and control. UNICEF brought to the attention the raging cholera outbreak in Al-Dhale and mobilized other partners including WHO to act.
- Technical support to the Rural Water Authority in the establishment of an emergency unit and an emergency preparedness and response strategy.
- Coordination of WASH partners in UNICEF's role as the cluster lead. Some of the achievements include the development of a strategic operational framework for partners, national training of 40 participants on point-of-use water treatment and a needs assessment in 70 schools housing IDPs in the south.

Emergency grants utilized against CAP 2011 amount to US\$ 12,285,269.

Summary of Monitoring, Studies and Evaluations

UNICEF supported two nutrition surveys in Hajjah and Al-Hodeida. The two strata, population-based, cross-sectional, two stage cluster sampling household surveys targeted children under five years and pregnant mothers. A total of 1,231 households were sampled and anthropometric measurements and health data collected from 1,470 under five children in the Hajja survey, and 3,104 households and 4,668 under five children in the Al-Hodeida survey. MUAC and haemoglobin were measured for 1,592 women of childbearing age in Hajjah. The findings in both surveys revealed very high levels of malnutrition (31% Global Acute Malnutrition with over 9% SAM based on the WHO 2006 Growth Standards). The survey in Hajjah showed similar levels of malnutrition amongst IDPs in camps and in host communities. The survey also showed that about half of the pregnant women were at moderate to severe risk of intra-uterine growth retardation and 37.8% had moderate to severe anaemia. With levels of malnutrition approaching those in famine affected countries, the survey findings were used to galvanize world attention on the humanitarian consequences of the civil and political crisis and the risk of increased mortality unless urgent interventions were instituted. In addition, the surveys revealed the multi-faceted nature of malnutrition and were used to rally other sectors in developing multi-sectoral integrated response plans.

In the conflict-affected areas in the south, UNICEF facilitated two community-based nutrition assessments using MUAC among IDPs and host communities in Lahj, Aden and in seven districts in Abyan governorate. While the levels of malnutrition were not as high as in the northern part of the country with SAM rates ranging from 0.8% - 4%, they served as an early warning of an impending emergency and enabled preventive interventions to be put in place. Infant and Young Child Feeding programmes were initiated amongst the IDPs in Aden and Lahj.

The surveys have unearthed a knowledge gap on other available simplified survey methodologies such as SMART. Experts in this field have been contacted to assist Yemen in institutionalizing the methodology through the training of a critical number of partners and conducting surveys in a select number of governorates in early 2012.

UNICEF worked very closely with WFP to incorporate key sectoral indicators including on anthropometric measurements and IYCF practices in the 2011 Comprehensive Food Security Survey carried out in November - December 2011. The survey will provide for the first time since 2006 countrywide concrete anthropometric and IYCF practices data.

WASH partners have conducted regular field monitoring especially amongst IDPs inside and outside camps and provided information on the coverage and impact of the services through monitoring the incidence of diarrhoea on the basis of data from the nearest health facilities. This information has been used in further improving the quality of WASH services.

Future Work Plan

The year 2012 is forecasted to be challenging with the government budget allocation to the health sector having been drastically cut by the Ministry of Finance. The priorities outlined below will serve as a transition with continued humanitarian actions and re-establishing mechanisms for renewed regular programming under the new Country Programme 2012-2015. The priorities for 2012 therefore include:

- Integrate WASH, nutrition and health services both in emergency and in the regular programme.
- Increase delivery of emergency lifesaving services and early recovery interventions to the vulnerable and affected populations especially with the opening of humanitarian space in the north and south.
- Conduct Post Disaster/Conflict needs assessment especially for determining the extent of destruction of service facilities in communities and schools in the conflict affected areas and accelerate implementation of the WASH, nutrition and health response plan especially for Sa'ada and build back better.
- In collaboration with the Education programme develop strategies for expanding the child friendly school initiative and empower students as agents of change on hand washing with soap.
- Maintain high routine immunization coverage and sustain polio eradication status and measles elimination goals. Ensure availability of quality vaccines and monitor the status of the cold chain system.
- Strengthen structures for delivery of an integrated package of services at outreach and third level health facilities.
- Strengthen community structures for follow up and care of pregnant women, newborn babies and sick children through a community-based health system and Community IMCI.
- Expand CMAM services to reach at least two OTPs in each district and improve quality of the services to reduce defaulter rate to less than 15%. Special focus will be given to establishing OTPs in all Supplementary Feeding Programme facilities to integrate the management of SAM into MAM in the most vulnerable districts in collaboration with WFP and other partners.
- Generate evidence data for improved programming in nutrition. Strengthen the Nutrition Information System to deliver quarterly reports. Closely monitor availability of fortified foods at retail sites and vitamin A and other micronutrients' supplements at all service delivery sites.
- Develop and finalize a national IYCF strategy, and facilitate implementation of the IYCF guidelines at national level with special focus on emergency sites.

Country Programme Component: Basic education and gender equality

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
2.1 By 2011, the Government of Yemen has enabled at least 80% of boys and girls to access and complete quality basic education		2 FA2OT7, FA2OT2, FA2OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	2072268.00	1826344.00	88.13
OR-R	3050000.00	847005.00	838110.00	98.95
RR	913400.00	1272754.00	1161738.00	91.28
Total	\$3,963,400.00	\$4,192,027.00	\$3,826,192.00	

Results Achieved

The Education and Gender Equality Programme in 2011 focused on increasing equitable access to and completion of quality basic education, with particular focus on children affected by the conflict and civil unrest. The insecure working environment led to suspension of most planned programme interventions on Early Childhood Development and Child Friendly Schools (CFS), and a reorientation of programme priorities towards education in emergencies.

A UNICEF supported nationwide Back-To-School campaign with the purpose to encourage and facilitate access to schools and reduce dropout during the scholastic year 2011-2012 was launched in September. The media campaign targeted population nationwide via TV channels, national and local radio stations. Five flashes were aired through five national TV channels for a period of thirty days focusing on the social, economic, cultural and religious factors affecting children's education. Some 875 banners were put up in central public areas in the conflict and civil unrest affected governorates, and 60,000 brochures and 30,000 posters were printed and distributed among affected communities during the same period carrying messages to raise awareness on the value of education and the importance of sending children to school. The media campaign was also important in assuring the public that schools were open and receiving children in spite of the crises. This motivated communities and parents in Sana'a city, for instance, to exert pressure on education offices to provide teachers in conflict affected schools resulting in a majority of the closed schools to resume classes.

Learning materials were provided to 800,000 IDP, disadvantaged and marginalized children, of which UNICEF covered the cost for 350,000 children. The materials which included notebooks, pencils, pencil sharpeners, erasers, rulers and school bags, were meant to alleviate some of the cost burdens on parents, especially the poor who may otherwise opt out of sending their children, girls in particular, to school. UNICEF played a catalyst role and was the main driving force for the campaign, which resulted in a wider partnership with national and international organisations.

In the conflict affected locations of Aden, Abyan, Hajjah, Lahj, Sa'ada, Sana'a and Taiz governorates, 301 trainers and about 3653 teachers (2411 males, 1242 females), were trained and equipped with the necessary knowledge and skills to provide learner-centred teaching and psycho-social support to children. The training also aimed to enhance the communication and management skills of school principals and supervisors. UNICEF provided technical and material support to the Ministry of Education (MoE) which enabled 566,000 grade 9 and grade 12 students, including IDP students, to sit for their final exams. Many parents were worried that the unrest might jeopardize the exams. UNICEF therefore supported a media

campaign informing the public on dates of exams and the importance of children attending them.

UNICEF worked closely with the MoE to finalize five CFS manuals (on child rights, writing skills, dictation skills and class management) and supervised the implementation of training of 600 teachers in the five focus governorates and Socotra on these manuals.

Most Critical Factors and Constraints

Developments during 2011 constrained the ability of UNICEF and counterparts to deliver, leading to the interruption of the regular education programme planned under the AWP 2011. Weakened central authority of the MoE, the sole entity running the education system in the country, along with inadequate supervision of schools and teacher's absenteeism, particularly in rural areas, negatively affected the quality of learning in schools. To counter this, UNICEF and other members of the education cluster have engaged more local NGOs and community level groups in the implementation of education programmes. Community elders for instance are involved during the distribution of learning materials, especially in violence-affected areas, and in the provision of alternative learning spaces in areas where there are no schools or where existing ones have been destroyed.

The Joint Annual Review (JAR) between the MoE and development partners was not conducted for the first time since it was initiated in 2002. The political stalemate also paralyzed investments from development partners in the sector. Major donors in the sector including the Dutch government, World Bank and DfID have scaled down their programmes hence reducing the education authority's capacity to expand, and increasing pressure on UNICEF and others in the field while needs are growing.

Reduced UNICEF staff presence negatively affected business continuity with international staff working remotely from Amman during part of the year. The deteriorating security situation also restricted the movement of UNICEF and partner organisations' staff to monitor implementation of the programme. UNICEF has and will continue to invest in capacitating community-based NGOs to become more active in programme implementation and to promote local ownership of education.

The civil unrest and conflict has directly impacted school infrastructure. According to a UNDP survey in 2011, 63 schools in Sa'ada governorate are either damaged or destroyed and are currently not being used. A rapid assessment in Aden found that almost all 76 schools inhabited by IDPs are run down and will require massive renovation before educational activities can resume. Schools inhabited by IDPs in Lahj and Abyan, and many schools in Abyan have been destroyed by the ongoing fighting. Children have lost many days of learning and there are reports that the student dropout rate has increased, especially amongst children from poor families.

Recent reports indicate that measures detrimental to girls' education are being implemented in Sa'ada governorate to exclude girls from some children's activities, and even from schools.

Lack of reliable data on enrolment and quality of education, and limited information in particular on the situation of education in conflict-affected and difficult to access governorates like Shabwa, Al-Jawf, and Abyan has inhibited the education sector's ability to design and track progress on interventions.

Key Strategic Partnerships and Interagency Collaboration

UNICEF is a member of the Development Partners Group that it has chaired for the past two years. This is a forum that brings together major donors such as USAID, World Bank, DfID, JICA (Japan International Cooperation Agency), as well as development agencies like UNICEF, GIZ (German Agency for International Cooperation), Save the Children, and CHF International (Cooperative Housing Foundation) with a portfolio of about US\$ 300 million aiming for partners to harmonize and align their interventions with national priorities. UNICEF plays an active role in advising and influencing investments in education and leveraging additional resources for the sector. Unfortunately as a result of the political unrest and security situation, major donors

in the sector including the Dutch Government, World Bank and DfID, have scaled down their programmes.

UNICEF is also member and leader of the Education cluster, which brings together key national and international NGOs and UN agencies working in the sector. Inter-cluster linkages with the Child Protection sub-cluster were strengthened, with improved information sharing and coordination, and joint projects including the summer school programme. Also, joint rapid assessment and monitoring missions to conflict-affected areas were conducted.

The catalyst role played by UNICEF during the planning and implementation of the back-to-school campaign resulted in a wider partnership with and support from the Ministry of Information, Ministry of Endowment, USAID, Al-Saleh Foundation, Fast Track Initiative, BEDP (Basic Education Development Project), CHF, Save the Children and JICA. The media campaign had national coverage and a total of 800,000 children were provided with learning materials.

Reduced capacity and authority of the MoE during 2011 prompted UNICEF to further expand and strengthen its partnerships with local NGOs and community-based organisations (CBOs). Support to such organisations will continue in the future to help fill the gap and supplement the MoE's resources, and promote local ownership of education.

The Child-Friendly School initiative has created an opportunity for different sectors to converge their effort to make schools a safe and conducive environment for learning for both and girls. Collaboration with the WASH programme has been effective in ensuring that schools have water and necessary sanitation facilities including separate toilets for boys and girls. Similar collaboration is being developed with the nutrition sector, especially in areas where malnutrition is found to be significant.

Humanitarian Situations

The recent events in Yemen caused major disruption to children's education, particularly in the three largest cities, Sana'a, Taiz and Aden, as a result of schools being closed and occupation of schools by IDPs and others. UNICEF supported education offices and NGOs in Aden, Haradh, Lahj, Sana'a and Taiz to carry out rapid assessments and data collection on the condition of schools and education. Based on the results, UNICEF supported local education authorities through provision of tents for schooling and for IDPs, provision of school kits, and continuous monitoring of the situation. A majority of schools in Aden and Lahj are now operating morning- and afternoon shifts, and tents have been erected in school yards and are used as classrooms. UNICEF provided essential learning materials to 90% of the over 120,000 affected children in Aden and Lahj that could not attend school as a result of premises being occupied by IDPs from Abyan.

UNICEF provided technical support to education authorities in Sa'ada enabling them to better monitor and supervise the education system. Over 70,000 of the most disadvantaged children were provided with essential learning materials as part of the back-to-school campaign that will enable them to continue their education uninterrupted. Some 150 tents with the capacity to accommodate 12,000 students were delivered to Sa'ada and are being used as classrooms in areas where schools are destroyed or overcrowded. A recent assessment conducted by the education authorities revealed that compared to 2010/2011, enrolment in 2011/2012 in Sa'ada has increased remarkably by 22%, due partly, to the period of relative calm in the governorate, and to the support provided by UNICEF and others, including also the training of teachers, advocacy and social mobilization activities.

For the third consecutive year, UNICEF is supporting over 6,000 IDP boys and girls currently attending schools in the IDP camps in Al-Mazraq and surrounding host communities in Haradh. UNICEF provides temporary learning spaces (tent classrooms), learning and teaching materials, monthly stipends to over 80 teachers as well as support to school supervision. According to a recent assessment by the education authorities, school enrolment in Haradh for 2011/2012 has increased in comparison to 2010/2011.

Support was provided to 11,850 students, of whom 60% were girls, in conflict-affected areas through a summer programme that was implemented in collaboration with the child protection programme and local

NGOs. These summer programmes provided recreational activities, psycho-social support and trauma healing opportunities for conflict affected IDP and host community children. Catch up classes for students to cover some of the lessons missed during the year were also provided. As part of the summer programme, 15,085 parents participated in awareness-raising sessions on the effects of conflict on their children and how to deal with it.

Emergency grants utilized against CAP 2011 amount to US\$ 1,826,344.

Summary of Monitoring, Studies and Evaluations

UNICEF and partners have conducted a rapid assessment on the effects of the IDP influx on the education system in Aden. The assessment found that 76 schools in Aden were inhabited by IDPs from Abyan displacing about 100,000 students. The data collected has assisted education authorities in finding temporary solutions to enroll children who were not able to re-enter their schools through identification of schools that could operate in two or three shifts, nearby schools that could absorb an additional number of children, and the number of tents required for the establishment of temporary learning spaces. The assessment also looked at government buildings that could be used for hosting IDPs or for schooling.

A rapid assessment in 90 schools in seven districts of Sana'a conducted by the education and child protection sub-clusters has helped education authorities and partners to identify the number of closed schools, those that have been affected by the conflict, and those that were still occupied. A reported 136,103 children's schooling has been disrupted in Sana'a. The generated data enabled the education authorities and UNICEF to advocate with belligerents to vacate about 40 schools occupied by armed forces and opposition groups. These schools are now vacated and classes recommenced.

Another rapid assessment was conducted by the education office and the Ministry of Social Affairs with UNICEF support in 100 schools in the three districts in Taiz most severely affected by the conflict. Collected data is being analyzed and the outcome is expected to inform strategic interventions by UNICEF and other partners including education authorities.

An early recovery Mission conducted by UNDP provided information on the condition of education facilities in Sa'ada governorate. An estimated 200 schools in Sa'ada remain closed in part due to the presence of landmines, complete or partial destruction and a lack of school furniture. In the Al-Dhaher district for instance, 15 out of 18 dysfunctional schools remain closed. The Mission's findings have been shared with the cluster for coordination of interventions related to rehabilitation of schools.

According to the last Annual School Survey (not officially published by the MoE), compared to 2009/2010, net enrolment in basic education (grades 1-9) in the 2010/2011 scholastic year shows an increase of 2.6% from 76.2% (boys: 84.4%, girls: 67.5%) to 78.8% (boys: 87.0%, girls: 70.1%). Most of the partners in the education sector are in agreement that data and information systems need to be revamped to ensure reliability.

Future Work Plan

The Child-Friendly School initiative will be widely introduced in targeted districts. There will be an expanded focus on the quality of education to ensure schools are a place where children can enjoy their learning experience, in safe, healthy, and enabling environments. The school environment improvement will be achieved by enhancing the water and sanitation conditions, augmenting the skills of teachers and school management (to employ learner-centred methodologies to ensure that children adequately learn necessary competencies and skills), and provision of psycho-social support to children experiencing trauma and other conflict-related effects.

Local officials will be supported to develop comprehensive school improvement plans, with targeted schools

mobilizing support to facilitate implementation. Advocacy will focus on ensuring that a sufficient number of female teachers are assigned to rural areas, and that the school fee abolition policy is enforced. The programme will be engaged on three levels: policy support at central level, capacity building of education authorities at district level and service delivery at school level.

Technical support will be provided to the Ministry of Education to develop policy and strategies to facilitate improved access to schools, including policies for Out-of-School-Children and ways of providing them with appropriate education. A national action plan will be developed and adapted.

Partners in the education sector are in agreement that current data is not fully reliable and presented in a useful way. UNICEF will assist in augmenting the capacity of MoE officials on data collection and analyses and evidence-based decision-making.

The Government of Yemen has issued a ministerial policy waving school fees for boys in grades 1-6 and girls for grades 1-9. UNICEF will assist education authorities in developing a monitoring plan and tool, both at central and at governorate level, to enable authorities to observe the level of implementation of school fee abolition policy in schools.

Support will continue to be provided to children and communities affected by the unrest, especially IDPs and vulnerable communities. Basic rehabilitation of schools and classrooms including water and sanitation facilities, provision of basic learning materials to poor and disadvantaged children and promotion of psycho-social support to children through recreation and play activities, are some of the interventions planned for 2012. Additionally, UNICEF will set up temporary learning classrooms in areas where there is no school or existing ones are destroyed or overcrowded.

Country Programme Component: Child protection and HIV prevention

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
3.1 Government, local institutions and communities create a protective environment for all boys and girls		3 FA4OT3, FA4OT10, FA4OT5, FA4OT7
3.2 Adolescents and children are less exposed to risks and vulnerabilities to HIV/Aids		2 FA3OT2, FA3OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	1421602.00	1394461.00	98.09
OR-R	2100000.00	1224965.00	1131082.00	92.34
RR	625000.00	813123.00	748842.00	92.09
Total	\$2,725,000.00	\$3,459,690.00	\$3,274,385.00	

Results Achieved

The Child Protection Programme focused on expanding its humanitarian support for vulnerable children affected by conflict/civil unrest in northern and southern governorates, and providing critical support for children in contact with the law through child friendly judicial procedures and services and advocacy efforts

to stop Juvenile Death Penalty (JDP), mainly in the 15 governorates of Abyan, Aden, Amran, Al-Bayda', Dhamar, Hadramout, Hajjah, Al-Hodeidah, Ibb, Al-Mahra, Al-Mahwit, Sa'ada, Sana'a, Shabwah and Taiz. Based on this, the following results were achieved:

Concerted advocacy efforts to end JDP continued in 2011, led by UNICEF, European Commission (EC), the Higher Council for Motherhood and Childhood (HCMC), and the NGO National Coalition on Child Rights in Yemen. This resulted for the first time in the past five years in having no child being executed, including the freezing of the execution of two imminent cases. The focus was on children at risk of execution, 105 children (103 boys and 2 girls) in particular, including at least 11 cases that are considered imminent. With UNICEF support, information on these children was entered in a new database developed by the NGO - National Coalition on Child Rights to track children who are at risk of inhumane sentencing, namely death penalty and life in prison. The advocacy efforts by UNICEF also resulted in an agreement with the Attorney General and the High Judicial Council to address gaps and establish clear procedures and to ensure that all 105 children accused of severe offences will have access to a fair trial. This includes legal representation and determination of age by an independent committee of experts.

Support has been provided for monitoring, documentation and investigation of individual and collective violations and crimes committed against children in non-emergency contexts. A specialized database was developed and upgraded. In total, 558 children (478 boys and 80 girls) in contact with the law received legal services; approximately half of these were cases linked to violations committed during the civil unrest.

UNICEF continued to support local communities, including adolescents and other key community members to be empowered through life skills training and awareness raising sessions in addressing traditional harmful practices such as FGM/C, early marriage and other key child protection issues such as child recruitment, JDP and crime prevention. In all, 7,497 people (2,107 male & 5,390 female) including teachers, students, health workers, imams, local authorities and other community members were equipped with information and knowledge on the hazards of FGM/C, and 20 women's groups were formed to sustain FGM/C abandonment activities in the communities. This activity took place in five districts of the two high-prevalence governorates Al-Hodeidah and Al-Mahrah. Additionally, 15,519 people (7,845 male & 7,674 female) comprised of 6,930 adolescents and 8,589 adults were provided with life skills and knowledge on child protection issues, including HIV prevention, through 380 peer educators (202 male & 178 female) including 226 adolescents and 154 adults in the three governorates of Al-Hodeidah, Sana'a and Taiz.

Most Critical Factors and Constraints

Political instability and an insecure environment significantly impacted the Child Protection Programme, leading to suspension of the majority of the programme planned under the AWP 2011 including on birth registration and juvenile justice. Key critical interventions were identified, which resulted in focusing on child protection in emergency interventions and continuing the efforts in ending death penalty. Added to the above constraint was the limited presence and contract termination of international staff of the Child Protection Programme, including the sub-cluster coordinator, based on the ceiling established by the UN. However, business continuity was sought by expanding partnerships with civil society organizations and strengthening the existing coordination mechanism namely, the child protection sub-cluster. Local capacity was strengthened through provision of technical support by international staff working remotely from Amman during part of the year. Expansion of partnerships, strengthening existing coordination mechanisms and local capacity strengthening were done simultaneously given the increased demand on the ground for providing immediate child protection response. These alternative working modalities adopted to compensate the reduced international presence resulted in positive outcomes such as increased local capacity and promoting shared responsibility amongst the sub-cluster members especially at the sub-national level thereby advancing the decentralisation planned to be carried out in 2012 among the Government, UNICEF and civil society organizations. .

Providing humanitarian support in the Al Houthi-controlled area of Sa'ada governorate posed a challenge due to initial resistance to allow humanitarian assistance. This constraint was overcome through information sharing on child protection needs, which were then addressed by focusing on sustainable and concrete

solutions through working with schools in delivering the psycho-social and MRE activities and through volunteers for MRE outreach activities. While expansion of these interventions through new partnerships that required renewed negotiations with those in charge were put on hold since September 2011, the process of building mutual trust and confidence continues, especially on child protection.

In 2011, the Secretary-General's Report on "Children and Armed conflict" listed two parties in Yemen in the annexes of the report which mandated the UN to set up a monitoring and reporting mechanism (MRM) on grave child rights violations. The plans for the official establishment of the UN Task Force (TF) on MRM were delayed, due to the absence of a RC/HC from September onwards, causing constraints in particular when the civil unrest and conflict created more demand in Yemen to monitoring, reporting and advocating for children. However, UNICEF focused on strengthening the capacity of national and international organizations in monitoring and reporting, in preparation for the official establishment of the task force (TF) on MRM. UNICEF worked with existing structures and information sources to create a diverse, neutral and impartial partnership with civil society organisations. This was done in parallel with the challenging work of generating timely, accurate and objective reporting of grave violations.

Key Strategic Partnerships and Interagency Collaboration

UNICEF continued to engage with government partners in 2011 such as the Higher Council for Motherhood and Childhood (HCMC) through joint advocacy efforts in ending JDP, the development of a draft training manual for forensic doctors on age determination of children at risk of JDP, the Yemen first report of the CRC Optional Protocol on the involvement of children in armed conflict, and the Yemen Global Progress Report on Violence against Children (VAC). Both reports were prepared as a follow up to the progress made by Yemen on the UN SG recommendations on the UN VAC Study and the implementation of the Optional Protocol and submitted to the Special Representative of the SG on VAC and the CRC committee respectively.

The exigencies of 2011 provided an opportunity for UNICEF to strengthen the Child Protection sub-cluster preparedness and response and significantly expand its partnerships with other UN agencies and civil society organizations, namely national and international NGOs, in incorporating and implementing key child protection components in emergency interventions such as psycho-social support, MRE and MRM.

The Child Protection sub-cluster led by UNICEF was active at the national and sub-national level in six governorates through the Child Protection Working Groups (CPWGs) and the Child Protection Networks located in Aden, Amran, Hajjah, Al-Hodeidah, Sa'ada and Taiz governorates. These coordination platforms, participated widely by government agencies, UN agencies and I/NGOs have enabled timely and effective provision of coordinated child protection activities based on identified needs and gaps in affected areas as well as joint advocacy efforts.

Inter-cluster linkages especially with the Education cluster were sought, given the reduced attendance and alarming situation in schools where numerous grave child rights violations were reported. Joint interventions were conducted during summer and the back-to-school campaign. Also, following the reporting of grave violations in schools by UNICEF supported child rights monitoring organisations and the Education Department of Sana'a, rapid assessments and monitoring tools were jointly developed and implemented in Sana'a and Taiz. While data collection is continuing, joint coordination meetings have been conducted, with plans for joint response and advocacy in place.

In 2011, the influx of unaccompanied migrant children originating from the Horn of Africa (mainly Ethiopia) increased twofold, with many stranded indefinitely in Yemen. Given this situation, UNICEF and IOM strengthened their coordination, and children identified were provided with interim care and referred to IOM for further family tracing, repatriation and reintegration with their families. The strengthened coordination on this issue led for IOM/UNICEF to discuss the possibilities for joint programming in 2012.

Humanitarian Situations

The Child Protection sub-cluster (CPSC) led by UNICEF strengthened its preparedness and invested in capacity building of partners through equipping 250 participants in 16 governorates with knowledge and skills on child protection in emergencies, psycho-social support and MRE and 1,813 (987 male & 826 female) teachers, NGO members and community volunteers were equipped with information and skills on emergency preparedness and response.

The CPSC members under the leadership of UNICEF advocated for the protection of children during the civil unrest and political instability, stressing its grave concern about the escalation of violence, and the increasing number of child casualties in particular. This culminated in a public statement issued in July by the Protection Cluster, including the CPSC.

In all, 229,000 (128,500 boys & 100,500 girls) children were provided with psycho-social, legal aid and violence protection services through school-based and community-based Child Friendly Spaces in the conflict/civil unrest areas of Amran, Aden, Al-Dhale, Hajjah, Al-Hodeidah, Ibb, Lahj, Sana'a, Sa'ada and Taiz governorates. Of this number, 12,710 affected children (6,420 boys & 6,290 girls) were further identified as extremely vulnerable and 82% of them were referred to or received appropriate services. A total of 141,494 children (82,064 girls & 59,430 boys) in Aden, Amran, Hajjah, Lahj and Sa'ada were equipped with knowledge and skills to be protected from abuse, violence and exploitation in emergency, through trained Peer Educators, community volunteers in host communities, Child Friendly Spaces and Child Protection Committees. Furthermore, 28,317 children (14,900 girls & 13,417 boys) and 16,101 persons, including 5,423 females, received information on the risks and dangers of mine/UXOs in Amran, Hajjah and Sa'ada.

Monitoring and reporting of child rights violations was expanded nation-wide since the start of the civil unrest. Some 522 children (450 boys & 72 girls) were reported to be killed or maimed in 2011. As of December, 53 schools and 19 hospitals were reportedly attacked, including occupation by armed forces and groups. Further, new information emerged from partner's reports suggesting systematic use and recruitment of children among government armed forces, citing 5% to 10 % of those who joined the army in the last five years are children. A total of 129 community-based child protection committees, with 43 comprised of adolescents, were established and functioning in Aden, Amran, Al-Dhale, Hajjah, Al-Hodeidah, Lahj and Sa'ada - to address child protection issues and provide services and referrals.

UNICEF continued to engage with Government to help end the use and recruitment of children. The Cabinet, chaired by the Prime Minister, officially committed to this issue and a decree was issued on 15 November. Following the signing of the GCC initiative, a Military Affairs, Security and Stability Committee was formed which will work to rehabilitate those who do not meet the conditions of service in military and security forces. UNICEF is following up to ensure that through the Committee a concrete, time-bound action plan is developed to end the use and recruitment of children in all armed forces and groups.

Emergency grants utilized against CAP 2011 amount to US\$ 1,394,461.

Summary of Monitoring, Studies and Evaluations

UNICEF's partner, the National Coalition on Child Rights conducted regular field monitoring visits to central prisons and juvenile care centers in 15 governorates. The monitoring visits revealed 45 new cases of children at risk of death penalty in 2011. Case details were documented, entered into the database and provided with legal aid. Furthermore, 38 children from the Horn of Africa who were detained as illegal migrants have been released from prisons, provided with interim care and referred to IOM for further support in family tracing and return to their countries of origin.

UNICEF conducted monitoring visits and assessments of the Protection Reception Center in Haradh run by Al-Saleh Foundation and MoSAL to obtain a better understanding and to document details of children that accessed the Center. UNICEF's evidence based advocacy with MoSAL resulted in immediate family reunification of 606 children out of the 623 children who accessed the center up to December 2011 and improvement of services in the center.

Preparing for the official establishment of the country level Task Force for the monitoring and reporting mechanism on grave child rights violations as per UNSC resolution 1612, UNICEF and its partners have monitored and reported on the six grave violations. The information generated served as input to the bi-monthly Global Horizontal Notes required for submission to the Office of the Special Representative of the Secretary-General for Children and Armed Conflict since September 2011. The generated reports also contributed to other advocacy fora, such as fact finding missions conducted by OHCHR, Special Envoy to the SG and press releases and statements made by UNICEF Executive Director, Regional Director, Representative, UNCT in Yemen and several briefings in Geneva, resulting in strong recommendations for children within UNSC resolutions (1998, 2014) and the Human Rights Council (18/21).

An initial rapid assessment was conducted in Aden in June 2011 among 220 IDPs who fled the fighting in Abyan. Over 90 % of families interviewed indicated that their children experienced a wide range of psycho-social problems, based on which UNICEF through its partners provided psycho-social support services via Child Friendly Spaces in the schools and host communities where IDPs were being housed.

Information collected on specific child protection indicators through the social protection monitoring scheme in Amran, Al-Hodeidah and Sana'a was useful to inform programming.

The Child Protection and Education (sub-)clusters supported a rapid assessment conducted in 90 schools in seven districts in Sana'a highly affected by the civil unrest. This assessment revealed that 59 schools were attacked by heavy ammunitions or bullets/shrapnel, 23 schools reported to still have armed forces or groups present in their premises, causing fear especially among female students. In total, 136,103 children's schooling reportedly has been disrupted in Sana'a. Based on the results the two clusters have started to provide programmatic response such as through psycho-social support services and joint advocacy efforts to end attacks on schools including occupation of schools by armed forces and groups.

Future Work Plan

Entering the first year of the new Country Programme 2012-2015 and bearing in mind the political contingencies as well as upcoming elections in early 2012, along with the continued humanitarian needs of a population experiencing increased hardship and vulnerability, the key priority areas will be focused on the following:

Continuing humanitarian support and its expansion in the conflict, civil unrest and other affected areas as per the YHRP 2012, specifically on:

- Expansion of child protection in emergency interventions to the non-displaced children in central and western governorates that are at risk of violence, abuse and exploitation in an insecure environment.
- Strengthening monitoring and reporting mechanisms of grave child rights violations through support towards a functional Country Task Force. (This is essential to also enhance evidence based advocacy and programmatic responses, including engagement with the listed parties in developing time-bound and concrete action plans towards ending the use and recruitment of children and other grave child rights violations).
- Continued strengthening of the Child Protection sub-cluster, especially at the sub-national level through streamlining the CPWG and CPN and further strengthening inter-cluster linkages with emphasis on the Education and Health Clusters to ensure integrated response, referrals and better evidence based data and analysis.
- Emphasis on unaccompanied migrant/trafficked children from Yemen and the Horn of Africa. (Given the sharp increase in 2011, UNICEF will accelerate its efforts in assisting these children with concerted efforts through the sub-cluster, regional coordination and joint programming with IOM.

Other key priority areas in the transitional phase will focus in line with UNDAF on laying the foundation towards developing a robust child protection system in Yemen and developing a concrete programme strategy in promoting positive social norms through the following:

- Completion of the mapping and assessment of the child protection system to identify existing resources, gaps and priority interventions. The process will align with the UN stabilization plan and political transition process given the need to gain ownership and widely shared responsibility by governmental and non-governmental partners.
- Strengthening evidence-based protection programming, including through strengthening birth registration and the justice information system
- Legal reform and harmonization of national legislations through initiating review of national legislations related to children to be in line with CRC and international standards.
- Continued concerted efforts towards ending JDP through joint advocacy and strengthening of child friendly justice procedures including through policy development and capacity building.
- Development of a minimum package of child protection services that would enable a multi-disciplinary approach to the prevention, protection, rehabilitation and reintegration of children at risk of violence, abuse and exploitation including children in contact with the law.
- Development of a programme strategy for promoting social norms change in addressing selected child protection issues through empowerment of adolescents as change agents, to serve as a road map in defining key priority interventions.

Country Programme Component: Social policy, planning, monitoring and evaluation

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
4.1 By 2011, decision makers practise improved evidence-based planning, resource allocation, policy advocacy and monitoring of CRC, MDGs and the 4th DPPR to support greater equity		2 FA5OT1, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	280900.00	267050.00	95.07
OR-R	200000.00	201725.00	77669.00	38.50
RR	513400.00	539025.00	531481.00	98.60
Total	\$713,400.00	\$1,021,650.00	\$876,200.00	

Results Achieved

While the crisis negatively impacted the section's achievement of many of its planned results, the section was called upon to support the country office in key strategic areas related to emergency planning and response, as well as planning for the new country programme and VISION rollout.

SPPME led the country office's preparations for VISION rollout, with the Chief of the section named the overall VISION coordinator and two national professional staff named as Super Users for Programmes. Completion of the required training was hampered as most Super Users were not able to travel to Amman for the regional Super User training in October due to increased instability in Sana'a. Subsequently, YCO benefited from in-country support from Core Trainers from Djibouti, Bosnia and Herzegovina (Programme), ESARO and occupied Palestinian territories (Operations), whose dedication and willingness to travel to Yemen to ensure that the YCO is well-prepared will always be gratefully and warmly remembered by all staff. Gratitude is also owed to Jordan Country Office, which generously opened its training sessions to YCO

staff who were evacuated to Amman. Overall, despite situational constraints including power cuts lasting approximately 20-22 hours a day, and other challenges faced by staff and trainers alike, it is noteworthy that YCO managed to complete all required VISION training by 31 December.

SPPME also led the development and write up of the new country programme through close planning with sections and leading the development of PCRs, IRs and indicators/milestones. In addition, the section provided senior management with analysis of vulnerable districts for targeted selection of Yemen's most vulnerable districts to ensure the strongest possible equity approach in the upcoming country programme cycle.

With respect to section-specific achievements, SPPME, together with the Social Welfare Fund, established a Monitoring and Evaluation Working Group to help strengthen the evaluation function of one of Yemen's sole safety net institutions. UNICEF stepped in at a critical time, when other donors froze their support, including planned support for institutional strengthening. The first technical assistance project of the working group was launched in early December 2011 and provides training to SWF field offices in monitoring and assessing the implementation of a conditional cash transfer on Education in Taiz.

Additionally, SPPME supported the development of an innovative web-based, real-time database system for more effective management of emergency information. For more information on the Emergency Information Management System, see section on South-South Cooperation.

Most Critical Factors and Constraints

The key constraining factor was the substantially reduced functionality of partners both in and outside government due to situational instability, which also prevented major surveys and activities from being implemented.

High fuel prices and insecure conditions made it especially difficult to afford and carry out field visits, for instance, for bi-weekly household surveys, while power failures slowed the pace of data processing, report preparation and transmission. Against these odds, the dedication of two partners namely, the Democratic School (a local NGO) and Prodigy (a private company) to prepare and deliver reports, enabled UNICEF to provide to government and the donor community critical information about the impact of the crisis at household level at a time when no other data was available.

Key Strategic Partnerships and Interagency Collaboration

Crucial to the success of the Social Protection Monitoring initiative has been UNICEF's partnership the Democratic School and Prodigy. Both these entities have worked in cooperation with each other and with UNICEF to ensure the integrity of the field data collection, the efficiency of the transmission of the data and the rigorousness of data analysis UNICEF's ability to produce bi-weekly household data that enabled close situation monitoring for both in-country humanitarian actors as well as external donors and other partners would not have been possible without their dedication to achieving the goals of the project.

In addition to this fruitful partnership, SPPME also worked closely with OCHA Yemen and the INGO iMMAP to develop a comprehensive Humanitarian Information Management System, to which the EIMS will contribute. The collaboration will ensure that all Clusters, not just UNICEF-led Clusters, benefit from the advances made by the EIMS, and that what is produced within the EIMS complements information provided in the broader intra-Cluster Humanitarian Information Management System, called Oasis, currently under development by iMMAP.

Humanitarian Situations

Very early in the crisis, SPPME was identified as the main focal point for ensuring and updating the country

office's engagement with Early Warning and Early Action process, as well as completing key elements of the Enterprise Risk Management exercise. Anticipating further deterioration of country conditions, SPPME provided guidance to programme sections on options for remote management of projects, as well as led the country through an assessment of Programme Criticality, enabling the Country Office to make critical decisions about core staff presence in-country.

SPPME also advised Programme sections and Cluster partners on rapid assessment design and implementation in response to acute crises; in 2011, there were more than 120 rapid assessments conducted by the Cluster system. In addition, the section provided guidance on the establishment of monitoring tools such as the combined Education/Child Protection monitoring system in Taiz and Sana'a, to gauge and monitor the impact of the crisis on students, teachers and school infrastructure.

Summary of Monitoring, Studies and Evaluations

Within crisis monitoring, by June 2011, SPPME established a bi-weekly household survey of Yemen's most vulnerable families to gauge whether the coping mechanisms of families living in or on the margins of poverty were failing amid rising food, fuel and water prices. The monitoring project, begun as a pilot among 120 households in three governorates, provided critical data on food consumption and security, as well as child protection, nutrition, health, and education. The data, disseminated twice a month, provided both in- and out-of-country development and humanitarian actors with an understanding of how the civil unrest and subsequent erosion of basic social services was affecting vulnerable families and enabled humanitarian actors to monitor if and when assistance was needed to prevent a humanitarian crisis.

SPPME also supported the drafting of a lessons learned document on remote programming, which provided important guidance to programme sections on how best to build in remote programming modalities into their humanitarian response in case of further deterioration of the country context.

UNICEF has collaborated with the Higher Council for Motherhood and Childhood (HCMC) on the development of a Child and Youth Yearbook to serve as a monitoring tool for the National Strategy for Children and Youth 2006–2015. On the basis of the work done, the HCMC has produced a progress report for the period 2006–2010, assessing the level of achievement, with recommendations and proposed interventions for the remainder of the strategy period.

Future Work Plan

Yemen Country Office will begin a new country programme in 2012, in which the SPPME section will be divided into a dedicated Social Policy section and a separate Monitoring & Evaluation section, with Planning also receiving dedicated staffing. Monitoring & Evaluation will lead one of the three Programme Component Results (PCR) of the country programme. This PCR, on Evidence for Childs' Rights, focuses on building stronger governmental capacity for routine data collection, analysis and use within policy making and planning, especially with respect to Nutrition, Child Protection and Education information management systems. The section will also dedicate support to ensuring better monitoring of crises and reporting on emergency response.

Within Social Policy, 2012 will see an expansion of the bi-weekly Social Protection Monitoring survey from 120 households (HHs) in the three piloted governorates to a national survey in each of Yemen's 21 governorates. The selection of HHs, moreover, will be structured to enable the survey to make comparisons between HHs that receive cash transfers from the Yemeni Social Welfare Fund and those that do not. Such a comparison will enable UNICEF to further support SWF in better targeting its beneficiaries as well as measuring the impact of their support. In addition, following the February 2012 elections, the section will begin to engage relevant ministries to build their capacity for child friendly budgeting.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
5.1 Cross-sectoral support & Advocacy		1 Support 1, Support 2, Support 3, Support 6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R				
RR	784400.00	2310735.00	1908303.00	82.58
Total	\$784,400.00	\$2,310,735.00	\$1,908,303.00	

Results Achieved

An analysis of results achieved is covered under the sections Programme Analysis (effective advocacy) and Operations and Programme Management.

Most Critical Factors and Constraints

An analysis of critical factors and constraints is covered under the sections Programme Analysis (effective advocacy) and Operations and Programme Management.

Key Strategic Partnerships and Interagency Collaboration

An analysis of key strategic partnerships is covered under the sections Programme Analysis (effective advocacy) and Operations and Programme Management.

Humanitarian Situations

An analysis of humanitarian situations is covered under the sections Programme Analysis (effective advocacy) and Operations and Programme Management.

Summary of Monitoring, Studies and Evaluations

A summary of Monitoring, Studies and Evaluations is covered under other sections of this report.

Future Work Plan

Future work plan is covered under other sections of this report.

Effective Governance Structure

Office objectives and priorities are defined in AMP, and the emergency response is included among the key annual management priorities and results. Due to the insecure operational environment, the management of operations has been a challenge and the section at times had to operate and provide support to programme with a minimum of staff.

Governance in the office has been strengthened with the updating of ToRs and a review of the composition of office governance bodies and statutory committees to ensure representation of all staff categories. A new committee for abuse of authority and harassment was established. Most of the committees have been fully functioning and met regularly. Participation of evacuated IP staff to committee meetings has been ensured through video and teleconferencing.

To maintain clear lines of management and ensure follow up on main deliverables, the Deputy Representative - or a designated OIC, subject to the presence of staff in Amman - coordinated the agreed upon programme priorities undertaken remotely. Virtual meetings with the relocated team in Amman were held several times per week to share situation updates and coordinate UNICEF's response. Emergency Management Team meetings took place on a monthly basis, tagged onto the regular Programme Management meetings in Sana'a. Weekly conference calls between Sana'a and the field offices were introduced and maintained in 2011.

The CMT regularly reviewed the management indicators including CAG/DCT liquidations, programme implementation, donor reporting and the Table of Authority (ToA). The ToA was reviewed and shared with staff periodically to ensure clear segregation of duties. Monthly reviews of the Document Authorisation Table (DAT) were conducted by the Chief of Operations to ensure compliance with the ToA. As a follow-up to a recommendation by the CMT, work processes in the office were thoroughly reviewed and adjusted where possible to enhance internal risk management control and make use of opportunities for greater efficiency and simplification.

The HACT process has not yet been completed in Yemen. The HACT process has not yet been completed in Yemen. The Macro Assessment and training for UNICEF's implementing partners (NGOs) was also delayed due to the internal political situation.

During the reporting period, the office encountered challenges in keeping outstanding DCTs in the more than 9 months and over 6 months categories within acceptable rates, due to partners not being able to implement planned activities owing to the crisis.

Strategic Risk Management

A Risk Control and Self-Assessment was carried out in early February with participation of seventy staff, representing all sections and zone offices. A Risk Profile of the office for 2010 was developed, identifying 15 high risk areas, 8 medium-to-high level risk areas, and 2 low risk areas. A detailed description of the programme, operation, financial and hazard risks as well as an action plan to manage these risks is presented in the YCO Risk and Control Library. Implementation is underway and a detailed report will be provided to the Office of Internal Audit in 2012.

A selection of office work processes was reviewed and adjusted where possible to enhance internal risk management control. Particular focus has been on ensuring that YCO's supply and logistics processes are risk-informed. This review process was supported by the work done in the context of the pre-feasibility study on delivery of basic commodities in early 2011.

The Business Continuity Plan was implemented during the emergency period to direct and guide appropriate actions to ensure the capability exists to continue critical processes and critical operational services; protect essential facilities, equipment, vital records and assets; eliminate or mitigate the impact of disruptions on operations; and minimize damage and losses. Emergency Standard Operating Procedures, including for the clearing of goods, were drafted to support efficient delegation of responsibilities and authority, and in preparation of a possible full evacuation of international staff.

The security of UNICEF staff and premises has continued to be a key priority for YCO. The Sana'a office maintained compliance with MOSS throughout 2011, and actions are underway to ensure MOSS compliance of the field offices. The warden system is in place and fully functional.

The CO EWEA has been regularly updated and received good reviews from RO and HQ. Section-by-section review of conflict drivers was conducted to inform adjustments to emergency response, particularly in the North/Sa'ada. Partnerships have been expanded and partners' capacity assessed and strengthened. This has proven instrumental during the second half of the year particularly to mount the emergency response in the South and to monitor violations against children affected by the conflict. Consultation with partners was ensured through UNICEF's and the CAP Mid and End Year Reviews respectively. Efforts will need to be sustained to strengthen field assessment, monitoring capacity and results based management including by partners. Cluster leadership was ensured particularly for Nutrition and Child Protection as well as WASH; efforts to hire a dedicated coordinator for Education, however, were not successful.

Arrangements have been put in place to ensure pre-positioning of essential supplies at Sana'a and field level for timely response to emergencies. Supply monitoring plan is in place and its implementation improved throughout the year. YCO has also effectively used mechanisms such as special cash, light PCA process and SSFAs to ensure flexible business processes. Additional flexibility in these processes including those pertaining to logistics and supplies and decentralisation to the field coupled with proper training will need to be further pursued.

Evaluation

A rolling Integrated Monitoring, Evaluation and Research Plan (IMEP) was developed and shared at the beginning of the year, incorporating seven (7) studies and surveys, and one (1) Programme Component-level evaluation of Child Friendly Schools scheduled for 2011. YCO was unable to implement most of the planned activities due to deteriorating security conditions in the country. The IP footprint prevented the contracting of an external evaluation team, resulting in the cancellation of the CFS evaluation.

In June, in response to the deteriorating country context, the CMT moved to shift from the regular IMEP to the simplified version intended for use following a sudden onset emergency or significant scaling up of humanitarian response. The plan identified activities for situation and performance monitoring, including (inter-cluster) needs assessments and surveys, and has been reviewed and updated on a monthly basis. Despite the challenging context, two key nutrition surveys have been completed in addition to several assessments in the conflict affected governorates. Formal review of the implementation of the IMEP is a regular standing item on the agenda of the monthly CMT meetings.

Follow-up to last year's real-time evaluation of UNICEF's emergency response to the Sa'ada conflict continued in 2011. Recommendations have been implemented and evaluation of ongoing responses sustained through monthly emergency management team meetings at CO level. The management response that was developed in 2010 has been uploaded to the global tracking system and updated on two occasions after review of implementation of planned actions.

National capacity for evaluations remains weak, implying heavy dependence on resources from outside Yemen. An initiative to strengthen evaluation capacity has been the establishment of an M&E Working Group co-chaired by UNICEF and the Social Welfare Fund. YCO provides technical assistance and training to

the M&E staff and colleagues responsible for programme implementation of conditional cash transfers within the Fund. Strengthening in-country research capacity will continue to be a priority for UNICEF under the next country programme.

Effective Use of Information and Communication Technology

YCO office, through its Information and Communications Technology (ICT) unit, continuously provided ICT-based hardware, systems and services support to all staff members in both the main office in Sana'a as well as the zone offices. This included secured access to all office ICT resources, laptops and servers. In addition, ICT unit provided technical leadership on the business continuity of office operations, which is critical to the uninterrupted service of staff doing programme and emergency work in the field. Key accomplishments this year include the following:

- Completion of upgrading of ICT equipment and Internet links in relation to global roll-out of VISION SAP-based modules.
- Completion of upgrading of new computer equipment and operating system to support VISION client platform.
- Successful completion of Business Continuity Plan (BCP) functional tests and simulation exercise.
- UNICEF systems and applications were maintained as per globally prescribed ITSS practices and guidelines, including for instance the replacement of all network printers with new standard printers that support full duplex features.
- Provision of the centralized power firm (two 100KVA generator and central matrix UPS system) has continued to ensure continuity in ICT systems availability in view of the recent increase in grid power cuts and fluctuations.
- Provision of specifications on appropriate computer standards for UNICEF implementing partners.
- ICT participation in the review of project proposals supported by different sections.
- Extensive use of video/audio conference equipment and internet-based WebEx to minimize travel cost.
- Based on the UNICEF Hardware lifecycle, all out of date ICT equipment was disposed of, through the PSB, in a secure and safe manner.
- Acquisition and installation of new firewall to increase managed security of local computer network.
- Office has managed to import 150 VHF Handheld, which will in turn help YCO to minimize MOSS gap to its minimum
- Staff orientation on effective use of ICT systems and emergency equipment.
- Active participation in inter-agency ICT collaboration in the area of business continuity plan and shared ICT resources.

Fund Raising and Donor Relations

YCO sent out 94 per cent of its donor reports on time (17 out of 18). Most were of satisfactory quality. A reports officer joined the office in December 2011 and will help further improve and assure the quality of future submissions.

YCO has to date mobilized 100 per cent out of a CPD ceiling of \$38 million for 2007-2011. Donor funding available in 2011 included thematic funding for YCSD from CIDA, Consolidated NatCom Funds, EC, Micronutrient Initiative, Norway, UK NatCom and UNDP; for Education from the Netherlands and Global thematic funds; for Child Protection from EC, Global thematic funds, Sweden and the Swiss NatCom.

Of the 2011 CAP appeal of US\$ 22.7 million, the office mobilized US\$ 20.1 million (89%) thanks to an effective fund raising strategy and sustained advocacy efforts that ensured children's voice remained at the forefront and UNICEF continued to be perceived as a neutral actor. Funding was received from AusAID,

CERF, DfID, ERF, European Commission/ECHO, French NatCom, Global Thematic Fund Humanitarian Response, Iceland, Netherlands NatCom and Government, Sida (Sweden) and USAID/OFDA. Nutrition, WASH and Health, as lifesaving programme areas were well funded receiving 94%, 116% and 102% of the funding respectively. Education and Child Protection were underfunded, receiving 62% and 49% respectively. YCO received an EPF loan of US\$ 2 million distributed among the programmes: YCSD (US\$ 1.1 million), Education (US\$ 350,000), Child Protection (US\$ 200,000) and Social Policy (US\$ 350,000).

All emergency and regular PBAs expiring in 2011 are 99% and 100% utilized respectively. Rover Briefing Book has been used extensively to monitor use of funds. Only one extension was requested out of the 18 PBAs expiring end 2011, and this concerned a fund that arrived in November 2011.

UNICEF is engaging with Gulf countries, which are the biggest bilateral donors to Yemen, to position itself as an honest broker, which can be trusted to leverage and use bilateral funds with transparency within the system. Donor toolkits for YCSD, Education and Child Protection have been finalized to support fundraising with NatComs.

Management of Financial and Other Assets

The last external audit for YCO was conducted in 2010. The office responded to all audit observations, and most recommendations were closed.

Bank reconciliations were consistently submitted in a timely manner to RO and HQ. The replenishment process was streamlined in line with DFAM policy. YCO has conducted a physical counting of all office assets in Sana'a as well as in the field offices. The office managed to relocate two sub offices in new premises and rent two new warehouses in Aden and Al-Hodeidah. The inventory was reconciled with Lotus Notes data. A Property Survey Board (PSB) has met and made recommendation to clear all outstanding items in the Lotus Notes data base and to write off missing items. The minute of this PSB meeting was also shared with DFAM.

The office managed one Cash-On-Hand Account, two Special Cash Accounts and several Petty Cash Accounts in the field offices. Cash accounts have been checked regularly and replenished timely to ensure optimal functioning of field offices. The benchmark of payments to be made within two days maximum has been met for all payments in 2011.

The CMT reviews periodically the status of the budget utilization reports, donor reports, liquidation of cash assistance and bank reconciliations. Through this process, the CMT ensures that all difficulties are addressed in a systemic and timely way to achieve efficient financial management of resources. YCO has expended 89% of its RR from 99% obligated funds. 98% of PBAs have been utilized in their original duration; 100% of OR-E PBAs were used in their original duration; YCO had 1% outstanding DCTs 6 to 9 months, and 3% outstanding DCTs over 9 months.

Supply Management

The volume of supply component increased significantly in 2011 owing to escalating humanitarian crisis in Yemen. The supply plan for six programmes was prepared in March at a total value of US\$ 3,562,353 and revised to US\$ 6,293,243 at the end of June as per supply guidelines. However, the total PGM value reached to over US\$ 13,557,362 due to the emergency. Offshore Procurement amounted to US\$ 8,606,707 whilst local procurement comprised US\$ 4,950,655.

YCO has one warehouse in Sana'a, and the management of this warehouse was outsourced to a private

company. Due to escalation of the emergency situation and increase of supply, the office has recently rented two more warehouses in Hodeida and Aden. The management of these two warehouses will also be outsourced. In addition to these warehouses, UNICEF is also using facilities provided by government and partners to store supplies. Most UNICEF supplies are consigned to the government, stocked in their warehouses and distributed to beneficiaries. This was, however, not always possible in 2011 due to the emergency situation and the problems faced by the Government in handling transportation (among them, insufficient funds, shortage of staff, closure of government offices, close to 1000% increase in diesel prices from pre-crisis average at the peak of the fuel crisis). Most of the supplies had to be stored first in UNICEF warehouses until a clear distribution plan was provided by the programme sections in consultation with their government and other counterparts. Where clear distribution lists were available, UNICEF consigned the supplies directly to beneficiaries.

The office has established a procedure with clear accountability for evaluation of the quality of supplies. YCO relied on field and programme officers to obtain feedback on the quality and use of supplies. No official complaints on the quality of UNICEF supplies were received from any of our counterparts. Delivery date was not always respected, not due to shortcomings on the suppliers' part, but usually due to new government procedures on security clearance or lack of budget allocation by counterparts to clear the supplies on time.

UNICEF provided procurement services mainly to the Ministry of Public Health and Population for the procurement of several medical supplies and equipment, vaccines and syringes, pharmaceuticals plus malaria bed nets. The fund transferred this year for procurement services has exceeded three million dollars.

A pre-feasibility study on delivery of basic commodities at community level was commissioned early. The office is in the process of implementing the study's recommendations.

The major obstacle this year was the absence of a supply manager in Sana'a after the staff member was evacuated in June, and had to continue working remotely. A staff member from DRC was deployed on a three month mission to support the office, especially for additional workload in managing the warehouses and logistics operations for the emergency response. Currently the supply unit in Sana'a still consists of only two national staff, while supply continues to be a major pillar in UNICEF's response to the humanitarian crisis.

Human Resources

The office embarked on preparation of a new four-year country programme early in 2011, which resulted in a substantial submission to the Programme and Budget Review with 55 new positions created. YCO conducted a review of the CPMP in a participatory manner with the involvement of all categories of staff in both the central and field offices to ensure full understanding, transparency and ownership of the outcome. The office provided adequate support to staff members on abolished positions in line with the directive from the office of the Executive Director. Recruitment into the newly created positions has continued in a transparent manner and in compliance with existing guidelines. However, the recruitment progress was slowed down by the crises and insecurity in Yemen– the HR Specialist was security evacuated to Amman and staff in Sana'a could not come to work regularly. To ensure that all staff on abolished posts were given adequate opportunity to compete for positions, the management made a request for exceptional approval to extend the lives of those posts for another three months, which was approved and well appreciated by the SA.

Gaps in staffing to support emergency programme response were quickly filled through arrangements with standby partners and mission assignments.

The management remained committed to improving and sustaining staff morale through a management

style characterized by openness, sharing information at all levels, and interaction with staff to create close relationships and a conducive office environment. The SA also played a big role in improving staff morale by organising social events. All categories of Staff are adequately represented on office committees.

Based on findings from the 2010 Global Staff Survey, an office improvement plan was jointly developed by the SA and HR and submitted for management consideration. Five issues identified for action have been implemented. The office is committed to UN Cares and the 10 minimum standards on HIV in workplace, and a dedicated focal point is assigned for this activity.

Monitoring of Performance Appraisal System has continued to be a standing item on the agenda of the CMT. Staff members were reminded of the importance of performance tools at the beginning of the year. Emphasis was put on preparing SMART key assignments, the link with training needs and the importance of PAS discussions.

The office had an approved Training/Learning Plan for 2011 reflecting the office needs/priorities, individual staff members career development and aspirations. Efforts were made to provide training to all staff taking into account opportunities and resources available. Seven group trainings and 14 individual trainings were approved for the office in 2011, including e-learning, external training and regional workshops. The DHR facilitated training on managing people for all managers early in the year with the objective of creating better awareness on organisational HR policies and to enhance leadership skills. The office could not carry out some of the planned training events due to competing priorities and emergency nature of the operations for most part of 2011. The last quarter of the year was devoted to VISION training.

Efficiency Gains and Cost Savings

In response to the urgent need for increased efficiency and cost reduction, YCO has identified a number of strategies and actions as detailed below.

1) Pursue and increase usage of alternative learning and training modalities for staff (without compromising on priority staff learning needs);

In the context of the development of the next Country Programme, YCO conducted a staff competency and capacity assessment and identified priorities for common and local training opportunities; E-learning used as preferred training tool as opposed to training that will involve international travel; The office has and will further increase the use of web seminars to enhance knowledge of staff in selected areas.

2) Increased usage of alternatives to international travel for meetings and conferences;

YCO has and will continue to use web-conferences for information sharing as alternative to meetings involving travel and expensive phone conversations with RO and HQ.

3) Mitigation of the impact of (rising) inflation on recurring operating costs by entering into fixed-price Long Term Agreements (LTA) with relevant parties;

LTA office landlord (rental contract)
LTA printing supplies contractor
LTA office equipment maintenance contractor
LTA travel agencies.

4) Saving on office running costs

Reduce office vehicle running costs by streamlining the use of vehicles through the renting of cars in field

offices when this is more cost-effective, and the establishment of contracts for car maintenance.

5) Pursue efficiency gains on utilities

YCO has managed and will continue to reduce significantly all costs of utilities, telephones, and other services by using electrical timers, using VOIP, controlling gas consumption and timely servicing of the office equipment.

Changes in AMP and CPMP

YCO conducted a review of the CPMP with the participation of all categories of staff and representation from both the central and field offices to ensure full understanding, transparency and ownership of the outcome. A substantial submission was made to the PBR with 55 new positions created under the new Country Programme 2012-2015.

Due to a combination of both external and internal factors, the programme and operating environment for UNICEF Yemen in 2012 is anticipated to remain challenging, requiring specific office and programme management measures to ensure continued optimization of performance in delivering results for children. Priority action areas include finalization of recruitment as per CPAP organogram, transition into VISION/IPSAS and preparation for the internal audit in the last quarter of 2012.

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Delivery of Basic commodities at Community level throughout Yemen	2011/01	Study
2	Nutrition Survey among Under five Children and Women of Childbearing Age in Three Districts in Hajjah Governorate, Yemen	2011/02	Survey
3	Nutrition Survey among Under five Children in Al-Hodeidah Governorate, Yemen	2011/03	Survey
4	Nutrition Assessments of under five children, pregnant and lactating women among IDPs in Abyan, Aden, Lahj Governorates	2011/04	Survey
5	Rapid education and child protection assessments in schools in Taiz and Sana'a	2011/05	Study

Other Publications

	Title
1	Mother's Guide to Successful Breastfeeding
2	Child feeding from birth to age two
3	Teacher training manual
4	Mine Risk Education Teaching Manual
5	Mines and UXOs
6	Convention on the Rights of the Child
7	Wall photos of Yemeni children
8	Back-to-school campaign film
9	Back-to-school campaign song
10	Yemeni Children Call for Peace... Message from Members of Children's Parliament
11	Three TV flashes on Child labour, Right to education in emergency, Right to education for refugee children
12	Back-to-school campaign posters, banners and brochures

Lessons Learned

	Title	Document Type/Category
1	Social Protection Monitoring	Innovation

Programme Documents