

Pre-application Requirements

Please be advised that this application form must be completed in one session. You will **NOT** be able to save your progress and return at a later date. If your screen remains idle for too long the page will timeout and you will have to start the application from the beginning. We therefore strongly advise that you read through the [International Development Partnerships document](#) and ensure that you have all required information ready prior to commencing the application.

The following supplementary documents must also be included with your application. Please ensure these are completed **prior to completing** the online application form. You will be asked to **attach these documents at the end of the application**. You can find a template for each document at the below links:

[Project Delivery Plan](#)

[Project Budget](#)

[Risk Assessment](#)

[Communications Plan](#)

[Safeguarding Plan](#)

Please also prepare a summary of your organisational structure, governance and administrative framework – no template is provided for this but you can submit your own document.

The **deadline for submission** of International Development Partnerships is **29 January 2021**.

Shortlisted applicants may be invited to present details on their project to a Panel convened by the Executive Director Crown and External Relations, and answer questions if necessary. This may be done in person or via videolink if necessary.

Final funding decisions will be made by the Cabinet Office in **February/March** and applicants will be notified shortly afterwards.

If you have any queries regarding this application please contact internationaldevelopment@gov.im We regret that we are unable to answer telephone queries at this time however it may be possible to request a phone or video call via the above email address.

Charity Information

You must read the of [International Development Partnerships document](#) **carefully** before completing this application form.

Are you applying as a single charity or making a joint application by multiple charities?*

Single Charity

Single Charity Application

Name of Organisation*	The United Kingdom Committee For Unicef (Unicef UK)
Name of Main Contact*	[REDACTED]
Position in organisation*	Head of Private Foundations
Telephone Number*	[REDACTED]
Email address*	[REDACTED]
Please confirm email address	
Isle of Man or UK Charity Registration Number(s)*	Registered charity 1072612 (England and Wales) and SC043677 (Scotland) note we are not registered on the Isle of Man
Isle of Man or UK Registered Address	
Address line 1*	Unicef UK
Address line 2*	[REDACTED]
Address line 3	[REDACTED]
Postcode*	[REDACTED]
If Isle of Man registered, Is your Charity Registered as an Specified Non-Profit Organisation (SNPO) with the Isle of Man's Financial Services Authority*	No
If United Kingdom registered, does your charity comply	Yes

with the relevant Charity Commissions requirements around AML/CFT legislation?*

Organisation Background

Please upload your organisational structure, governance and administrative framework: In the interests of accountability the names of the Chairman, Board of Directors and Trustees must be provided. Please also include a brief description of how your organisation is run. Audited / examined accounts for your most recently completed financial year must be submitted.

Organisation Structure*

Audited/Examined Accounts*

Charity Vision & Mission*

Unicef UK Organisational Structure (2).pdf

UNICEF UK Audited Annual Accounts (2019).pdf

Unicef's vision is a world fit for every child – a world in which all children, particularly the most vulnerable, realise their full potential, regardless of who they are, where they come from or what they believe. Our mandate is to uphold the UN Convention on the Rights of the Child to ensure every child has a childhood, an education, is healthy, is heard and is treated fairly and safely. To achieve this through our mission, we work with partners and supporters to unlock resources for programmes for children, advocate for and create change for children, and promote children's voices. Unicef was established in 1946 to provide relief for children affected by World War Two. We have grown significantly since then and are now the world's largest organisation for children, with a presence in 190 countries and territories. We ensure more of the world's children are fed, vaccinated, educated and protected than any other organisation.

While we now also focus on long-term development programmes, our origin as an emergency response organisation is still present in our work today. When an emergency arises, such as the conflict in Syria and resulting displacement of populations, Unicef has a leadership role within the UN Humanitarian Cluster System. We are the lead agency for all nutrition work and all water, sanitation and hygiene work. We are also the co-lead for all education work with Save the Children. Finally, we are responsible for coordinating humanitarian workers working on child protection.

As the leading child rights organisation and a leader in humanitarian response, Unicef mounted a leading global public health response in March 2020, including in Iraq, to help tackle the coronavirus pandemic and mitigate the secondary impacts of the virus that children and young people are highly vulnerable to. For example, in 2020 Unicef shipped more than 191.7 million surgical masks, 13.6 million N95 respirators and 16,795 oxygen concentrators to support 138 countries to respond to the coronavirus pandemic. Unicef's response continues to contribute to the supply of personal protective equipment, risk communication and community health education. We are also helping ensure a continuity of services – for example, rolling out remote education, keeping child protection and mental health services accessible, and supporting health, vaccination, and nutrition services to run safely but unimpeded.

Building on this in 2021, through the COVAX initiative, Unicef is playing a leading role in ensuring that all countries have equitable access to Covid-19 vaccines, not just the wealthiest, by procuring and distributing the vaccines. In 2021 Unicef will procure and make ready for delivery 2 billion doses of Covid-19 vaccines.

Has your organisation(s) completed projects on this scale Yes previously

Please demonstrate your experience with this type of project by providing details of past and current projects that your organisation has implemented successfully. Please include the following details:

- Overall project budget including any funds raised
- Project timeframe including start date
- A brief description of the aims of the project
- A brief description of the main project activities
- Details of monitoring activities undertaken
- A brief description of the outcomes/key results of the project

Unicef's presence in the UK was established in 1956 and Unicef UK became a registered charity in 1962. Since then we have successfully completed projects of all scales and time frames across countries as diverse as Burundi, Nepal, Syria, Venezuela and Yemen. A recent project we completed which is comparable to this opportunity in terms of scale and timeframe, is a partnership with the UK government. Between 01.04.2015 and 31.03.2017 – with a grant of £975,000 – Unicef UK and the UK government partnered to reduce maternal and child mortality in South Sudan by supporting children in their first 1,000 days of life with an integrated package of care.

Our aim was to reach a total of 440,482 women and children (including 58,779 children under one, 323,284 children under five and 58,779 pregnant women). Similar to the programme proposed within this application, this project in South Sudan had a two-pronged approach: to strengthen public services and to empower local communities with knowledge. The main activities carried out included:

- Delivering services directly to beneficiaries, such as conducting micronutrient campaigns.
- Training health workers in best practices within the field of maternal and child health and nutrition, such as the benefits of exclusive breastfeeding, and in initiating community-based services.
- Providing behaviour change training to communities and families, whilst also involving communities in planning, implementing and monitoring of the project.
- Increasing the number of renovated and equipped health facilities.
- Increasing the number of mother-to-mother support groups to increase community-level knowledge about and participation in good child feeding practices by facilitating a safe and supportive environment and by encouraging women to share their own experiences.
- Supporting the government to develop an operational plan and building their capacity to increase access to maternal and new-born health services.
- Monitoring, evaluating and supervising community health workers to provide appropriate treatment at all levels.

Overall, nutritional support and antenatal care and other basic medical services were provided to 64,623 infants, 68,210 pregnant women and approximately 339,273 children under five, exceeding our targets. Unicef completed renovation on six out of eight health facilities, and 214 health workers were trained on maternal and child health practices, ensuring neonatal care and HIV testing of all pregnant women. This was all achieved under a very difficult security situation. However, the project reached more beneficiaries than planned. This is because some of the project implementation sites served additional internally displaced populations from neighbouring counties. Additionally, ongoing consultations with women, adolescents and communities took place throughout the implementation of the project to ensure that services were tailored and appropriate. The training of health staff and community health volunteers has helped create a robust and professional body of community-based staff who will effectively and efficiently oversee the delivery and management of healthcare services for years to come. Lastly, establishing support groups created an important community-based platform helping to empower communities to recognise nutrition problems, make decisions for their own children and provide support to each other. This is one of the key achievements of this project.

To monitor and evaluate progress and success, a baseline data set was utilised and tracked at the national and community service levels by Unicef and the project partners. Monitoring was conducted on the quality of services, nutrition distribution, improved maternal health, and reduced malnutrition. Unicef's implementing partners were required to hold meetings with the communities they served and explain the objectives of Unicef supported interventions. Unicef involved beneficiaries in the monitoring and evaluation process at least twice a year by conducting household interviews and focus group discussions to assess progress and community perceptions of the nutrition interventions. Community members, caregivers, women's groups, local leaders, health workers and county health department personnel were actively involved in the assessment of the situation, development of an operational plan, and design of the best modalities for monitoring and evaluation of the project.

Unicef UK also has experience of managing programmes and projects in the Middle East region that are similar to the work proposed to the Isle of Man government in this application. In partnership with a private donor, Unicef UK is reaching adolescents in Lebanon and Jordan, including Syrian and Palestinian refugees, with entrepreneurial and life-skills. Over 2,700 young people have so far taken part, offering them an avenue to overcome their experiences with the refugee crisis and build career skills for the future. We have attached a report from 2017 that we produced for a private donor who funded Unicef's critical response in Ninewa, Iraq.

please upload any evidence

Unicef_evidence of similar project.pdf

Isle of Man Connection

Please state and provide details of any connection between the charity or project and the Isle of Man*

We are fortunate that the Isle of Man Government has previously funded Unicef's work to support Syrian refugees in Iraq. In 2013, Unicef UK Ambassador Eddie

Izzard visited the Domiz refugee camp in northern Iraq – which at the time was providing shelter and support to 45,000 people escaping conflict in a space intended for just 15,000 – to see the work supported by the Isle of Man. Thanks to the island's support, more vulnerable people benefitted from access to clean water and suitable sanitation facilities, and children were able to continue learning and access a safe place in which to process and heal from their experiences. Eddie sent a handwritten note of thanks to the Isle of Man Government to thank you for your support and the story received press coverage on the BBC News website .

In addition to this project connection, there are other examples of a strong relationship between Unicef UK and the Isle of Man. In 2010, Unicef UK Ambassador Martin Bell visited the island specifically to meet with the Isle of Man's Overseas Aid Committee. "It's been a great privilege to explain our work to the Committee," Martin said. "They are very important to us and just talking about Unicef gets me really inspired." The members of the Committee were also pleased with the visit, with the Chairman stating "We're delighted to have Martin Bell and Unicef in the Isle of Man. We are very pleased with our part of this working relationship."

Safeguarding Vulnerable Persons

Please describe how your organisation demonstrates the following four points.

1. That you provide a safe and trusted environment which safeguards anyone who your organisation has contact with, including beneficiaries, staff and volunteers
2. That you set an organisational culture that prioritises safeguarding, so that it is safe for those affected to come forward, and to report incidents and concerns with the assurance they will be handled sensitively and properly
3. That you have adequate safeguarding policies, procedures and measures to protect people and these are shared and understood
4. That you have absolute clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities and to funding partners such as Isle of Man Government.

In the case of joint application, all organisations must explain how they demonstrate the four points.

Please describe how your organisation demonstrates the above four points

1. Unicef provides a safe and trusted environment which safeguards anyone we have contact with, including beneficiaries, staff and volunteers. As the world's leading child rights organisation, Unicef has zero tolerance for any behaviour that endangers children and vulnerable persons. Unicef has internal policies, frameworks and standards in place to minimise risks of harm to children arising from its programmes, operations, personnel and partners. Unicef also supports governments to strengthen their child protection systems. Unicef takes strong and determined actions to prevent the abuse of children and respond to the needs of those affected, building on lessons learned and a regular assessment of our approaches.

To that end, Unicef's global Executive Director, Henrietta Fore, issued a public statement in 2018 on her commitment to preventing sexual exploitation and abuse and launched an independent review of our work to strengthen a zero-tolerance environment. Unicef endorsed all the recommendations stemming from the independent panel reviews. The findings have been made

public, as has the Unicef management response.

2. Unicef's organisational culture prioritises safeguarding, so that it is safe for those affected to come forward, and to report incidents and concerns with the assurance they will be handled sensitively and properly. This is done through the following methods:

- We have made the reporting of sexual exploitation and abuse mandatory, through a notification alert that reports to the Executive Director within 24 hours.
- We have scaled up our assistance to victims and are providing them with safe and confidential support.
- We are rolling out community-based complaint mechanisms.
- We have strengthened our investigations unit.
- We have made training on the prevention of sexual exploitation and abuse mandatory.
- We have systems in place to prevent, report and respond to all forms of harassment in the workplace, including abuse of power, and the sexual exploitation and abuse of children and women.

3. Unicef has robust safeguarding policies, procedures and measures to protect people which are shared and understood throughout the organisation.

Unicef's Child Safeguarding Policy provides guidance on the protection and safeguarding of children across all operations, reinforcing the United Nations zero-tolerance policy on sexual exploitation and abuse. The policy is being implemented through agreements with civil society partners, suppliers and vendors (including independent contractors/consultants). Staff are directly subject to its provisions and transgressions may result in investigation and action under our disciplinary policy.

This policy is implemented by the Child Safeguarding Framework, which outlines accountability for different Unicef divisions in relation to the stakeholders they work with. It also lays out specialised standards for delivering programmes, research with children and securing data, as well as addressing incidents and issues.

As a further part of our commitment to safeguarding, we are rolling a procedure out across our 4,000 civil society partners to assess partnership risks related to preventing and responding to sexual exploitation and abuse, including a set of assurance activities. To this end, we released a toolkit in 2020 for our partners and other organisations to help partners build their capacity to respond in this area. We have included this as an attachment for your interest.

At Unicef UK, we have also recently updated our whistleblowing policy. We carry out DBS checks on all our staff who meet the eligibility criteria and every member of staff at Unicef UK signs up to our safeguarding statement, comprehensive code of conduct and participates in mandatory safeguarding training regardless of whether their role will bring them into direct contact with children. Mandatory training for all staff is comprehensive and we can share a copy of our safeguarding toolkit on request. Unicef UK will never accept any type of inappropriate behaviour and would always refer any allegation of wrongdoing to the appropriate authorities.

4. Unicef has absolute clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities and to funding partners such as the Isle of Man Government. If any Unicef personnel receives information about an alleged

incident of sexual exploitation and abuse they must immediately report this. Names and identifying information must be removed and retained under strict confidentiality. Unicef has developed a mobile application on protection from sexual exploitation and abuse for all personnel, with information on how to report and respond to allegations. In the instance that an allegation is made, the child protection team, together with implementing partners, immediately supports the care, safety and security of the child, the family and witnesses and care providers, and reports back on steps taken.

Victim assistance is provided to personnel in accordance with Unicef and United Nations policies and procedures for legal, psychosocial, medical and material support. For incidents and allegations of sexual exploitation and abuse specifically, Unicef provides assistance through the United Nations 'Minimum Standards for Prevention and Response to Gender Based Violence in Emergencies' and child protection programming (which are based on Unicef frameworks). Unicef has rolled out a draft victim assistance protocol on sexual exploitation and abuse through a working group which now informs all our victim assistance.

If the alleged perpetrator is a Unicef staff member, the Significant Incident Report must also be copied to the Deputy Director Division of Human Resources, the Chief of Investigations (reporting directly into Unicef Global Executive Director) and the Legal Adviser at Unicef Headquarters. If the alleged perpetrator is an individual consultant, or an employee or associate of a corporate vendor or supplier or of an institutional or corporate contractor, the Significant Incident Report must also be copied to the Director of Supply Division. Information is assessed and, on that basis, actions are taken to inform the United Nations Special Representative of the Secretary General for Sexual Violence in Conflict on Children and Armed Conflict and the United Nations Chef de Cabinet to the Executive Office. The Country Representative, upon the advice of Unicef Headquarters and taking into account the need for immediate action will inform the appropriate government authorities, contractors or partners. Please find more information in our separate safeguarding assessment document, outlining our approach as it applies to Unicef in Iraq and the proposed programme.

UNICEF Strategy Preventing SEA SH summary.pdf

Please upload any supporting documents

Total Project Budget

Total Project Budget* £1,778,697

Requested Donation (£600,000-£1.5 million over 2 years) (maximum of 90% of total project budget)* £1,411,431

Please set out how you aim to raise the remainder of the project budget (minimum 10%) providing details of any donors, partners or fund raising activities that will be involved or have already taken place.*

This programme forms part of the wider actions agreed with the Kurdistan Regional Government, UNHCR and other partners responding to the needs of Syrian refugees. The remaining funding required for this region will be covered by a flexible contribution made by the Government of Denmark, which has been confirmed, and is being directed towards our child protection work in Iraq. A portion of this contribution will make up the remaining programme budget.

All charity trustees are responsible for ensuring the charity's money is used properly for legitimate charitable purposes and safeguarded from loss.

Please describe the method used to transfer the funds from the charity's bank account to the beneficiary country or any partner organisation(s), when transfers

Unicef has a comprehensive set of financial rules and regulations. All elements of financial management and internal control are addressed, including management

will take place and how these will be safeguarded from loss.*

accountability, receipt, custody and disposal of funds, risk management, and conformity to budget guidelines. All Unicef offices are regularly audited to ensure compliance with the financial rules and regulations. Following receipt of funds from the Isle of Man by Unicef UK, the funds will be transferred to Unicef's headquarters in Geneva.

The funds will then be allocated to the designated programme grant and released to Unicef's Iraq office for use for the specified project activities. This process is completed within 6-8 weeks of Unicef UK receiving the funds.

Once funds are received by Unicef's Iraq office, the procedure for releasing grant funds (cash disbursement) to implementing partners is made in accordance with a country office's programme of cooperation with the host government. Any government and/or partner receiving a grant from Unicef must provide a certificate of use to be analysed and certified by the responsible programme officer. The programme officer establishes a project monitoring system. A set of comprehensive financial procedures ensures that the process is followed.

Unicef has a zero-tolerance policy against fraud and corruption and has strict measures in place for monitoring supply and cash transfers to implementing partners, including governments. These policies and procedures outline the actions required of a Unicef Country Office when providing funds to a government for implementing agreed programme work to help improve the lives of children. As part of the policy Unicef staff must seek assurance on the financial management capacity of the partner and on the progress of implementation of the agreed work. Unicef staff are obliged to carefully monitor the implementation of the agreed programmes funded by Unicef and to stop funding of any project that fails to demonstrate the agreed results. In addition, Unicef staff may be held personally responsible and financially liable for any actions that they take that are contrary to the organisation's rules and regulations. The Unicef Office of Internal Audit and Investigations is responsible for conducting or supervising investigations related to known and suspected cases of fraud, corruption and other forms of misconduct within and associated with Unicef.

The Country and Region of Project

Country and Region of the Project *

Please describe why this geographic region is being targeted. Please outline why the Charity has chosen to target this region and whether any research and/or surveys have been undertaken to identify areas of need.

The project will be located in the Kurdistan region of Iraq. This autonomous region in the north of Iraq hosts 98% of the country's Syrian refugee population. We believe Iraq is the ideal country for Unicef and the Isle of Man to support together to assist refugees for three key reasons.

1. The need in Kurdistan, Iraq;
2. Unicef's strong track record in Iraq and the Middle East region;
3. The resonance of the situation with Isle of Man residents.

1. The need in Kurdistan, Iraq:
Iraq has suffered decades of largescale armed conflict leaving national systems and public services destroyed or weakened. Although this conflict has ended, over four million people, including 1.89 million children, have been left in need of humanitarian assistance. This figure includes not only 1.4 million Iraqi people who have been displaced from their homes by violence within Iraq, but

also nearly a quarter of a million refugees from neighbouring Syria. Of the estimated 241,738 Syrian refugees currently residing in Iraq, 98% are living in the Kurdistan region. This is our primary rationale for targeting this region. As the political and security situation in Syria remains volatile, large scale return of Syrian refugees back to their country of origin is not foreseen.

Although Kurdistan offers relative safety compared with Syria, evidence suggests child protection issues are increasing in Kurdistan. Approximately 40% of Syrian refugees in the Kurdistan region live in displacement camps, with the remainder living among host communities. However, no matter the living situation for Syrian refugees, absence of an effective legal framework for refugee protection in Iraq precludes many legal benefits for Syrian refugees and Iraqis, making it difficult for them to access employment. This is stretching existing public services as well as the resilience of both host communities and refugee families.

This lack of access to livelihood opportunities was cited as a key vulnerability for refugees in assessments in 2018 and 2019. Families are increasingly relying on borrowing to get by and many are falling into debt. The 2018 assessment also highlighted that not only was household debt increasing – by 11% between 2017 and 2018 – but the average amount of debt was increasing too. This is important as lack of employment and increasing debt is a root cause of protection issues in Kurdistan. Too often families finding themselves without adequate funds to live resort to new measures, such as child labour or child marriage, in order to save or earn money. In addition, prolonged displacement, coupled with economic hardships, can lead to unrest and result in increases in gender-based violence. All of this is especially important given the demographics of the Syrian refugee population – 68% of whom are women and children.

We can see some of these protection issues in the data we have for Syrian refugee families in Kurdistan. For example, 4% of all refugee households reported child labour being practiced in 2019. Likewise, for refugee children aged 15 to 17, 60% of girls and 67% of boys are out of school. When children are not in school, they are exposed to many protection issues and are unable to access school-based child protection services, such as reporting mechanisms for violence.

Now, the country is grappling with the effects of a dramatic escalation of coronavirus cases during Autumn 2020. A daily average of around 4,000 new coronavirus cases and 65 deaths were recorded by the Ministry of Health. However, both figures are thought to significantly underestimate the real situation. It is suggested that less than 10% of infections are being detected in the region. Nevertheless, based on the official data, Iraq accounts for the second highest number of infections and deaths in the region. It is only second to Iran, which has twice the population. The government-enforced restrictions imposed to prevent the spread of the virus – such as closing schools and businesses and restricting movement and gatherings – is proving especially concerning in light of the country's pre-existing humanitarian status and the dire child protection risks. This is expanded upon in the following section.

As a result, Iraq, and specifically the Kurdistan region, is in urgent need of humanitarian support. But its history as a country affected by violence and conflict has left it

overlooked and out of the media and public spotlight, unlike other Syrian refugee host countries, like Lebanon and Jordan, which have received greater funding support in recent years. Although these countries still face challenges, they have experienced extensive periods of peace and thus have higher capacities to respond to population influxes and are better able to cope. Iraq has been a war zone and needs support to rebuild infrastructure and services to meet the needs of the population, which it is struggling to do while offering refuge to its neighbours. And now the coronavirus global health pandemic threatens what little resource is left. The country is reliant on significant support from humanitarian organisations. It ranks 123 out of 189 countries on the UN Human Development Index, below all of the other major refugee-hosting countries in the region – Turkey, Lebanon, Jordan and Egypt.

Unicef's entire budget for our child protection refugee response in Iraq in 2020 was approximately £1.4m. Unfortunately, the budget remained highly underfunded (only 12% was funded). Although the need continues to grow in the country last year, it consistently receives less support than refugee programmes in other host countries such as Jordan and Lebanon, for the reasons referred to above. Therefore, responding to the Syrian refugee crisis in Iraq in 2021 offers the Isle of Man Government an opportunity to make a major impact with this funding, to change the lives of refugees who are in dire need of assistance and who are least likely to access it without additional humanitarian support. By working together Unicef is confident that, in partnership with the Isle of Man Government, we will increase access to quality and integrated child protection and gender-based violence support services for Syrian refugees in the Kurdistan region of Iraq.

2. Unicef's strong track record in Iraq and the Middle East region:

With a permanent presence in the country since 1984, Unicef has extensive experience of working on a range of major humanitarian and development projects in Iraq, both for the local population and refugees. Unicef has offices in Baghdad, Erbil, Dohuk and Basra and a field presence in Sulaymaniyah. We have been able to maintain delivery of such services in the Kurdistan region since 2012, when the conflict in Syria led to the surge in refugees entering Iraq. Our goal is to support the Government of Iraq in realising the rights of all children in the country. Our collaborative approach ensures that we are compliant with all laws and regulations and that we are directing project interventions where they are needed. This ultimately increases the chances of success and long-term sustainability of our work.

Additionally, our experience working in the Middle East in the context of the Syrian refugee crisis is also significant. Since the war in Syria broke out in 2011, Unicef has been on the ground supporting children and families in Syria and neighbouring countries. Between January and September 2020 (the latest figures available), Unicef's response work for Syrian refugees included:

- Providing 22,675 young people in Egypt with structured programmes to acquire skills for life and overcome their negative experiences.
- Providing a safe supply of water to over 229,242 refugees in Lebanon.
- Enrolling over 135,000 refugee children in formal education in Jordan.
- Providing over 19,500 children under five with access to nutrition services in camps.

- Ensuring over 57,000 children younger than one received their routine vaccinations.

Furthermore, Unicef's expertise in crises is globally recognised. Through the UN's Humanitarian Cluster Approach, we are the lead organisation for child protection work in all emergency situations, including the Syrian refugee crisis. Unicef ensures the efforts of all agencies to protect children are well coordinated, achieving maximum quality and impact.

3. The resonance of the situation with Isle of Man residents:

Unicef invites the Isle of Man Government to consider supporting our work in the Kurdistan region of Iraq due to the clear resonance of this issue with residents on the Isle of Man. Since 2011, the Isle of Man Government has contributed over £1.6m of funding to support people affected by the crisis in Syria. This has included contributions to UNHCR and Unicef. This reflects a genuine concern from Isle of Man residents for the plight of Syrian refugees. By supporting Unicef's work with Syrian refugees in Iraq, the Isle of Man has a strong opportunity to demonstrate how its humanitarian and development funding can make a tangible difference for Syrian refugees – a cause that clearly resonates with the island's residents.

A description of the current situation in the region being targeted is required. This should detail why the location is requiring international development work and the importance of the work for the region.

For the past 18 months, the people of Iraq, and specifically those the Kurdistan region, have faced a crisis within a crisis. After finishing 2019 by once again opening their communities to host Syrians fleeing violence, Iraqis and Syrians alike entered 2020 only to then have to face a deadly virus.

In 2019, an escalation of violence at the end of 2019 in northeast Syria led to a surge in refugees arriving into the Kurdistan region. Since the October 2019 military operations, more than 19,000 Syrians entered Kurdistan, of which around 15,000 entered in just two weeks. This is a significant increase compared to the 6,751 Syrian new arrivals who registered with UNHCR between January and September 2019. Among the new arrivals, children aged five and younger constitute 18%, while five to 18-year-olds constitute 32%. The majority of new arrivals are living in refugee camps in Dahuk (Gawilan camp and the reopened Bardarash camp), while some have joined families elsewhere in the region. As the political and security situation in Syria remains volatile, the return of Syrian refugees back to their country of origin is not foreseen.

In 2020, measures taken to prevent coronavirus from spreading have created operational challenges including limiting humanitarian access to extremely vulnerable sections of the population. Deadly viruses and overcrowded camps with temporary sanitation provisions do not go hand in hand. For those living in such environments, it is exceedingly more difficult to practice social distancing and maintain good hand hygiene. Many among the Syrian refugee population in Iraq have lost their jobs and source of income. The economic impact has also reduced the government's contribution towards basic services in refugee camps.

All of this combined is causing exhausted and vulnerable individuals and families to become stressed, anxious, physically and mentally ill and forcing them towards negative coping strategies in an attempt to survive. We have already seen that the measures taken to stop the virus are causing severe psychological, economic and social disruption to the lives of women and girls by limiting access to protective services and social support networks. Gender-based violence has increased as a

result of movement restrictions and the socio-economic impact of the pandemic. In 2020, 65% of surveyed service providers reported an increase in one or more types of gender-based violence during an online survey conducted between April and May by the group of humanitarian agencies within Iraq (including Unicef) specifically responding to gender-based violence. Of these, 94% reported an increase in intimate partner and family violence. The Iraq Information Centre also received 40% more calls reporting gender-based violence incidents, mainly domestic violence, after the outbreak of coronavirus compared to previous months. This supports the findings of the survey.

For the Climate Change theme only projects working in a country, or countries, ranked as "Low Development" on the United Nations Human Development Index (HDI) can be supported by International Development Partnerships funding. HDI rankings can be found in Section 3 above and at <http://hdr.undp.org/en/countries>.

For the Displaced Persons funding stream projects supporting displaced persons in countries not ranked as "Low Development" will be considered eligible. Priority will be given in the 2021-23 funding cycle to applications for projects which seek in part, or in their entirety, to support persons displaced by the conflict in Syria. Normal OECD funding regulations apply.

Please explain what risks are associated with working in this country and how these have been addressed*

Iraq is ranked as 'Medium Development' by the UN. It has a score of 0.674, which places it 123 out of 189 countries. Iraq has the lowest score of any of the five major Syrian refugee-hosting countries in the Middle East, which means it has the lowest levels of social and economic development, and thus the least capacity to meet the needs of the large Syrian refugee population and thus the greatest need for humanitarian support. Some identified risks which may impact on project implementation and progress against targets and indicators are summarised below. Please see the separate risk assessment attachment for further information on specific potential risks identified as part of our programme delivery, and the mitigation plans put in place.

ELECTIONS:

The last election was held in May 2018 and the next is officially scheduled for 2022. Unicef anticipates that parliamentary elections in Iraq may be called early (possibly in late 2021) as an attempt to appease protest movements. Corruption, unemployment and public services will be the key themes. However, there is a risk that turnout will be low meaning that the victor will lack legitimacy. In this scenario, it is likely that protests would continue, with calls for systemic change. The risk is largely beyond the control of the programme. However, the impact on programme performance will be minimised by developing and maintaining the positive relationships within Iraq that we already have, including the strong partnership with the current temporary government and, more importantly, with the technical departments involved in the refugee response within the government.

POLITICAL SITUATION:

Domestic political instability will remain elevated and the threat of largescale violent protests will persist throughout 2021. Unrest will be predominantly driven by political stagnation and a lack of employment opportunities. Despite its defeat as a territorial entity, Islamic State (ISIS) will remain a threat as an insurgent group. Although ISIS is unlikely to return as a military force, an increase in attacks is predicted during 2021 as members seek to exploit political turmoil. To mitigate, Unicef will coordinate with government counterparts, UN agencies and security personnel to adjust the plan of action according to needs, accessibility and security conditions. Unicef has extensive experience of working in high-risk programming environments (for example,

Somalia and Afghanistan) and has extensive risk management measures specifically to assess and mitigate the risk of funds falling into the possession of proscribed terrorist groups. There is more detail on this in our budget attachment.

ECONOMIC SITUATION:

It is anticipated that the economic policy in Iraq will focus on reviving the oil and gas sector by clearing the arrears owed to international oil companies, attracting foreign investment and increasing public expenditure on reconstruction projects. Improving public services and creating jobs will be the government's key spending priorities, especially given the need to address the grievances of protesters who have been engaged in a series of nationwide protests. Necessary fiscal measures, such as cutting public spending, have been hinted at but leaders are unlikely to go through with these in such turbulent times. Alongside this, the economic impact of coronavirus has resulted in the government reducing their contribution towards basic services in refugee camps, meaning that these locations will become even more reliant on aid.

To mitigate, Unicef Iraq will put a robust project management plan in place to ensure the timely and efficient implementation of project activities and project expenditure, and to avoid any sudden financial shocks. Unicef UK transfers cash and grant income regularly to our headquarters to protect against exchange rate fluctuations and to ensure that funds are not unnecessarily held in our UK bank account and can be put to work for children as quickly as possible.

CORONAVIRUS:

The increase in coronavirus infections in project locations (camp and non-camp locations) has already resulted in lockdowns and movement restrictions, hindering humanitarian aid delivery and access to services. With a long-term presence in the country, Unicef has a strong humanitarian response plan in Iraq and is experienced in both rapid response and long-term recovery. Based on our experiences in 2020, UNICEF, together with other humanitarian agencies working in the child protection cluster, and other humanitarian actors, have developed a response plan specifically for the coronavirus response. This includes using remote approaches and mobilising community-based structures and networks. Unicef will continue to review the coronavirus programme guidelines based on practical evidence from the field and will support community-based staff and networks to respond accordingly and effectively. Additionally, as ever, we work with partners and Unicef offices to ensure contingency and flexible funding is available to address increased needs when emergencies arise.

Project Information

Project Name*

Creating a safe environment that protects Syrian refugee children and enables them to thrive.

Project Manager Name*

Unicef Iraq will be responsible for overseeing project delivery and management. The Project Manager overseeing this programme shall be [REDACTED] Chief of Child Protection, Unicef Iraq.

Anticipated Project Start Date*

01 Sep 2021

Anticipated Completion Date for the activities for which funding is requested*

31 Aug 2023

Which of the following two themes will the project be addressing *

Displaced Persons – by helping communities or groups affected by political or environmental events and

displaced globally.

The Isle of Man Government's policy objective is to ensure that international development funding is targeted to support charities and projects that meet the UN's 17 Sustainable Development Goals.

Which of the SDGs are being targeted by the project?*

- ☒ SDG1 No poverty
- ☐ SDG2 Zero hunger
- ☒ SDG3 Good health and well-being
- ☒ SDG4 Quality education
- ☒ SDG5 Gender equality
- ☐ SDG6 Clean water and sanitation
- ☐ SDG7 Affordable and clean energy
- ☒ SDG8 Decent work and economic growth
- ☐ SDG9 Industry, innovation and infrastructure
- ☒ SDG10 Reduced inequalities
- ☐ SDG11 Sustainable cities and communities
- ☐ SDG12 Responsible consumption and production
- ☐ SDG13 Climate action
- ☐ SDG14 Life below water
- ☐ SDG15 Life on land
- ☒ SDG16 Peace, justice and strong institutions
- ☐ SDG17 Partnership for the goals

Please explain how the project is addressing the SDGs identified above.*

This project is clearly aligned to the global Sustainable Development Goals (SDGs). Unicef was instrumental in the creation of the SDGs and is in fact responsible or co-responsible for 17 of the indicators – including those around early marriage, and sexual violence against women and girls, which are relevant to the proposed programme. Unicef is well placed to make significant contributions to the SDGs through our work on the ground, as well as through recommending and supporting governments to adopt and action policies to accelerate progress towards key targets. Through partnering with Unicef on this programme, the Isle of Man government can make a concrete contribution towards achieving the SDGs by 2030, by creating positive change at the community level and by supporting Unicef to build the evidence base that is needed to successfully advocate for change at a national and global policy level.

This project is a community-based child protection programme that aims to support refugee children to develop to their full potential and to give their families the best chance of rebuilding their lives. The project is built on the three pillars of children, parents and community, and the objectives of the programme directly and indirectly addresses four of the SDGs, as highlighted below. Being forced to flee their homes in Syria has meant that children have been deprived of a normal childhood and denied their right to education. The Syrian crisis has also impacted the ability of parents to take care of their children, due to being affected by stress and trauma themselves and due to household financial burdens. Women and children represent 68% of the registered refugee population in Iraq, which has rendered many women responsible to provide for and protect their children, further heightening their vulnerability. The

grave economic situation in Kurdistan compounds their vulnerability and has increased the risk of child marriage, forced labour and abuse. By addressing these issues, this project will specifically strengthen the protection of children, addressing SDG 16 peace, justice and strong institutions, specifically target 16.2 to end all forms of violence against children.

Several other SDG targets address specific forms of violence and harm towards women and children, such as child marriage (SDG 5 gender equality, target 5.3 to eliminate all harmful practices) and the eradication of child labour (SDG 8 – decent work, target 8.7). In this project, women and child survivors of gender-based violence and sexual assault and abuse will have access to multisectoral services to adequately recover from their experience.

In addition, this programme will indirectly contribute to additional SDG targets. Preventing child marriage has implications for SDG 1 no poverty and SDG 4 education, as girls who are forced to marry are deprived of opportunities, education and this affects access to paid employment. The majority of Syrian refugee children in Iraq, especially adolescents, remain out of school. Without an education, they are less able to earn an income in adulthood to lift themselves and their families out of poverty. This project will indirectly tackle this by helping create a protective environment conducive to supporting children to access other services, such as those meeting their learning needs, and by providing children, girls in particular, with educational information to support their transition to adulthood. Further, by improving systems and services to protect and safeguard children from abuses, we can work to address their wellbeing through age appropriate mental, emotional and social support activities (SDG 3 – good health and wellbeing).

Lastly, this programme will help address SDG 10 – reducing inequalities by promoting the full inclusion of refugees in society and by enabling them to access services. This will be achieved by working with local authorities and through community engagement activities.

It is important that you are able to demonstrate you have sufficient technical expertise to carry out project activities effectively therefore, please provide details of qualified project staff being used

1. [REDACTED], Emergencies Programme Specialist (UK based).

[REDACTED] will be responsible for monitoring the project progress from our UK office. [REDACTED] has been working for Unicef UK for over three years. Her expertise is in emergency response and her role involves communicating with international teams to develop and manage humanitarian programmes. Prior to joining Unicef, [REDACTED] spent ten years working in humanitarian and development programmes in Asia and Africa, including three years working for Médecins Sans Frontières in emergency response deployments to South Sudan and Ethiopia working with internally displaced people and refugees. [REDACTED] has also worked for a number of other development and humanitarian organisations, including UNHCR. [REDACTED] has an MA in Development Studies from the University of Sydney.

2. [REDACTED], Chief of Child Protection. [REDACTED] is accountable for the development, design, planning, implementation and management of the overall child protection component of Unicef's country programme in Iraq. This includes ensuring integration with UN, regional and national frameworks and priorities. He supervises Unicef technical and support staff in country and provides technical leadership guidance to Unicef field offices, government national and state ministries and implementing partners. [REDACTED] has

worked for Unicef for 18 years and prior to Iraq, he worked in other high-risk, humanitarian contexts including Chief of Section and managerial posts in South Sudan, Somalia and Sudan. [REDACTED] has a Master of Advanced Studies in Children's Rights from the University of Freiburg and an MA in Administration and Policy Studies from the Open University of Tanzania.

3. [REDACTED] Child Protection Specialist System Strengthening.

[REDACTED] provides technical oversight to the development, management, implementation, monitoring, reporting and evaluation of the child protection programme. He specialises in systems strengthening including enhancing the social services workforce and improving access to and the quality of preventive and responsive services. [REDACTED] has been working with Unicef for fourteen years. Prior to joining Unicef he worked with Save the Children UK for nine years. [REDACTED] has an MA in International Child Welfare.

4. [REDACTED] Child Protection Specialist Child Protection in Emergency.

[REDACTED] is responsible for all child protection in emergency programming with specific focus on children affected by armed conflict and refugee children. She provides technical guidance to ensure adherence to national guidelines as well as the global Interagency Steering Committee and Unicef's Core Commitment to Children guidelines. [REDACTED] has been working with Unicef for three years. Prior to joining Unicef she worked with Save the Children International for more than three years in South Sudan, Iraq and Guinea and with Triangle Generation Humanitaire for two years in Central African Republic. [REDACTED] has a Masters in Humanitarian Management: NGO Development and Management from Paris XII University.

5. [REDACTED] Child Protection Specialist.

[REDACTED] provides technical supervision to the Child Protection Specialist in Unicef's Erbil and Dohuk field offices. These offices provide technical support and capacity building to implementing partners. [REDACTED] is also responsible for coordinating the local Child Protection Working Group. [REDACTED] has been working with Unicef for eighteen years. Prior to joining Unicef in Iraq he spent three years with the team in Syria. [REDACTED] has a masters degree in social work from Indira Ghandi Open University.

6. [REDACTED] Child Protection Officer.

[REDACTED] is based in the Erbil field office and conducts regular monitoring to implementation sites while providing technical guidance and support to implementing partners in the field. [REDACTED] has been working with Unicef for six years. Prior to joining Unicef he worked with international NGO Heartland Alliance. [REDACTED] has a Masters in Sociology.

7. [REDACTED] Child Protection Officer.

[REDACTED] is based in the Duhok field office and conducts regular monitoring to implementation sites while providing technical guidance and support to implementing partners in the field. [REDACTED] has been working with Unicef for seven years. Prior to joining Unicef they worked with Islamic Relief Worldwide, INTERSOS and HelpAge International. [REDACTED] has an MA in Translation and Cultural Studies.

Yes

Will a partner organisation be used in the beneficiary country

Details of the partner organisation(s) used in the beneficiary country where the project is run

The challenges facing children exceed the capacity of any single organisation. Building a world that is fit for children requires the partnership of every individual and

every organisation sharing the values of the UN and a respect for children's rights. As the lead organisation for child protection work in all emergency situations, partnerships are critical to delivering maximum results for children.

In Iraq, we work with government and key humanitarian partners to effectively analyse, prepare and coordinate emergency response for children and families affected by emergencies. Our partners include:

- The Government of Iraq:

Unicef Country Offices such as Iraq carry out the organisation's mission through a programme of cooperation that is developed together with the host government. Unicef maintains a strong relationship with the current temporary Government of Iraq and relevant line ministries. We invest in strengthening the government's capacity to plan, budget for and deliver systems which meet and protect children's needs. Our advocacy and dialogue with the government is essential for the long-term sustainability of our work, and for reaching children nationwide. Through our child protection programme we are working directly with the Ministry of Labour and Social Affairs.

- UN agencies:

Unicef collaborates with other UN agencies to ensure responses are joined up and efficient. For the Syrian refugee response in Iraq, Unicef and UNHCR co-lead the child protection response. We are also working with the UNFPA due to the population movements from Syria and internally within Iraq, and the UN Office for the Coordination of Humanitarian Affairs to ensure risk-informed programme planning and emergency preparedness.

- Civil society organisations and NGOs:

Civil society organisations and NGOs play a vital role in delivering services directly to beneficiaries. Unicef partners with local organisations to reach vulnerable children in some of the most remote and dangerous locations. In Iraq, implementing partners are working directly with Unicef field offices in Erbil and Duhok to deliver child protection services such as parenting education, case management, legal support, counselling services and mental health and psychosocial support. Partners include the following who are delivering these services in different locations within Kurdistan, Iraq:

--Directorate of Labour and Social Welfare

--General Directorate of Combating Violence Against Women

--HARIKAR (Kurdish word for cooperative)

--WRO (Women Rehabilitation Organisation).

Unicef conducts rigorous due diligence and screening checks on all potential partners. Project implementing partners in Iraq, like all Unicef partners, have gone through a thorough UN audit assessment process prior to commencing the partnership. This audit assesses a potential partner's values and governance structure, including:

- Ability to deliver programme results in the country context

- Funds flow management capacity

- Organisational structure and planning

- Accounting policies and procedures;

- Internal audit procedures

- Financial audit procedures

- Reporting and monitoring capacity

- Information systems

- Procurement policies and procedures.

Details of due diligence checks your organisation has carried out on the partner organisation

In line with Unicef's high standards on due diligence and accountability, until the assessment is completed in full, any potential partner is assumed to be high risk.

Once a partnership has been screened and approved, all Unicef offices including Unicef Iraq use a standard Programme Cooperation Agreement with implementing partners. The agreement includes prohibitions of sexual exploitation and abuse by partner personnel that align with the contract provisions used by UN Secretariat offices and which are stipulated in the general contract conditions. Procedures are in place to receive written agreement from entities or individuals entering cooperative arrangements with Unicef to make sure they are aware of and will abide by the standards of the Protection from Sexual Exploitation and Abuse policy. Likewise, Unicef applies organisation-standard terms and conditions of contract with vendors. This also includes the same prohibitions of sexual exploitation and abuse and contract provisions as stated above.

Project Objectives

Project Objectives /key outcomes of the project

What the project aims to achieve*

A partnership with the Isle of Man Government would have a significant and lifechanging impact on refugee communities in Kurdistan, Iraq. The overall objective of this project is to protect Syrian refugee children from violence and exploitation. We will achieve this by increasing access to quality and integrated child protection and gender-based violence services. Through our work together, children and adolescents will also gain increased access to opportunities which will empower them and provide skills to help them transition to adulthood.

Unicef will focus on reaching the most vulnerable children, including those who have missed out on education or are out of school, as well as those who have suffered trauma and abuse. The project is guided by the Government of Iraq's international and national commitment for the protection of women and children, as well as Unicef's Child Protection Strategy, as included in Unicef's 2020-2024 Iraq Country Programme.

To achieve our overall objective – which will reach 20% of the Syrian refugees currently in Kurdistan – Unicef will focus on four key outcomes:

OUTCOME 1. Children have access to mental health and psychosocial support services.

Children affected by the Syrian crisis are among the most vulnerable in the world. They have not only been uprooted from their homes, but many have lost friends and family members. They have witnessed violence that no child should have to see. These kinds of experiences can leave mental scars that have a serious impact on a child's development. That is why mental health and psychosocial services are such an important aspect of any child protection response.

By partnering with us to achieve Outcome 1, the Isle of Man will enable children to develop ways to cope with their experiences, access opportunities to express themselves, and generate stronger feelings of security and hope. Given the protracted nature of this crisis, ensuring a solid foundation of good mental health and wellbeing for the youngest generations is essential for protecting them in the present and building their resilience for the future.

OUTCOME 2. Children's individual needs are met through the case management approach and provision of specialised services.

During an emergency response, there are often some mass interventions we can implement – such as vaccination campaigns. However, to protect children from violence and exploitation, general interventions are often not feasible – we need to provide specialised services which are tailored to the individual needs of each child. The case management approach involves counselling children to identify their specific needs, recording this data safely and securely, and following up with individualised services including alternative care, legal support, family reintegration or social services.

By partnering with us to achieve Outcome 2, the Isle of Man will strengthen the systems which enable children to access the individualised child protection services they need in this challenging context.

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OUTCOME 3. Survivors of gender-based violence are supported through personalised services and preventative action.

Gender-based violence includes sexual violence and exploitation, family violence, forced and child marriage, harassment and stigmatisation, and honour killings. The risks can be higher among refugee communities, as children and women are often exposed to additional vulnerabilities. For example, government and nongovernment agencies have recently reported an increase in the number of children living on the streets in refugee-hosting communities in Kurdistan. For these children, the risks of experiencing sexual exploitation are obviously much higher. In addition to this, refugees often face obstacles to seeking justice for gender-based violence.

Through the case management approach, Unicef will identify individuals in need. We will assess their protection risks and needs, developing a plan which would include specialised services such as medical, legal, security, health, livelihood, or other supportive services.

However, we cannot just address the impact of gender-based violence. We must also attack the problem at the root, through preventative action. Unicef will work with community networks, such as parents' groups, adolescent groups, religious groups and school parent-teacher groups, to address the social norms that lead to gender-based violence. We will promote awareness messaging across these groups to combat violent discipline, spousal abuse, and sexual violence. To this end, Unicef and partners have developed a toolkit for adolescent girls which includes a series of tools to help girls learn about and address topics such as skills for life, reproductive health, gender-based violence and financial education.

By partnering with us to achieve Outcome 3, the Isle of Man will ensure access to individualised services is available to children and women who have suffered from gender-based violence, enabling them to recover from their experiences. Support from the Isle of Man will help the community as a whole to end social norms that contribute to gender-based violence.

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OUTCOME 4: Coordination and capacity of child protection services is strengthened among relevant organisations.

As the child protection lead in the UN's Humanitarian

Cluster Approach, Unicef will strengthen coordination among organisations delivering child protection services. We will achieve this by training service providers on the delivery of services and use of the case management approach. We will work with children, parents and the community to enable them to identify child protection risks and needs within their own social environment. This will help to connect community networks to child protection specialists.

By partnering with us to achieve Outcome 4, the Isle of Man will enable better coordinated and more effective child protection work – not just for Unicef, but for all organisations working on child protection with refugees in Iraq.

Overview of project activities

What the planned activities will be to ensure the objectives are met. More detail on the project activities should be provided in the Project Delivery Plan.*

The project activities align with each of our four outcomes:

OUTCOME 1. Children have access to mental health and psychosocial support services.

1.1. Providing psychosocial support to 12,500 children. Unicef will provide age-appropriate, tailored and structured activities to support children's mental, emotional and social wellbeing. These activities will be delivered in community centres in eight refugee camps and three urban centres in host communities. This can be done through group or individual sessions, which may include counselling, life-skills training, or even games and activities.

1.2. Providing parenting education to 1,200 parents and caregivers. Sessions will help parents and caregivers identify and handle their own stresses related to their experiences as refugees and improve their parenting skills. These stresses could include financial worries or trauma due to the violence and displacement they have experienced. Skills acquired could include homebased psychosocial support activities or knowledge of how practices like violent discipline can be harmful to a child. By learning to cope with these stresses and acquire new skills, parents will also be better equipped to support their children's mental health and less likely to engage in harmful practices like violent discipline.

1.3. Raising awareness of child protection issues reaching 15,500 Syrian refugees. We will spread important messages on child protection to refugee communities in order to affect behavioural changes to mitigate protection risks for children. For example, this might include messaging on the harmful effects of violent discipline, child labour and child marriage. Activities will include group discussions and interactions with community members, including community leaders, parents and children themselves. In the context of coronavirus, awareness initiatives will be supported remotely through social media, use of posters/leaflets and through individual family visits. This activity is a vital complementary piece to our direct mental health and psychosocial support work with children and parents. It will help to create a safer environment for children, and therefore support greater sustainability of protection work.

OUTCOME 2. Children's individual needs are met through the case management approach and provision of specialised services.

2.1. Training and mentoring 75 social workers on the case management approach. Unicef and partners will provide training to relevant workers, including child protection partners and social workers to enable a more

harmonised case management approach. This will ensure children are properly referred to the correct services and will help to avoid duplication of work. We will also provide training on alternative care in emergency situations. This is especially relevant in this context as children often become separated from their families when they are displaced. Following the training, senior social workers will mentor and provide on-the-job support to the newly trained social workers. This includes conducting an assessment of children's needs, developing a care plan, coordinating with service providers and conducting regular family visits to follow-up with children and their families.

2.2. Enabling frontline staff to respond to protection risks during outbreaks of disease, such as the current coronavirus outbreak. In the child protection context, case management is defined as the process of helping individual children and families through direct social-work type support, and information management. Unicef will help frontline staff provide case management services to vulnerable children at risk of or impacted by the current coronavirus outbreak. These risks include separate, from infected parents, which, without proper systems in place, could expose children to risks of exploitation.

2.3. Identifying alternative care for 100 children. Through the case management approach, Unicef partners will identify children who are separated or orphaned. Social workers will identify alternative care arrangements which are appropriate for each individual child. This could include tracing family members and returning children to their care. It could also include foster care. Social workers will make regular visits to follow-up with the child and family and will coordinate with other service providers to ensure children can access other vital services.

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OUTCOME 3. Survivors of gender-based violence are supported through individualised services and preventative action.

3.1. Raising awareness on gender-based violence issues among 15,500 community members. Focusing on prevention, response and behaviour change is essential for creating widespread and sustainable change. We will reach out to a variety of community networks, such as parent groups, adolescent groups, religious groups and school parent-teacher associations to address the social norms that lead to gender-based violence. In addition, adolescent girls and mothers will receive structured sessions on prevention, empowerment and life skills using the toolkit referred to above. Sessions will be organised in small groups, with each group attending two sessions per week for around one and a half months.

3.2. Delivering services to 500 survivors. We will use the case management approach to identify individual cases and ensure that the services we provide are of a good quality and appropriate to the age and experiences of the child. The services we provide will be led by the Interagency Standing Committee guidelines on gender-based violence. Services may include legal assistance or referrals to health clinics to address potential sexually transmitted diseases.

3.3. Delivering mental health and psychosocial support to 500 survivors of gender-based violence and enable 4,500 adolescent girls to access life-skills education to empower them to protect themselves against violence, exploitation and abuse. Mental health impacts for survivors of gender-based violence can be severe. They can include Post Traumatic Stress Disorder, depression,

anxiety, substance misuse, self-harm and suicidal behaviour and sleep disturbances. In addition, survivors of gender-based violence may also face stigma and rejection from their community and family. Individualised mental health and psychosocial support will be provided to survivors to facilitate their healing and recovery. Services will be provided through professional counsellors, either individually or in small groups, depending on an individual's needs.

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OUTCOME 4: Coordination and capacity of child protection services is strengthened among relevant organisations.

4.1. Training and mentoring 70 key workers to strengthen service delivery quality. Unicef will work with government partners, local NGOs and community-based organisations to build key workers' skills in delivering child protection services. The training will help ensure programme strategies and activities are gender- and age-sensitive. Following the training, Unicef child protection experts will continue to provide technical supervision, to assess the quality of services and review child safeguarding mechanisms.

4.2. Strengthening community child protection structures with 15 community groups. Unicef will promote the rights and

protection of children by engaging with community groups such as child protection committees and adolescent groups. The groups are composed of community members, including community leaders, teachers, women, men and young people from the community. Partners will train members of such groups on child rights, child protection principles and issues. The groups will be supported to carry out community level advocacy for children and conduct awareness and social cohesion activities such as sports and social activities. Although we will work directly with 15 community groups, the impact of this activity will permeate throughout the community.

4.3. Strengthening child protection coordination at the national and state level. As Unicef is the child protection agency lead within emergency situations, it is essential to promote coordination at the national and state level. We aim to do this by enabling good information management across all child protection work. Information management is important as it not only informs our work by providing us with accurate data, but also provides an evidence base for effective programming.

4.4. Developing and implementing communication messages, plans and campaigns at governorate and national levels to promote child protection services, and the prevention of and response to child rights violations. Key messages will be disseminated across the target beneficiaries through face-to-face interactions, posters, leaflets and social media. This will mostly take place in year two, reflecting the importance of campaigning and communication to ensure the legacy and success of this work, having trained staff and established and strengthened committees and community groups in year one.

Attachment_Unicef_Isle of Man_working together we can protect Syrian refugees.pdf

Upload supporting documents

Please provide details of how project activities will be monitored.

Monitoring and evaluation will be conducted throughout all stages of project delivery to assess the extent to which the project is producing the intended results. This is an integrated process across Unicef, UN and third-party mechanisms. It will be achieved through existing emergency programme structures and by continuing to

develop national frameworks.

At the national level, in cooperation with partners, Unicef will continue to support the Ministry of Planning to strengthen their monitoring and evaluation systems within the National Development Plan 2018-2022. Government authorities are in constant dialogue regarding their engagement in Unicef-supported initiatives, providing a strong foundation on which to evaluate progress and address emerging challenges.

To this end, Unicef continues to support government authorities to develop rolling work plans tracking key indicators, which are regularly reviewed in discussions led by the government. The plans include real-time data collection to ensure evaluations are timely and accurate, as well as promotion of community and facility-based monitoring and analysis.

Third party independent monitoring is carried out regularly, in conjunction with field-monitoring by Unicef staff and partners. All partners operating within the UN Humanitarian Cluster System must submit monthly reports into Activity-Info – a UN database supporting coordinated information gathering and timely information sharing on the evolving response not just to the refugee crisis but the wider humanitarian situation in Iraq. Unicef partners are obliged to use Activity-Info for their qualitative reporting and submit additional qualitative narrative updates, according to the terms of their partnership agreement with Unicef. These updates detail progress on project implementation and emerging child protection concerns.

Unicef child protection specialists also undertake regular programme monitoring, providing on-the-job support implementing partners and service providers. For systems-based work, Unicef staff provide direct support or provide oversight to specialised consultants who may be hired for a particular purpose.

As you will see in our delivery plan attachment, due to the nature of the response for refugees, it is vital that we remain flexible and address the needs of refugees immediately and through a decentralised response using the best placed implementing partners, rather than through a phased response. This also means that monitoring and evaluation is continuous rather than phased.

Finally, in addition to this formal monitoring and evaluation, there will also be more informal opportunities for learning about the project and experience sharing. If travel restrictions permit and subject to security/safety conditions in Iraq, we will be pleased to welcome representatives from the Isle of Man on a visit to the project, subject to so that you can see the work first-hand. If this is not an option, we will offer a virtual field visit as an alternative. In addition, through tailored communications, such as stories from the field, videos and messages, we hope we will be able to bring the project home to the Isle of Man, so that all residents can see the impact of their support.

49,995

There are 241,738 Syrian refugees in the Kurdistan region, of which the Isle of Man donation will directly reach 49,995 people who will benefit from this response. This is 20% of the current total number of Syrian refugees in the whole of Iraq. To ensure a holistic and thorough response for each child (for example parenting support, foster care arrangement and/or psychosocial support), our response will cost just over £28 per

Please indicate the approximate number of beneficiaries relating to the requested donation only.*

Description of beneficiaries (please differentiate direct and indirect).*

person.

Overall, 49,995 refugees across three governorates (Erbil, Sulaymaniyah and Duhok) in the Kurdistan region of Iraq will be directly reached through the partnership with the Isle of Man. This total includes: 21,950 children (50% girls and 50% boys), 27,900 parents and community members (65% female and 35% male) and 145 social workers and partner staff (65% female and 35% male).

Direct beneficiaries:

Project activities will focus on Syrian refugee children, adolescents and families in need of humanitarian assistance, including vulnerable children and families in host communities. Activities such as psychosocial support and awareness initiatives will focus on most vulnerable refugee children, adolescents, young people and caregivers. Considering the majority of Syrian adolescents living in refugee camps and host communities are out of school, we will provide an increased focus to this group through life-skills activities and civic-engagement.

Findings from an assessment by UNHCR reveal that across refugee camps, 9% of households had one member with a disability, out of which 41% were children under the age of 18. Access to services for children with a disability and also other at-risk children and adolescents (such as those at risk of or affected by child labour, living/working in street, and survivors of violence and abuse) will be the projects primary beneficiaries.

Indirect beneficiaries:

Indirect beneficiaries will include the host community, government and non-government implementing agencies supporting the programme. Unicef will continue to work with host governments to ensure access to services for refugee children. Frontline workers from Directorate of Social Affairs and nongovernment agencies, as key implementing agencies, will receive support to ensure the quality delivery of services. Similarly, the programme will support community-based structures to promote child rights and child protection at community level.

It is essential that the project is sustainable after funding has been utilised.

Please describe the planned continuity of the project in the beneficiary country once funding ceases, including details of any continued operation and maintenance of project facilities.*

Unicef's programming approach is by its nature sustainable. We take great effort to ensure all programmes we deliver are sustainable: economically, environmentally and socially. Unicef's partnerships at all levels support programme continuity even when funding ceases. By collaborating with both national, regional and local governments, and with communities, families and children themselves, Unicef not only strengthens national systems and structures but also empowers people with knowledge, information and the right skills to demand services and become agents of change.

Community-based child protection approaches are proven to be an effective mechanism for greater programme sustainability by increasing community ownership and understanding. With support from the Isle of Man Government, sustainability can be achieved through this proposed project in the Kurdistan region of Iraq by engaging community structures to create a protective environment for children – for example, through parent groups, child protection committees, youth groups and cultural centres, primary health centres, parent-teacher associations and religious leadership. By engaging these groups and structures, the Isle of Man and Unicef can encourage community members to participate in discussions to identify,

prioritise and propose solutions for the most pressing child protection issues in the community.

Unicef will help achieve this through formal and informal child protection structures. Informal structures, such as protection committees, will be prioritised to carry out community-led prevention initiatives, including the management of child-friendly spaces.

In relation to formal structures, as mentioned above, Unicef is in constant dialogue with government at both the ministerial and governorate levels. Where possible, Unicef strives to situate programming within existing national structures and to increase the capacity of government and local partners. This means that we take a system building approach toward sustainable development, even within emergency interventions, to ensure accountability and continued delivery of services over the longer-term.

In the Kurdistan region, this also includes providing technical support to government social workers through training and mentoring, ensuring they have the correct knowledge and skills to take over case management responsibilities. Given the protracted displacement of the majority of Syrian refugees, our response will continue to focus on gradual transition from humanitarian response to a longer-term solutions-oriented approach, seeking to ensure refugees are included in public services and national systems.

The gradual transition will complement humanitarian activities with programmes that aim to strengthen the resilience of the refugee community and the host community alike and empower host authorities through capacity building in service delivery and coordination.

Supporting Documents

Files must be no larger than **15MB** and must be in **PDF or Microsoft Word** format.

Please refer to the '[International Development Partnerships Application Guidance](#)' for more information relating to supporting documents.

Project Budget

A project budget **MUST** be attached with this application, if a project budget is not submitted the application will not be considered.

This should include details of other donor/source(s) of funding relating to this project, and the amount(s) received.

The budget should **clearly** show how, where and on what the funding sought from the Isle of Man will be spent, noting that no more than 10% of allocated funding may be used for administrative purposes.

Please also **include a budget narrative** including how you will manage the budget appropriately and transparently. For example, will there be a dedicated accountant and/or annual external audits?

Your Project Budget*

Final version_Unicef_Programme Budget_Iraq.pdf

Project Delivery Plan

A delivery plan **should outline a schedule for the project**, indicating targets and completion dates, including details of any key milestones and assigned responsibilities to key persons to allow for better monitoring to help ensure the project is run in line with the anticipated timescale.

Your Project Delivery Plan*

Final version_Unicef_Project Delivery Plan_Iraq.pdf

Project Risk Assessment

The risk assessment **should identify any potential risks** that have the potential to impact the project and cause delays, blockades or impede the achievement of projects objectives.

Your Project Risk Assessment*

Final_Unicef_Risk Assessment_Iraq_Jan 28.pdf

Project Communications Plan

Applications will need to include a communications plan **setting out specifically how they will publicise any project funded on the Island** by the Isle of Man Government.

In particular, the plan should set out how it will communicate the partnership message and clearly identify what IOM Government funding is achieving.

Your Project Communications Plan*

Final_Unicef_Communications Plan_Iraq.pdf

Project Safeguarding Plan

Applications will need to include a safeguarding plan setting out **specifically how they will protect vulnerable persons**.

Your Project Safeguarding Plan*

Final_Unicef_Safeguarding Assessment attachment_Iraq.pdf

Additional Information

You may upload up to **three additional documents** in order to provide any additional information to support your application

Additional InformationPlease provide any additional information in support of your application.

UNICEF_Supporting Document_Displaced persons_Iraq_Isle of Man_2020 (1).pdf
UNICEF Preventing Sexual Exploitation & Abuse (PSEA) Assessment & Toolkit for CSO partners 2020.pdf
Attachment_Unicef_Isle of Man_working together we can protect Syrian refugees.pdf

Declaration

I declare that the information provided in this application is, to the best of my knowledge and belief, the most accurate and up-to-date information available.* ☒

I confirm that this organisation has a legal authority to operate in the country concerned and understand that proof of this may be requested. * ☒

I declare that the administration costs will be contained within reasonable limits at no more than 10% of the total funding and as much of the requested funding as possible will go directly to meeting the project objectives. * ☒

Do the charity/charities applying need to be registered as No Specified Non-Profit Organisations and with the Isle of Man Financial Services Authority?*

I understand that the project is required to produce a 12 month report before release of Year 2 funding and that a final report MUST be submitted no later than 24 months after the agreed project start date. * ☒

I understand that the Isle of Man Government may request financial information or an interim report at any stage of the project. * ☒

I understand that, if successful, this application and supporting documents will be published on the Isle of Man Government website* ☒

Data Protection

Your data will be processed in accordance with the Data Protection Act 2018 and the GDPR and LED Implementing Regulations 2018.

[The International Development Privacy Notice](#)

For data queries, please contact the CO Data Protection Officer: DPO-CabOff@gov.im Tel: +44 1624 685519

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Programme Budget

Project title	Creating a safe environment that protects Syrian refugee children and enables them to thrive
Applicant organisation(s)	Unicef UK

Project summary

To protect Syrian refugee children from violence and exploitation, by increasing access to quality and integrated child protection and gender-based violence services. Children and adolescents will also gain increased access to opportunities which will empower them and provide skills to help them transition to adulthood. Overall, 49,995 Syrian refugees across three governorates (Erbil, Sulaymaniyah and Duhok) in the Kurdistan region of Iraq will be directly reached through the partnership with the Isle of Man.

Budget summary

	TOTAL		
PROJECT COST	£1,778,697	YEAR 1 (2021-22)	YEAR 2 (2022-23)
Isle of Man funding request	£1,411,431	£733,417	£678,014
Amount to be funded by other sources (Government of Denmark flexible fund)	£367,266		

Notes on budget

- **Flexibility:** Due to the nature of this being an emergency refugee response, it is vital that we remain flexible and address the needs of refugees immediately. This is reflected in the budget providing detail of our services as 'packages' of support rather than individual itemised costs. The impact of delivering through a more phased response, that is inflexible to the individual and changing needs of refugees, would be that essential services are not delivered to the beneficiaries most in need, almost certainly resulting in harm to children. As we cannot predict the needs of each child in advance, we have budgeted per head based on the average cost of delivering this care, as opposed to calculating itemised supplies (such as stationary) in order to maximise the impact of the funding. The tremendous value of this adaptable approach has been demonstrated since the Covid-19 pandemic was declared; without flexibility and the trust and understanding of donors, Unicef would not have been able to continue its child protection work in 2020.

- **Sustainability:** Unicef is coordinating a child protection response and delivering these services with the best placed local implementing partners, which will also contribute to the sustainability of the programme as these are largely government and local partners. In order for these implementing partners to address the needs of refugee children in these areas, it is essential that they take an individualised case management approach in order to ensure each child accesses the most appropriate and effective services for them
- **High reach and high impact:** There are 241,738 Syrian refugees in the Kurdistan region, of which the Isle of Man donation will directly reach 49,995 people who will benefit from this response. This is 20% of the current total number of Syrian refugees in the whole of Iraq, who would be reached by the Isle of Man donation. To ensure a holistic and thorough response for each child's needs, our response will cost just over £28 per person. Effective child protection work as whole tends to have a higher cost per child, as each child has different and often complex needs (for example parenting support, foster care arrangement and/or psychosocial support). The cost per person is therefore often slightly higher in child protection work when compared to interventions, for example a clean water programme enabling clean water through chlorination tablets.
- **Value for money:** By implementing through local NGOs and government partners, we are contributing to the sustainability of the programme by building local capacity. Also, not itemising means that we can adapt to the needs of each child as cases come forward, meaning that we achieve maximum impact with these funds.

Budget detail

Activities	Category	Quantity (# of beneficiaries / groups)	Cost, £ (per beneficiary / group)	Total Cost, £	Funds requested from Isle of Man Total, £	Funds Requested from Isle of Man Year 1 2021-22 £	Funds Requested from Isle of Man Year 2 2022-23 £
Outcome 1: Children affected by the Syrian refugee crisis have access to mental health and psychosocial support services.							
1.1 Provide age-appropriate, structured, psychosocial support activities to 12,500 children and adolescents within existing community-based centres to enhance their emotional resilience and wellbeing. Given the protracted nature of this crisis, ensuring a solid foundation of good mental health and wellbeing for the youngest generations is essential for	Services	12,500	27.7	346,250	276,375	138,188	138,188

<p>protecting them in the present and building their resilience for the future.</p> <p><i>Psychosocial support activities can be delivered through group or individual sessions, which may include counselling, life-skills training, or even games and activities. These activities will be implemented in community centers managed by child protection partners, in eight refugee camps and through mobile teams using a child protection toolkit endorsed by the child protection cluster of the UN Humanitarian Cluster System</i></p>							
<p>1.2 Provide a minimum of 20 parenting education sessions to 1,200 parents and caregivers to help them identify and handle their own stress as refugees and improve their parenting skills. These stresses could include financial worries or trauma due to the violence and displacement they have experienced.</p> <p><i>Considering the risk of Covid-19 infection, parenting education will be provided in small groups based on the child protection response guidelines for coronavirus. Key parenting messages will be delivered remotely or individually through home visits.</i></p>	Services	1,200	27.7	33,240	26,495	13,248	13,248
<p>1.3 Conduct 150 child protection awareness raising sessions on key protection issues affecting children within the targeted communities, targeting a total of 15,500 Syrian refugees.</p> <p><i>Awareness activities will be implemented in 8 refugee camps and 3 urban centres. This will include a combination of activities such as: group discussions; interactions with community</i></p>	Services	15,500	5.5	85,250	68,772	34,386	34,386

<i>members, parents, children and adolescents to discuss child protection issues and the role of parents and community members in prevention and response; and group awareness sessions conducted by child protection workers. In the context of coronavirus, awareness initiatives will be delivered remotely; through social media, use of posters/leaflets and through individual family visits.</i>							
Subtotal				464,740	371,642	185,821	185,821
Outcome 2: Syrian refugee children's individual needs are met through the case management approach and specialised services.							
2.1 Training and mentoring 75 child protection partners and social workers to deliver the case management approach and refer children to alternative care in emergency settings, though training, coaching and on-the-job mentoring. The cost of this activity is in year 1 only, reflecting the importance of adequate capacity building and training at the start of the project. <i>Includes training social workers on alternative care, case management, child safeguarding and protection against sexual exploitation and abuse, and mentoring and on-the-job support from senior social workers.</i>	Services	75	274	20,550	16,426	16,426	
2.2 Provide case management services to 900 vulnerable children at risk or impacted by the coronavirus outbreak and raise awareness and knowledge on how to respond to such cases among frontline staff. Enabling frontline staff to respond to protection risks during the Covid-19 pandemic, where children are at increased risk	Services	900	328.3	295,470	236,197	118,099	118,099

<p>of being separated from infected parents, which, without proper systems in place, could expose children to risks of exploitation.</p> <p><i>Includes travel and communication costs for social workers to visit vulnerable children and families for assessment and follow-up; specialised support such as counselling; administrative and legal support for children without civil documentation; emergency support for children in need such as transportation to hospital or the social welfare department etc.; and coordination meetings with other service providers.</i></p>							
<p>2.3 Provide safe alternative care for 100 children without appropriate parental care, including children who are unaccompanied or separated from their families or who have been orphaned due to coronavirus. Alternative care is preferably provided through extended families or family-based alternative care systems. The majority of the cost of this activity is in year 1, reflecting the high level of support required as a result of the pandemic, and expectations that this will reduce in year 2.</p> <p><i>Includes costs for establishing interim care facilities in camps; meetings with community members to identify foster families willing to take care of separated/unaccompanied children (foster-care) and training of such families; emergency support for children in need of alternative care such as clothes, essential hygiene kit etc.</i></p>	Services	100	327	32,700	26,138	19,604	6,534
Subtotal				348,720	278,761	154,129	124,633

Outcome 3: Survivors of gender-based violence are supported through personalised services and preventative action.

<p>3.1 Conduct at least 150 awareness raising sessions targeting a total of 15,500 community members on gender-based violence issues, focusing on prevention, response and behaviour change. This work is essential for creating widespread and sustainable change.</p> <p><i>Includes costs for stationary and printed materials; costs for group discussions with community members, children and adolescents such as drinking water and notebooks for participants; orientation and meetings with key stakeholders such as camp management.</i></p>	Services	15,500	18.6	288,300	219,960	109,980	109,980
<p>3.2 Provide services to 500 gender-based violence survivors and child survivors of sexual abuse. We will use the case management approach to identify individual cases and ensure that the services we provide are of a good quality and appropriate to the age and experiences of the child.</p> <p><i>Includes travel and communication costs for social workers to support and follow-up individual cases; specialised services for survivors such as counselling, legal support and emergency health services; and regular coordination meetings with other service providers including health, police and relevant government agencies to strengthen referral system and harmonise standard operating procedures.</i></p>	Services	500	384.7	192,350	153,782	76,891	76,891
<p>3.3 Address the impact of gender-based violence through delivery of mental health and psychosocial support to 500 displaced women</p>	Services	5000	38.5	192,500	153,782	76,891	76,891

<p>and children who are survivors of gender-based violence. This will be delivered through individual or group approaches, to facilitate healing, recovery and resilience.</p> <p>Additionally, we must attack the problem at the root, through preventative action. Unicef will work with community groups to address the social norms that lead to gender-based violence, and reach 4,500 adolescent girls with a Unicef-developed toolkit that helps girls learn about and address topics such as skills for life, reproductive health, gender-based violence and financial education.</p> <p><i>Includes costs for professional counsellors and necessary materials for counsellor.</i></p>							
Subtotal				673,150	527,523	263,762	263,762
Outcome 4: Coordination and capacity of child protection services is strengthened among relevant organisations, to enable better coordinated and more effective child protection work with Syrian refugee children in Iraq.							
<p>4.1 Training and mentoring 70 key workers to strengthen the quality of service delivery and ensure gender- and age-sensitive programme strategies are developed and implemented. The cost of this activity is in year 1 only, reflecting the importance of adequate capacity building and training at the start of the project.</p> <p><i>Includes training on child protection principles and approaches; child safeguarding including gender- and age-sensitive programming; mentoring support including regular visits by a child protection expert to assess the quality of services; and a review of child safeguarding mechanisms.</i></p>	Services	70	297.8	20,846	18,664	18,664	

<p>4.2Support 15 community-based child protection structures, such as child protection committees and adolescent groups, to promote the rights and protection of children by engaging communities through capacity building, coaching and mentoring. The cost of this activity is in year 1 only, reflecting the importance of adequate capacity building and mentoring at the start of the project</p> <p><i>Includes costs for training child protection structures/committee members on child rights and child protection issues and costs for community-based activities organised such as group discussions, awareness activities, social cohesion activities (e.g. sports).</i></p>	Services	15	939.9	14,099	4,720	4,720	
<p>4.3Coordinate the 12 lead agencies within the UN child protection sub-cluster at national and state level by supporting evidence-based programming and by ensuring dedicated information management human resources are available within the cluster.</p> <p><i>Includes staff costs including child protection sub-cluster coordinator to support national and regional coordination of child protection initiatives in Iraq. Note: UNHCR leads on Protection Cluster, with UNICEF leading the Child Protection Sub-Cluster (More information on global Cluster system here).</i></p>	Services	12	6,998.9	83,987	66,060	33,030	33,030
<p>4.4Communication plan and campaigns are developed and implemented at governorate and national levels promoting child protection services, prevention and response to child rights violations. 15 community-based organizations will carry out face-to-face</p>	Services	1,500	27.6	41,400	39,511	18,965	20,546

information campaigns and 4 partners will deliver communication campaigns through social media. This activity cost is higher in year 2, reflecting the importance of campaigning and communication to ensure the legacy and success of this work, having trained staff and established and strengthened committees and community groups in year 1. <i>Includes costs for the development of messages to prevent child rights violations and costs for disseminating the messages through face-to-face interactions, posters, leaflets, social media etc.</i>							
Subtotal				160,331	128,955	75,379	53,575

				Total Cost, £	Funds requested from Isle of Man Total, £	Funds Requested from Isle of Man Year 1 2021-22 £	Funds Requested from Isle of Man Year 2 2022-23 £
TOTAL COST TO DELIVER PROGRAMME				1,646,941	1,306,881	679,090	627,791
Unicef HQ technical and programme support, including auditing and transfer of funds to the Unicef Iraq Country Office, safeguarding, partner screening and support with 12- and 24-month reporting.	Important Overhead			131,755	104,550*	54,327	50,223
TOTAL PROGRAMME COST				1,778,697	1,411,431**	733,417	678,014

*7% of total requested grant is overhead salary and administration cost.

**We are asking the Isle of Man to fund 80% of the total project budget.

Unicef financial management approach

Unicef has a comprehensive set of financial rules and regulations, applicable throughout the organisation, to ensure that appropriate internal control mechanisms are in place. All elements of financial management and internal control are addressed, including management accountability, receipt, custody and disposal of funds, risk management, and conformity to budget guidelines. All Unicef offices are regularly audited to ensure compliance with the financial rules and regulations.

- Unicef UK raises funds for global programmes and humanitarian response for children, which are run by the United Nations Children's Fund, Unicef. Unicef is committed to transparency in how resources are used, with grants tracked through the global Unicef financial system.
- The Unicef UK team manage partnerships with donors registered in the UK and the Isle of Man. The team are responsible for organising the transfer of funds from donors to global programmes.
- Management Accounting is performed from the Unicef UK head office. Unicef UK does not transfer funds directly to beneficiaries or partner organisations.
- The funds raised by Unicef UK are remitted directly into the Unicef bank accounts in New York. These funds are then released to the country office (Unicef Iraq) and are managed and monitored by the Finance Department of the Country Office.
- Subject to a thorough review process, the funds are used for the designated programme/project activities, the recipients are advised, and the funds can be accessed as needed. The procedure for releasing grant funds (cash disbursement) to partners is made in accordance with a country office's programme of cooperation with the host government. Any government and/or partner receiving a grant from UNICEF must provide a certificate of use to be analysed and certified by the responsible programme officer. The programme officer establishes a project monitoring system.
- A set of comprehensive financial procedures ensures that the process is followed, and Unicef has organisation-wide systems to manage and track global transfers ensuring country offices receive necessary funding at the right time in a way that is transparent to the donor.

Unicef AML/CFT policy

As a UK registered charity with the Charity Commission for England and Wales UK, Unicef UK fully adheres to the responsibilities around Anti-money Laundering and Countering the Financing of Terrorism legislation as detailed by the respective commissions.

Countering the financing of terrorism

[Unicef UK's policy on countering the financing of terrorism](#) has been developed with due regard to the following laws and guidance:

- Terrorism Act 2000
- Terrorism Act 2006
- Terrorist Asset-Freezing etc Act 2010
- Counter-Terrorism Act 2008

- Terrorism Prevention and Investigations Measures Act 2011
- The Charity Commission for England and Wales UK guidance “Protecting Charities From Harm: Compliance toolkit –Charities and Terrorism”

The policy is reviewed every two years by the Audit Committee, or when there are changes in legislation or requested by a Unicef UK governance committee, whichever is the sooner. Unicef UK’s policy document on countering terrorism and the financing of terrorism was approved by the Board of Trustees on 15 May 2019. This policy should be read in conjunction with the UNICEF UK Whistleblowing Policy and Anti-Fraud Policy (which incorporates Anti-Bribery and Anti-Money Laundering provisions).

Implementation of the policy on countering terrorism

The responsibility for updating and securing approval of this policy from the Trustees is assigned to the Chief Financial Officer. The responsibility for ensuring compliance with this policy rests with a working group comprising the Chief Operating Officer, Chief Financial Officer and the Head of the International Programmes Engagement team. Unicef UK’s Chief Financial Officer is responsible for the design, implementation, development and maintenance of systems to prevent and detect fraud or other irregularities, including terrorist links or activity. Our policy also states that compliance with internal controls should be confirmed periodically by second- or third-line assurance methods such as internal audit.

Unicef globally ensures that partner organisations are assessed to see if they have links with proscribed organisations or are otherwise designated as linked to terrorism. All Unicef partner organisations are required to comply with the General Terms and Conditions, in which they agree to apply the highest reasonable standard of diligence to ensure that resources are not used to support terrorism. All partner organisations who work with Unicef, no matter what budget, are assessed for alignment with Unicef core values, and produce a programme document with a detailed activity plan and budget showing how Unicef funds will be used.

In programming environments that are considered to be at higher risk of the diversion of funds (for example, Somalia and Afghanistan) Unicef has previously put in place risk management measures specifically to assess and mitigate the risk of funds falling into the possession of proscribed terrorist groups. Unicef UK has requested that Unicef informs it immediately if there is any indication of an offence under anti-terrorism laws in any of the programmes funded by Unicef UK. Any such offence will be brought to the attention of the relevant law enforcement agency (currently the National Crime Agency) and the Charity Commission as a serious incident.

Unicef programmes taking place in countries with known terrorist groups

The Charity Commission for England and Wales UK’s legislation and guidance related to terrorism is relevant to Unicef UK’s work, particularly when funding charitable work in high risk areas overseas. The process is designed to flag risks and alert trustees of Unicef UK funding for Unicef’s work in countries with proscribed terrorist groups, and to inform decisions about any mitigating actions that are needed. Unicef globally has a number of policies and procedures in place to ensure the effective management of the risk of an offence under anti-terrorism laws.

These policies and procedures principally include:

- Unicef February 2020 document 'Guidance for Civil Society Organizations on Partnership with UNICEF' provides full details on Unicef's processes for working with a new partner <https://www.unicef.org/about/partnerships/files/Guidance-for-CSOs-on-Partnership-with-UNICEF.pdf>
- Unicef's procedure for Country and Regional Office Transfer of Resources to Civil Society Organisations. Please see here - [https://www.icvanetwork.org/system/files/versions/UNICEF CSO Procedure Final April2015 web.pdf](https://www.icvanetwork.org/system/files/versions/UNICEF%20CSO%20Procedure%20Final%20April2015%20web.pdf) This procedure includes screening of all partners against Unicef and UK core values, the mandatory signing of a Unicef 'Partner Declaration', and a check against the UN Security Council Sanctions List.
- Unicef's Global Policy on Engagement with Non-State Entities (NSEs) in Humanitarian Action <http://www.unicefinemergencies.com/downloads/eresource/docs/Remote%20Programming/2011-11-21%20-%20Programme%20Guidance%20on%20Engaging%20with%20NSE%20in%20Humanitarian%20Action.pdf>
- UN Harmonised Approach for Cash Transfer <https://unsdg.un.org/sites/default/files/HACT-2014-UNDG-Framework-EN.pdf> It is noteworthy that any contractors who worked with Unicef should be registered with UNGM (United Nations Global Marketplace). For registering as a vendor in UNGM system, it is automatically filtered against the list. If the contractor or personnel is included in the UN sanction list, the company will be rejected in the system.
- Unicef international risk management policy https://unicefuk.app.box.com/files/0/f/17581386348/1/f_136815980558

These policies, which Unicef Iraq applies, ensure that all partner organisations who work with Unicef, no matter what budget, are assessed for alignment with Unicef core values, and assessed to see if they have links with proscribed organisations, or are otherwise designated as linked to terrorism. All Unicef partner organisations are all required to comply with the General Terms and Conditions, in which they agree to apply the highest reasonable standard of diligence to ensure that resources are not used to support terrorism. This applies to partners working under a Programme Cooperation Agreement or a Small-Scale Funding Agreement.

All Unicef implementation partners are strictly vetted and are expected to implement programs in line with agreed operating principles, ethical standards, and with respect for the core values of the United Nations. Legal agreements in government partnerships and contracts also include ethics provisions. In all sectors, NGO partnership financial transfers are subject to extensive procedures under the UN's procedures for Harmonised Approach for Cash Transfer. The Harmonised Approach for Cash Transfer framework, adopted in 2005, represents a shift from assurance for cash transfers derived from project level controls and audits towards a method of assurance derived from risk/system-based assessments (macro- and micro-assessments), and assurance activities such as planning, periodic on-site reviews (spot checks), programmatic monitoring, scheduled audits and special audits.

Capacity development is a central part of the HACT framework and is a core component of managing risk. Identification of capacity gaps in implementing partners and plans to address them (either through direct assistance by the country team or through other development partners) are an element of implementation. It is acknowledged that agencies will focus their resources on their key thematic and mandated areas of development; however, financial management capacity is a cross-cutting issue, underlying capacity necessary for any implementing partner to effectively contribute to achievement of the shared result while managing any potential risks.

Risk Management at Unicef

Given the significant threats and challenges faced by children globally, risk awareness and management are crucial elements of Unicef UK's approach to good governance and the effective delivery of our aims for children. Unicef UK's Risk Appetite Statement summarises the Board's risk appetite and sets the principles underpinning their approach, judgements of risk are informed by this Statement and are made in the context of the Unicef UK Ethics Framework.

The Chief Financial Officer is responsible for the design, implementation, development and maintenance of systems to prevent and detect fraud or other irregularities including money laundering. Compliance with internal controls is confirmed periodically by second- or third-line assurance methods such as internal audit. Relevant policies include:

- Anti-Fraud and Anti-Bribery Policy
- Anti-Terrorism Policy

Unicef UK raises funds for global programmes for children, the majority of which are run by Unicef. Unicef UK does not directly transfer funds to beneficiaries or partner organisations in the field. When these funds are transferred to Unicef they are subject to a review process. Unicef globally ensures that partner organisations are assessed to see if they have links with proscribed organisations or are otherwise designated as linked to terrorism. All Unicef partner organisations are required to comply with the General Terms and Conditions, in which they agree to apply the highest reasonable standard of diligence to ensure that resources are not used to support terrorism. All partner organisations who work with Unicef, no matter what budget, are assessed for alignment with Unicef core values, and produce a programme document with a detailed activity plan and budget showing how Unicef funds will be used.

In programming environments that are considered to be at higher risk of the diversion of funds, Unicef has put in place risk management measures specifically to assess and mitigate the risk of Funds falling into the possession of proscribed terrorist groups. Unicef UK has requested that Unicef informs it immediately if there is any indication of an offence. Unicef globally has a number of policies and procedures in place to ensure effective management of these risks, which Unicef Iraq adheres to.

These principally include:

- Unicef procedure for Country and Regional Office Transfer of Resources to Civil Society Organisations
- Unicef Global Policy on Engagement with Non State Entities in Humanitarian Action
- UN Harmonised Approach for Cash Transfer
- Unicef international risk management policy

Anti-fraud and anti-bribery policy

Unicef UK has a comprehensive [anti-fraud and anti-bribery policy](#) which is most relevant to countering money laundering. Our policy acknowledges that no precise legal definition of “fraud” exists. In the public and charitable sector, the term is used to describe such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, misappropriation and concealment of material facts. For practical purposes fraud may be defined as the use of deception with the intention of obtaining an unjust or illegal financial gain or other unfair advantage.

For illustration, fraud can include falsely claiming employee benefits, entitlements, or expenses; manipulating alone or with others the procurement process (including collusion with contractors, kickbacks, and contracting with suppliers without disclosing a familial relationship); forging or altering Unicef UK documents (including letters, bank instructions, cheques etc) in order to gain an advantage; deceitfully influencing Unicef UK to act in a way it would not otherwise have acted (including intentional distortion of documents, submitting false invoices, or not disclosing a familial relationship); making an actual or implied misstatement on a job application or personal history form. This list is not exhaustive.

This Policy has been developed with due regard to the following laws and guidance:

1. Bribery Act 2010
2. The Charity Commission for England and Wales UK guidance “Protecting Charities from Harm: Compliance toolkit – Charities: fraud and financial crime”
3. Developing an Anti-Fraud Policy (Unicef PFP – Strengthening the Ethics Framework: Toolkit for National Committees)
4. Unicef Executive Directive: Policy Prohibiting and Combatting Fraud and Corruption (CF/EXD/2013-008)

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Project Delivery Plan

Project title	Creating a safe environment that protects Syrian refugee children and enables them to thrive
Applicant organisation(s)	Unicef UK

Project summary

To protect Syrian refugee children (and other vulnerable members of the Syrian refugee community) from violence and exploitation, by increasing access to quality and integrated child protection and gender-based violence services. Children and adolescents will also gain increased access to opportunities which will empower them and provide skills to help them transition to adulthood, as well as support tailored to their individual needs such as accessing health services. Overall, 49,995 Syrian refugees across three governorates (Erbil, Sulaymaniyah and Duhok) in the Kurdistan region of Iraq will be directly reached through the partnership with the Isle of Man.

Notes to accompany Project Delivery Plan:

- **Timelines:** In a refugee response setting, such as in the project location (Kurdistan, Iraq) all needs are immediate. The full term of this funding period will be to respond to the immediate and emerging needs of children and their families, especially as, as we saw in late 2019, the refugee influx is unpredictable. As a result, most activities will be carried out simultaneously. However, there are exceptions identified in this delivery plan where it is beneficial to carry out an activity in Year 1 (*Activity 2.1, 4.1 and 4.2*) or Year 2 (*Activity 4.1*).
- **Flexibility:** Due to the nature of this being an emergency refugee response, it is vital that we remain flexible and address the needs of refugees immediately. The impact of delivering through a more phased response, that is inflexible to the individual and changing needs of refugees, would be that essential services are not delivered to the beneficiaries most in need, almost certainly resulting in harm to children. The tremendous value of this adaptable approach has been demonstrated since the Covid-19 pandemic was declared; without flexibility and the trust and understanding of donors, Unicef would not have been able to continue its child protection work in 2020.

The below project delivery plan presents the delivery of maximum services throughout the project cycle, as would be enabled with thanks to support from the Isle of Man Government. Please see Appendix on final page of this document for partner information.

Project Objective <i>List the key objectives of the project</i>	Description of activities to achieve objective <i>List the activities that will take place in order to achieve this objective</i>	Timeframe for activities <i>Outline the timeframe for these activities (e.g. key dates, deadlines)</i>	Monitoring mechanisms <i>How will these activities be monitored in order to ensure that they achieve the project objectives, and remain within the planned timeframe?</i>	Person/Area Responsible(s) <i>Please provide detail of any key persons/bodies responsible for an activity. This is particularly important for partnerships</i>
<p>Outcome 1.</p> <p>Children affected by the Syrian crisis have access to mental health and psychosocial support services to better able them to cope with their experiences.</p>	<p>Activity 1.1:</p> <p>Provide age-appropriate, structured, psychosocial support activities to 12,500 children and adolescents within existing community-based centres to enhance their emotional resilience and wellbeing. Given the protracted nature of this crisis, ensuring a solid foundation of good mental health and wellbeing for the youngest generations is essential for protecting them in the present and building their resilience for the future.</p> <p><u>Detail:</u></p> <p>Psychosocial support activities can be delivered through group or individual sessions, which may include counselling, life-skills training, or even games and activities. These activities will be implemented in community centers managed by child protection partners, in 8 refugee camps, and through mobile teams using a child protection toolkit endorsed by the child protection cluster of the UN Humanitarian Cluster System.</p> <p>The activity is normally organised in groups of 20-25 children, with each group attending 2-3 sessions per week for a minimum two months. Typically, each community centre will organise psychosocial support activities for 2-3 different groups per day.</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p>	<p><u>Online monitoring tool:</u></p> <p>Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through <i>Child Protection Activity Info</i> (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef. ActivityInfo was originally developed for the reporting requirements of UNICEF's emergency programme in eastern Democratic Republic of Congo. Today, ActivityInfo is used daily by hundreds of organizations working in humanitarian relief, reconstruction, and development assistance</p>	<ul style="list-style-type: none"> ▪ Iraq Government Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ The United Nations High Commissioner for Refugees (UNHCR) ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

	Considering the risk of Covid-19 infection, psychosocial support to children will be adapted, and support provided remotely, individually or in small groups based on the child protection response guidelines for coronavirus.		worldwide (link here to find out more). <u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.	
Outcome 1. Children affected by the Syrian crisis have access to mental health and psychosocial support services to better able them to cope with their experiences.	<p>Activity 1.2: Provide a minimum of 20 parenting education sessions to 1,200 parents and caregivers to help them identify and handle their own stress as refugees and improve their parenting skills. These stresses could include financial worries or trauma due to the violence and displacement they have experienced.</p> <p><u>Detail:</u> Parenting education for caregivers will be implemented in community centres managed by Unicef's child protection partners, in 8 refugee camps and in 3 urban centres using a parenting education manual endorsed by the child protection cluster of the UN Humanitarian Cluster System. The activity is normally organised in group of 20-25 people, with each group attending 1-2 sessions per week for one month.</p> <p>Skills acquired could include homebased psychosocial support activities or knowledge of how practices like violent discipline can be harmful to a child. Considering the risk of</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p> <p>We anticipate the first 4 months of this activity will focus on review of the parenting education manual and orientation/ training of partners. We anticipate in month five that</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

	Covid-19 infection, parenting education will be provided in small groups based on the child protection response guidelines for coronavirus. Key parenting messages will be delivered remotely or individually through home visits.	the parenting education sessions will commence from months 5.	sector regular monitoring reports and partners' quarterly reports.	
Outcome 1. Children affected by the Syrian crisis have access to mental health and psychosocial support services to better able them to cope with their experiences.	<p>Activity 1.3: Conduct 150 child protection awareness raising sessions on key protection issues affecting children within the targeted communities, targeting a total of 15,500 Syrian refugees. We will spread important messages on child protection to refugee communities in order to affect behavioural changes to mitigate protection risks for children. For example, this might include messaging on the harmful effects of violent discipline, child labour and child marriage.</p> <p><u>Detail:</u> Awareness activities will be implemented in 8 refugee camps and 3 urban centres. This will include a combination of activities such as:</p> <ul style="list-style-type: none"> • group discussions; • interactions with community members, parents, children and adolescents to discuss child protection issues and the role of parents and community members in prevention and response; • and group awareness sessions conducted by child protection workers. <p>In the context of coronavirus, awareness initiatives will initially be delivered remotely; through social media, use of posters/leaflets and through individual family visits. This vital</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

	activity will help to create a safer environment for children, and therefore support greater sustainability of protection work.			
Outcome 2. Children's individual needs are met through the case management approach and provision of specialised services.	<p>Activity 2.1: Training and mentoring 75 child protection partners and social workers to deliver the case management approach and refer children to alternative care in emergency settings, through training, coaching and on-the-job mentoring.</p> <p>This will ensure children are properly referred to the correct services and will help to avoid duplication of work. We will also provide training on alternative care in emergency situations. This is especially relevant in this context as children often become separated from their families when they are displaced. To protect children from violence and exploitation, general interventions are often not feasible – we need to provide specialised services which are tailored to the individual needs of each child.</p> <p><u>Detail:</u> The training of social workers on case management, child safeguarding, protection against sexual exploitation and abuse and alternative care will be organised in small groups of 5-7 people.</p> <p>Following the training, senior social workers will mentor and provide on-the-job support to the newly trained social workers to support at-risk children. This includes conducting assessments of children's risks/needs,</p>	<p>September 2021 – August 2022</p> <p>This activity is anticipated to take place in the first year.</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

	developing care plans for children, coordinating with service providers and conducting regular family visits to follow-up with children and their families.			
Outcome 2. Children's individual needs are met through the case management approach and provision of specialised services.	<p>Activity 2.2: Provide case management services to 900 vulnerable children at risk or impacted by the coronavirus outbreak and raise awareness and knowledge on how to respond to such cases among frontline staff. Enabling frontline staff to respond to protection risks during the Covid-19 pandemic, where children are at increased risk of being separated from infected parents, which, without proper systems in place, could expose children to risks of exploitation</p> <p><u>Detail:</u></p> <ul style="list-style-type: none"> - The case management process starts with the identification of children at risk, followed by a detailed assessment of children's protection needs and their family situation. - Based on the assessment, the social worker will develop a time-bound care plan to address the child's protection needs, in coordination with other service providers. - In the case of separated/unaccompanied children, the social worker will coordinate with the relevant statutory agencies (judge, police etc.) for appropriate support and to secure official decisions and judgements. <p>The recommended ratio of children per social worker is between 25-30, based on global practise. However, the number of children per social worker can be higher in an emergency.</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Ministry of Interior ▪ Ministry of Justice ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

<p>Outcome 2.</p> <p>Children's individual needs are met through the case management approach and provision of specialised services.</p>	<p>Activity 2.3:</p> <p>Provide safe alternative care for 100 children without appropriate parental care, including children who are unaccompanied or separated from their families or who have been orphaned due to coronavirus. Alternative care is preferably provided through extended families or family-based alternative care systems.</p> <p><u>Detail:</u> Unicef will work with partners to identify foster families to take care of separated or unaccompanied children and will coordinate with camp management teams to establish interim care space in refugee camps (for children who need to be isolated due to coronavirus).</p> <p>Social workers will be responsible for making family-based care arrangements for identified unaccompanied or separated children and orphans. Social workers will make regular visits to follow-up with the child and family and will coordinate with other service providers to ensure they have access to services, based on need.</p>	<p>September 2021 – August 2023</p> <p>The majority of this activity will take place in year 1, reflecting the high level of support required as a result of the pandemic. Our expectation is that this will reduce in year 2 how.</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited). These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.</p>	<ul style="list-style-type: none"> Ministry of Labour and Social Affairs (MOLSA) Directorate of Labour and Social Affairs (DOLSA) UNHCR United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
<p>Outcome 3.</p> <p>Survivors of gender-based violence are supported through personalised services and</p>	<p>Activity 3.1:</p> <p>Conduct 150 awareness raising sessions targeting a total of 15,500 community members on gender-based violence issues focusing on prevention, response and behaviour changes.</p> <p>This work is essential for creating widespread and sustainable change.</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and</p>	<p><u>Information management system:</u> Implementing partners will report every month on gender-based violence indicators (e.g. number of people who have been reached/benefited) in GBViM –an online</p>	<ul style="list-style-type: none"> Ministry of Labour and Social Affairs (MOLSA) Directorate of Labour and Social Affairs (DOLSA)

<p>preventative action.</p>	<p>Gender-based violence includes sexual violence and exploitation, family violence, forced and child marriage, harassment and stigmatisation, and honour killings</p> <p><u>Detail:</u> The risks can be higher among refugee communities, as children and women are often exposed to additional vulnerabilities. Gender-based violence awareness activities will be implemented in 8 refugee camps and 3 urban centres. This will include a combination of activities such as group discussions and interactions with community members, parents, children and adolescents.</p> <p>In addition, adolescent girls and mothers will receive structured session on gender-based violence prevention, empowerment and life-skills using the Adolescent Girls Toolkit developed by Unicef and the UN Population Fund in Iraq. Considering the risk of coronavirus infection, this activity will be organised in small groups, with each group attending two sessions per week for around one and a half months.</p> <p>This will also include training for key stakeholders such as camp management staff and other service providers (e.g. health and education providers) on protecting children against sexual abuse and strengthening reporting mechanisms.</p>	<p>remaining 50% during the second year.</p>	<p>monitoring tool (see here). Information entered into the system is analysed on monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners' quarterly reports.</p>	<ul style="list-style-type: none"> ▪ General Directorate of Combating Violence Against Women (DCVAW) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ▪ UNFPA ▪ HARIKAR (NGO partner) ▪ WRO (NGO partner)
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<p>Outcome 3.</p> <p>Survivors of gender-based violence are supported through personalised services and preventative action.</p>	<p>Activity 3.2:</p> <p>Provide services to 500 gender-based violence survivors and child survivors of sexual abuse. We will use the case management approach to identify individual cases and ensure that the services we provide are of a good quality and appropriate to the age and experiences of the child.</p> <p><u>Detail:</u></p> <ul style="list-style-type: none"> - The case management process starts with the identification of at-risk children, followed by a detailed assessment of their needs. - Social workers will help the child access the service they need, based on their individual assessment. - These services could include counselling, legal support and/or emergency health services to address potential sexually transmitted diseases. - This work is carried out in coordination with relevant authorities and service providers. <p>The recommended ratio of children per social worker is between 25-30, based on global practise. However, the number of children per social worker can be higher in an emergency.</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p>	<p><u>Information management system:</u></p> <p>Implementing partners will report every month on gender-based violence indicators (e.g. number of people who have been reached/benefited) in GBViM –an online monitoring tool.</p> <p>Information entered into the system is analysed on monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u></p> <p>These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners’ quarterly reports.</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ General Directorate of Combating Violence Against Women (DCVAW) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ▪ UNFPA ▪ NGO partners: <ul style="list-style-type: none"> ○ HARIKAR ○ WRO
<p>Outcome 3.</p> <p>Survivors of gender-based violence are supported through personalised</p>	<p>Activity 3.3:</p> <p>Address the impact of gender-based violence through delivery of mental health and psychosocial support to 500 displaced women and children who are survivors of gender-based violence. This will be delivered through</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12</p>	<p><u>Information management system:</u></p> <p>Implementing partners will report every month on gender-based violence indicators (e.g. number of people who have been</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ General Directorate of Combating

<p>services and preventative action.</p>	<p>individual or group approaches, to facilitate healing, recovery and resilience.</p> <p>Additionally, we must attack the problem at the root, through preventative action. Unicef will work with community groups to address the social norms that lead to gender-based violence, and reach 4,500 adolescent girls with a Unicef-developed toolkit that helps girls learn about and address topics such as skills for life, reproductive health, gender-based violence and financial education.</p> <p><u>Detail:</u> Mental health impacts for survivors of gender-based violence can be severe. They can include Post Traumatic Stress Disorder, depression, anxiety, substance misuse, self-harm and suicidal behaviour and sleep disturbances.</p> <p>Support will be delivered by professional counsellors through individual or group sessions to facilitate healing, recovery and resilience. Mental health and psychosocial support and will be provided to survivors through a professional counsellor, either individually or in small group - depending on assessment and need.</p>	<p>months of the project and remaining 50% during the second year.</p>	<p>reached/benefited) in GBViM –an online monitoring tool. Information entered into the system is analysed on monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners’ quarterly reports..</p>	<p>Violence Against Women (DCVAW)</p> <ul style="list-style-type: none"> ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ▪ UNFPA ▪ NGO partners: <ul style="list-style-type: none"> ○ HARIKAR ○ WRO
<p>Outcome 4: Coordination and capacity of child protection services is strengthened</p>	<p>Activity 4.1: Training and mentoring 70 key workers from a range of partner organisations, to strengthen the quality of service delivery and ensure gender- and age-sensitive programme strategies are developed and implemented.</p>	<p>September 2021 – August 2022</p> <p>This activity is anticipated to</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and

<p>among relevant organisations, enabling better coordinated and more effective child protection work with refugees in Iraq.</p>	<p><u>Detail:</u> Training will include child protection principles and approaches, child safeguarding and gender- and age-sensitive programming.</p> <p>Following the training, Unicef child protection experts will provide technical supervision to assess the quality of services and review child safeguarding mechanisms.</p>	<p>take place in the first year.</p>	<p>children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p> <p><u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector regular monitoring reports and partners’ quarterly reports.</p>	<p>Social Affairs (DOLSA)</p> <ul style="list-style-type: none"> ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ▪ NGO partners: <ul style="list-style-type: none"> ○ HARIKAR ○ WRO
<p>Outcome 4: Coordination and capacity of child protection services is strengthened among relevant organisations, enabling better coordinated and more effective child protection work with refugees in Iraq.</p>	<p>Activity 4.2: Support 15 community-based child protection structures, such as child protection committees and adolescent groups, to promote the rights and protection of children, by engaging communities through capacity building, coaching and mentoring.</p> <p><u>Detail:</u> Implementing partners will engage community members including community and religious leaders, teachers, women, men and young people through coaching and mentoring. This will include topics such as child rights and child protection principles and issues.</p>	<p>September 2021 – August 2022</p> <p>This activity is anticipated to take place in the first year.</p>	<p><u>Online monitoring tool:</u> Partners will complete monthly progress reports tracking progress against psychosocial support indicators (e.g. number of children who have been reached/benefited).</p> <p>These are collected and analysed through Child Protection Activity Info (ActivityInfo)– an online monitoring tool. Information entered is analysed on a monthly basis by Unicef.</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ▪ NGO partners: <ul style="list-style-type: none"> ○ HARIKAR

	Child protection groups and committees will carry out community level advocacy for children, awareness activities and social cohesion activities such as sports and social activities, including the identification and referral of children at risk.		<u>Field monitoring reports:</u> These reports are drafted by Unicef staff following Cluster Coordination Meetings and utilising sector monitoring reports and partners' quarterly reports.	<ul style="list-style-type: none"> ○ WRO
Outcome 4: Coordination and capacity of child protection services is strengthened among relevant organisations, enabling better coordinated and more effective child protection work with refugees in Iraq.	<p>Activity 4.3: Coordinate the 12 lead agencies within the UN child protection sub-cluster at national and state level by supporting evidence-based programming and by ensuring dedicated information management human resources are available within the cluster. This strengthens child protection coordination at the national and state level and provide support for evidence-based programming.</p> <p><i>Note: UNHCR leads on Protection Cluster, with UNICEF leading the Child Protection Sub-Cluster (More information on global Cluster system here).</i></p> <p><u>Detail:</u> Unicef, by its mandate, is responsible for leading the coordination of child protection interventions among humanitarian agencies in Iraq. This includes harmonising approaches and monitoring tools, generating evidence and supporting advocacy.</p> <p>Information management is important as it not only informs our work by providing us with accurate data, but also provides an evidence base for effective programming.</p>	<p>September 2021 – August 2023</p> <p>50% of the target will be reached during the first 12 months of the project and remaining 50% during the second year.</p>	<p>The monitoring mechanisms utilised to track and monitor progress against activities and intended results will be the main tools used to monitor whether capacity building and coordination among partners has been achieved.</p> <p>This includes:</p> <ul style="list-style-type: none"> ▪ Activity Info ▪ GBViMS ▪ Cluster coordination meetings and reports ▪ Sector regular monitoring reports ▪ Partners' quarterly reports 	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social Affairs (MOLSA) ▪ Directorate of Labour and Social Affairs (DOLSA) ▪ UNHCR ▪ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

<p>Outcome 4:</p> <p>Coordination and capacity of child protection services is strengthened among relevant organisations, enabling better coordinated and more effective child protection work with refugees in Iraq.</p>	<p>Activity 4.4:</p> <p>Communication plans and public campaigns are developed and implemented at local and national levels promoting child protection services, prevention and response to child rights violations.</p> <p><u>Detail:</u></p> <p>Includes costs for the development of messages to prevent child rights violations and costs for disseminating the messages through face-to-face interactions, posters, leaflets, social media etc.</p> <p>15 community-based organizations (<i>referred to under Activity 4.2 in this document</i>) will carry out face to face information campaigns and 4 implementing partners will deliver the campaign through social media.</p> <p>Communication campaigns will be important throughout both years of this project however there will be a greater emphasis on public awareness in year 2 of the project, to ensure the legacy and success of this work, having trained staff and established and strengthened committees and community groups in year 1.</p>	<p>September 2021 – August 2023</p> <p>This activity will be carried out in both years of the project, however the majority will take place in year 2.</p>	<p>This activity will be monitored mainly through implementing partners quarterly reports.</p>	<ul style="list-style-type: none"> ▪ Directorate of Labour and Social Welfare (DOLSA); ▪ General Directorate of Combating Violence Against Women (DCVAW). ▪ NGO partners: <ul style="list-style-type: none"> ○ HARIKAR ○ WRO
<p>Reporting: Final report</p>	<p>Due three months after project ends. A final summary and collection of all project activities, outputs, outcomes and impact achieved.</p> <p>This report will include a summary of challenges experienced, lessons learned, positive experiences and feedback from beneficiaries and project partners and future recommendations.</p>	<p>Approximately September - November 2022</p> <p>(dependant on project end date)</p>	<p>Unicef UK to share final report with the Isle of Man Government.</p>	<ul style="list-style-type: none"> ▪ Unicef Iraq ▪ Unicef UK

APPENDIX: UNICEF Iraq Project Partners

UNICEF Iraq Implementing partner	Programme intervention area	Geographical coverage
Directorate of Labour and Social Affairs (DOLSA - Erbil)	Child Protection – mental health and psychosocial support, awareness on child protection issues, case management, parenting education, alternative care, capacity building/training of social workers, strengthen community-based structures/committees.	Erbil – Kawrgosk, Basirma, Qushtapa, Darashkran refugee camps and non-camp area in Erbil districts such as Daratou, Shawes and Bnaslaw sub districts in Erbil.
Directorate of Labour and Social Affairs (DOLSA - Dohuk)	Child Protection – mental health and psychosocial support, awareness on child protection issues, case management, parenting education, alternative care, capacity building/training of social workers, strengthen community-based structures/committees.	Dohuk - Domiz1, Aqra, Gawilan and Bardarash Refugee camps in addition to Bersive 2, Rwanga, Bajet Kandala 1&2, Khankey and Kabarto IDP camps. In addition, DoLSA covers the non-camp areas in the districts of Zakho, Sumel Aqra and Amedy.
Directorate of Combating Violence Against Women (DCVAW)	Gender Based Violence - legal support, counselling services, mental health and psychosocial support, capacity building/training of social workers, strengthen community-based structures/committees.	All over Kurdistan Region of Iraq- KRI (Erbil, Dohuk and Sulaimaniya) – the refugee camps fall under this geographical area.
Harikar (Local NGO)	Gender Based Violence-legal support; counselling services, mental health and psychosocial support; case management; capacity building/training of social workers, strengthening of community-based structures/committees.	Basheeqa, Akre, Bardarash, Bashiqa, Zummar, Telafar - districts of Ninewa Governorate (also sometimes referred to as “Nineveh”)
Women Rehabilitation Organisation (WRO)	WRO is a local and regional expert in Sexual/Gender Based Violence prevention and response, economic empowerment, and integrated programming. Gender Based Violence - legal support, counselling services, mental health and psychosocial support, capacity building/training of social workers, strengthen community-based structures/committees, etc. In addition Child Protection – mental health and psychosocial support, awareness on child protection issues, case management, parenting education and alternative care provision.	Erbil – Ninewa, Jadaa Camps (Jadaa 1, Jadaa 2 & Jadaa5) Bashiqa, Akre, Bardarash, Zummar, telefar districts in Ninewa Governorate (also sometimes referred to as “Nineveh”)

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Risk Assessment

Project title	Creating a safe environment that protects Syrian refugee children and enables them to thrive.
Applicant organisation(s)	Unicef UK

Identified Risks	Potential impact on project <i>How would this impact on the project's ability to carry out its activities and meet its objectives?</i>	Severity <i>How severe would the impact be? (High, Medium or Low)</i>	Probability <i>How likely is this to occur? (High, Medium or Low)</i>	Steps Taken <i>What steps have been taken, or will be taken during the project, to minimise the risk?</i>	Risk Owner <i>Who is responsible for preventing/ managing this risk?</i>
Operational Risks e.g. delays in procurement, change in project scope, failure by partner organisations, 'on-the-ground' risks					
<p>Risk of targeted results by Unicef's implementing partners not being met due to external challenges potentially emerging during the project implementation period affecting the operating environment.</p> <p>This includes the current coronavirus pandemic. The economic impact of coronavirus has resulted in the government reducing their contribution towards basic services in refugee camps, meaning that these locations will become even more reliant on aid. At the same time, the increase in coronavirus infections in project locations</p>	May affect delivery of services and reaching proposed targets.	Low	Low	<p>Realistic targets have been set with a risk percentage incorporated into each plan. In addition, a key component of Unicef's response is to focus on empowering and developing our partners' skills and competencies. Regular follow up and programmatic monitoring will also minimise the risk of not achieving intended targets.</p> <p>Additionally, based on our experiences in 2020, Unicef, together with other humanitarian agencies working in the child protection cluster, and other humanitarian actors, have developed a response plan specifically for the coronavirus response. This includes using remote approaches and mobilising</p>	<p>Unicef implementing partners:</p> <ul style="list-style-type: none"> ■ Iraq Government Ministry of Labour and Social Affairs ■ Directorate of Labour and Social Welfare ■ General Directorate of Combating Violence Against Women ■ UN agencies e.g. UNHCR, OCHA, UNFPA ■ NGOs: HARIKAR and WRO (Women Rehabilitation Organisation)

(camp and non-camp locations) has already resulted in lockdowns and movement restrictions, hindering humanitarian aid delivery and access to services.				<p>community-based structures and networks.</p> <p>Unicef will continue to review the coronavirus programme guidelines based on practical evidence from the field and will support community-based staff and networks to respond accordingly and effectively. Additionally, we will try to work with partners and donors to ensure contingency and flexible funding is available to address increased needs when emergencies arise.</p>	
<p>Limited capacity of partners implementing and delivering services to beneficiaries indirectly linked to child protection targets including personalised services received via referrals.</p> <p>For example, in a gender-based violence case where a survivor needs clinical support, they will be referred to health centres. The capacity of this health centre to deliver quality services will have an impact on the quality of support received and the outcome for the individual.</p>	This could have adverse effects on the holistic and integrated support a survivor of violence receives, which is critical to their recovery.	Low	Low	<p>Unicef has been delivering child protection projects in Iraq for many years and we have worked extensively with local service providers who have proven their capacity to deliver results for children. All Unicef teams work closely together in an integrated response and as an organisation we know the quality of service offered by partners. Partners are also subject to our rigorous due diligence and quality assurance procedures.</p> <p>Unicef will regularly assess the quality of services provided to children and vulnerable families through focus group discussions with beneficiaries. Unicef contracts with these partners will be renewed subject to positive assessment.</p>	<p>Unicef implementing partners:</p> <ul style="list-style-type: none"> ■ Iraq Government Ministry of Labour and Social Affairs ■ Directorate of Labour and Social Welfare ■ General Directorate of Combating Violence Against Women ■ UN agencies e.g. UNHCR, OCHA, UNFPA ■ NGOs: HARIKAR and WRO (Women Rehabilitation Organisation)
Existing weak child safeguarding mechanisms may expose children to harm by professionals supposed to protect them. Child protection case management systems, if not properly protected, may risk the confidentiality of cases.	This could affect beneficiary participation in the implementation of the project.	Medium	Medium	<p>As the child protection agency lead within the UN emergency cluster system, Unicef takes training, coordination and capacity building of agencies seriously.</p> <p>Besides training on child protection and child protection operational guidelines,</p>	<ul style="list-style-type: none"> ■ Unicef

<p>This refers to the capacity of implementing partners, whether they are government partners, NGOs, or agencies and organisations in the field not working with Unicef.</p> <p>There is high staff turnover across all different sectors in the refugee camps and urban settings where Syrian refugees live. There is a continual arrival of different stakeholders who are providing different sets of services in the camps where children might be exposed.</p>				<p>orientation will be provided on child safeguarding, protection against sexual exploitation and abuse as part of training for the Unicef child protection workforce.</p> <p>Unicef will also support awareness raising on protection against sexual exploitation and abuse and call on implementing partners to establish transparent beneficiary feedback mechanisms.</p> <p>Unicef will ensure the child protection guidelines, child safeguarding and protection against sexual exploitation and abuse guidelines are being provided to child protection partners as well as other non-child protection sectors e.g. education, health and water, sanitation and hygiene.</p> <p>This is a risk to our project, but provision of the training, orientation and guidelines is continuous to mitigate against risks.</p>	
<p>Lack of coordination and cooperation between UN agencies and implementing partners at the refugee camps.</p> <p>For example, where a beneficiary has been referred to another organisation for counselling services, but the case is not followed up by the referral agency.</p>	<p>This could result in delays in implementing the programme.</p>	Medium	Medium	<p>As above, as the child protection agency lead within the UN emergency cluster system, Unicef seeks to strengthen and build the capacity of existing national coordination structures to ensure they have the technical and financial assistance required to effectively and efficiently support the delivery of this project.</p> <p>Unicef's monitoring mechanisms will ensure regular consultation with project partners and stakeholders and create strong accountability across project partners to deliver on their</p>	<ul style="list-style-type: none"> ▪ Iraq Government - Ministry of Labour and Social Affairs ▪ UN agencies ▪ Unicef

				programmatic and financial commitments.	
Financial Risks e.g. fluctuations in currency exchange rates, delays in receipt of funding from partner agencies, risks in the transfer of funds from the Isle of Man to project location, cash handling					
Delays in disbursement and release of direct cash transfers from Unicef to service delivery partners may slow down programme implementation and affect achievement of project results. For example, if Unicef were to provide funding to the WRO to provide case management for ten survivors of gender-based violence and the transfer were delayed due to administrative issues on either side.	May impact on implementation and progress against targets and indicators.	Medium	Medium	Strengthen government and other implementing partner's capacity in Harmonised Cash Transfer – a common operational framework for transferring cash to government and non-government implementing partners. This will ensure regular monitoring and implementation of risk mitigation measures.	<ul style="list-style-type: none"> Unicef
Resources (funds or assets) issued to partners by Unicef are not used in accordance with the terms, agreements, plans and applicable policies and procedures.	May impact on implementation and progress against targets and indicators.	Medium	Medium	<p>Unicef uses a very robust approach and extensive procedures – under the UN's procedures for Harmonised Cash Transfer¹ – to transfer resources (including financial resources and supplies) to all implementing partners.</p> <p>The transfer framework, adopted in 2005, represents a shift from assurance for cash transfers derived from project level controls and audits towards a method of assurance derived from risk/system-based assessments (macro- and micro-assessments), and assurance activities such as planning, periodic on-site reviews (spot checks),</p>	<ul style="list-style-type: none"> Unicef NGOs: HARIKAR and WRO (Women Rehabilitation Organisation)

¹ Although the name includes the word 'cash', Unicef does not make payments in cash and only in very exceptional circumstances does Unicef make payments by check. The vast majority of financial transfers are completed electronically and can be tracked.

				<p>programmatic monitoring, scheduled audits and special audits to prevent/detect fraud in the utilisation of its resources.</p> <p>In addition to the measures outlined above, the presence of the Unicef logo on supplies and carrying out community mobilisation activities ensures that beneficiaries are aware that services are being delivered by Unicef as non-affiliated, humanitarian assistance.</p>	
<p>Economic uncertainty, financial shocks and fluctuation of currency rates. It is anticipated that the economic policy in Iraq will focus on reviving the oil and gas sector by clearing the arrears owed to international oil companies, attracting foreign investment and increasing public expenditure on reconstruction projects. Improving public services and creating jobs will be the government's key spending priorities, especially given the need to address the grievances of protesters who have been engaged in a series of nationwide protests. Necessary fiscal measures, such as cutting public spending, have been hinted at but leaders are unlikely to go through with these in such turbulent times.</p>	<p>In extreme cases this could reduce the amount of funds available to deliver project activities.</p>	Low	Low	<p>To mitigate, Unicef Iraq will put a robust project management plan in place to ensure the timely and efficient implementation of project activities and project expenditure, and to avoid any sudden financial shocks.</p> <p>Unicef UK transfers cash and grant income regularly to our headquarters to protect against exchange rate fluctuations and to ensure that funds are not unnecessarily held in our UK bank account and can be put to work for children as quickly as possible.</p>	<ul style="list-style-type: none"> Unicef
<p>Iraq is identified by the IOMFSA as a country with a higher risk of money laundering and terrorist financing.</p>	<p>In extreme cases this could reduce the amount of funds available</p>	Medium	Low	<p>Unicef has a comprehensive set of financial rules and regulations, applicable throughout the organisation, to ensure that appropriate internal control mechanisms are in place. There</p>	<ul style="list-style-type: none"> Unicef

	to deliver project activities.			<p>is more information on these mechanisms and procedures in the budget attachment.</p> <p>All elements of financial management and internal control are addressed, including management accountability, receipt, custody and disposal of funds, risk management, and conformity to budget guidelines.</p> <p>All Unicef offices are regularly audited to ensure compliance with the financial rules and regulations.</p> <p>All Unicef implementation partners are strictly vetted and are expected to implement programs in line with agreed operating principles, ethical standards, and with respect for the core values of the United Nations.</p> <p>Legal agreements in government partnerships and contracts also include ethics provisions. In all sectors, NGO partnership financial transfers are subject to extensive procedures under the UN's procedures for Harmonised Approach for Cash Transfer.</p> <p>In addition, Unicef globally ensures that partner organisations are assessed to see if they have links with proscribed organisations or are otherwise designated as linked to terrorism. All Unicef partner organisations are required to comply with the General Terms and Conditions, in which they agree to apply the highest reasonable standard of diligence to ensure that</p>	
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				resources are not used to support terrorism.	
External Risks e.g. political situation in the region, potential impact of events such as poor weather, natural disasters, outbreak of disease					
<p>Insecurity in the location of refugee camps which might hinder humanitarian services movements vs access.</p> <p>For example, if there is an outbreak of coronavirus, there may be resistance to humanitarian agencies coming into the camps by the community, or government security forces may close access to the camps for political reasons.</p>	<p>Movement restrictions which might affect implementation and progress against targets and indicators.</p>	Medium	Medium	<p>Unicef will advocate for sustained and free access to hard to reach areas and we will coordinate with government counterparts and security personnel to adjust plans of action according to needs, accessibility and security. This includes advocating for political support to address and support free and impartial access to site).</p>	<ul style="list-style-type: none"> Unicef
<p>Political instabilities for example insecurities and major disasters may adversely affect or delay implementation of the project.</p> <p>For example, the next election is scheduled for 2022, however, we anticipate it may be called early (late 2021) to appease protest movements.</p>	<p>May impact on implementation and progress against targets and indicators.</p>	Medium	Medium	<p>The risk is largely beyond the control of the programme. However, the impact on programme performance will be minimised by developing and maintaining the positive relationships within Iraq that we already have, including the strong partnership with the current temporary government and, more importantly, with the technical departments involved in the refugee response within the government.</p> <p>Unicef will coordinate with government counterparts, UN agencies and security personnel to adjust the plan of action according to needs, accessibility and security conditions. Unicef has extensive experience of working in high-risk programming environments (for example, Somalia and Afghanistan) and has extensive risk management measures specifically to assess and</p>	<ul style="list-style-type: none"> Government of Iraq Unicef

				mitigate the risk of funds falling into the possession of proscribed terrorist groups. There is more detail on this in our budget attachment.	
Violent conflicts and displacement of people could exacerbate the humanitarian situation and divert resources which are required for the change pathways to occur.	May affect response capacity and implementation of refugee emergency response which will affect delivery of services.	High	High	<p>Unicef has developed an emergency preparedness plan with clear actions to support the capacity of implementing partners to respond to emergencies when they occur.</p> <p>Unicef continues to seek flexible funding via the Unicef Iraq Emergency Appeal to address increased needs when emergencies occur.</p>	<ul style="list-style-type: none"> Government of Iraq Unicef Unicef implementing partners
Inability to deliver services due to civil unrest, military operations or insecurity.	May impact on implementation and progress against targets and indicators.	Medium	Medium	<p>Unicef will coordinate with government counterparts, UN agencies, and security personnel to adjust the plan of action according to needs, accessibility and security conditions.</p> <p>Unicef has a long-term presence in Iraq (since 1984) and we have maintained our presence and service delivery to children in the Kurdistan region of Iraq through our partners since the influx of refugees from Syria in 2012.</p>	<ul style="list-style-type: none"> Government of Iraq Unicef Unicef implementing partners
Natural disasters such as pandemics, floods or earthquakes could impact the effective delivery and utilisation of services especially for the most vulnerable (e.g. the coronavirus pandemic).	May impact on implementation and progress against targets and indicators.	Medium	Medium	<p>With a long-term presence in the country, Unicef has a strong humanitarian response plan in Iraq and is experienced in both rapid humanitarian response and long-term recovery.</p> <p>Additionally, as ever, we work with partners and Unicef offices to ensure contingency and flexible funding is available to address increased needs when emergencies arise.</p> <p>To this end, Unicef will continue to support the capacity of implementing</p>	<ul style="list-style-type: none"> Government of Iraq Unicef Unicef implementing partners

				<p>partners and community-based structures to respond to emergencies when they occur. We will also continue to seek flexible funding via the Unicef Iraq Emergency Appeal to address increased needs when emergencies occur.</p> <p>As above, based on our experiences in 2020, Unicef, together with other humanitarian agencies working in the child protection cluster, and other humanitarian actors, have developed a response plan specifically for the coronavirus response. This includes using remote approaches and mobilising community-based structures and networks. Unicef will continue to review the coronavirus programme guidelines based on practical evidence from the field and will support community-based staff and networks to respond accordingly and effectively.</p>	
There is a prolonged political vacuum. Recent developments show de-escalation in civil unrest but there is a probability that the formation of a government will take longer.	Lack of decision makers (e.g. ministers) in refugee service authorities may impact on implementation and progress against targets and indicators.	Medium	Medium	<p>Although political instability has impacted Unicef's work in previous months, several mitigation measures were put in place to overcome that, including continuing to coordinate with government counterparts, UN agencies and security personnel to adjust the plan of action according to needs, accessibility and security conditions. The nature of work is technical and Unicef has a strong partnership with the current temporary government and more importantly with the technical teams of the government.</p>	<ul style="list-style-type: none"> ■ Government of Iraq ■ Unicef ■ Unicef implementing partners

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Communications Plan

Project title	Creating a safe environment that protects Syrian refugee children and enables them to thrive.
Applicant organisation(s)	Unicef UK

Please note: If our application is successful, we would work together with you to develop a communications plan for the project. Please find below examples and ideas we would hope to explore with you.

Communications Activity	Reach	Objective	Timeframe
Communications activities in the Isle of Man			
<p>There are two key relevant communication moments for the Isle of Man government to showcase the support and impact of partnership. These are World Refugee Day and the anniversary of the Syrian conflict.</p> <p>Communications activities that could be deployed on these days include:</p> <ol style="list-style-type: none"> Showcasing incredible stories of transformation from children and young people impacted by the partnership. These can be creatively developed so that Syrian children are narrating and showcasing their own story. This is an empowering and emotional way for audiences to connect with the children. These videos can be used on social media channels, pitched to local online news outlets and showcased at events. A selection of Syrian children could be connected with similarly aged children studying at an Isle of Man school/college where they could collectively establish a joint project to mark World Refugee Day (this could be through art, letter writing, video content, music project). 	<p>Isle of Man regional media outlets and government.</p> <p>Unicef UK online channels (website, social media, internal comms). Unicef UK social channels:</p> <ul style="list-style-type: none"> - 292k followers on Instagram - 232K+ on Twitter - 17K+ on LinkedIn - 380K+ on Facebook. <p>Target Isle of Man regional press, such as Manx Independent.</p> <p>Isle of Man general public if an advocacy installation is created by pairing</p>	<p>Communicate the launch of partnership.</p> <p>Showcase the scale of partnership and how the funding will support children and communities in Iraq.</p> <p>Communicate why the Isle of Man government is committed to providing refugee children with child protection services and skills to bring about positive change in their lives through working with Unicef UK.</p>	<p>At launch of partnership and throughout the project duration as well as for specific global advocacy days.</p>

<p>Other opportunities include:</p> <ol style="list-style-type: none"> 1. Town Hall meeting – record a message of thanks to be played from Unicef Iraq staff/community showing the current situation and how it will be improved by the project. 2. Press outreach to announce funding, set background to the importance of work, quote from Unicef UK and Isle of Man (including images from Iraq). 3. Content provided to Isle of Man government communications team to distribute on appropriate official channels to showcase impact of partnership. 	<p>children in Iraq and Isle of Man schools.</p>		
Communications activities in the project region			
<ol style="list-style-type: none"> 1. Video message from Isle of Man government representative to be translated and showcased at an appropriate public gathering in Iraq. 2. Local press outreach on the launch of the partnership with quote from Isle of Man representative. Unicef Iraq will issue a press release in Arabic and English at the start of the project. The press release will state that the project is funded by the Isle of Man government. The text will include figures and the expected impact of the project, such as the number of beneficiaries. Subject to security conditions, we will arrange a media mission once the project has made visible progress. We can also create blog posts highlighting key issues and how they are being tackled such as this blog post by our Unicef Iraq Communications Specialist, highlighting how the coronavirus outbreak deepens Iraq's humanitarian crisis. 3. Social media communication is a high-impact way of creating visibility among the general public and specific target audiences. It's an integral part of Unicef's communication strategy to highlight programmatic interventions. This activity will focus on youth-led case study content such as youth led Vlogs. 	<p>Unicef Iraq has significant following on Facebook (271K), Twitter (51k) and Instagram (325K).</p> <p>Local press outlets.</p>	<p>Demonstrate impact of Isle of Man funding and provide recognition for the Isle of Man as a resource partner throughout the life cycle of the project.</p> <p>Create a strong connection between the people of Isle of Man and the people of Iraq through shared commitment to protecting children's lives and rights.</p>	<p>At launch of partnership and throughout the project duration as well as for specific global advocacy days.</p>

<p>4. Unicef will produce high quality photography to showcase support provided to Syrian refugees over the course of the project life cycle. These images can be used across websites, social media and for media purposes as well as exhibitions and events.</p> <p>5. Unicef will produce a minimum of two comprehensive case studies. These will be stories of beneficiaries accompanied by photos and testimony from Syrian refugees living in Iraq. The Isle of Man will be referenced as a key donor.</p>			
Other communications activities			
<p>1. Isle of Man and the supported programme featured on the Unicef UK website.</p> <p>2. Field visit to Iraq to enable a few select members of the Isle of Man community to visit the project and see the work that Isle of Man support has enabled (<i>note this is dependent on the security situation and Covid-19 travel guidelines at the time</i>).</p> <p>3. Unicef UK Executive Director blog about the Unicef & Isle of Man partnership on their LinkedIn channel.</p> <p>4. Unicef UK internal communications to staff.</p> <p>5. Communication of child-led stories on Unicef UK B2B channel (LinkedIn) as well as key social channels (Twitter, Facebook, Instagram) on key advocacy days e.g. World Refugee Day.</p> <p>6. Use of the Unicef UK logo on communications materials.</p> <p>7. Unicef UK celebrity high profile supporter or ambassador could record a thank you message for the people of Isle of Man for the government to showcase at a public event or pitch to media/publish on social media channels.</p> <p>8. Radio programme on the project. This would include an interview with a Unicef UK emergency programming specialist. The programme could also include recorded messages from staff and beneficiaries in Iraq.</p>	<p>Unicef UK internal communications audience of 300+ Unicef staff.</p> <p>Unicef UK social channels:</p> <ul style="list-style-type: none"> - 292k followers on Instagram - 232K+ on Twitter - 17K+ on LinkedIn - 380K+ on Facebook <p>Local media and radio, such as Isle of Man Examiner and Manx Radio.</p> <p>We could also explore the option of publishing video footage on the Isle of Man government YouTube channel, which has over 1,000 subscribers.</p>	<p>Showcase the scale of partnership and how the fund will impact the lives of children, families and communities in Iraq.</p> <p>Communicate why Isle of Man government is committed to protecting the rights of refugee children.</p> <p>Build understanding and awareness among the Isle of Man community on the project</p>	<p>Throughout the project duration as well as for specific global advocacy days.</p>

Appendix A: Examples of Unicef UK and Unicef Iraq social media activities

Eddie Izzard thanks Isle of Man for £30k Syria aid

15 August 2013



The comedian said families in the camp in Iraq were "facing many problems"

Comedian Eddie Izzard has written to the Isle of Man government thanking them for their support for a humanitarian relief project in Iraq.

The handwritten note was sent after the star visited a Unicef camp to see how donations were being used to help those fleeing the conflict in Syria.

The government had donated £30,000 to the Children's Crisis in Syria appeal.

This is a 2013 BBC article ***'Eddie Izzard thanks Isle of Man for £30k Syria aid'*** as an example of previous press to promote and thank the Isle of Man for funding Unicef's life-saving work.

Click link to view full article:

<https://www.bbc.co.uk/news/world-europe-isle-of-man-23704482>



These social media posts show how Unicef has promoted its partnerships with donors.

We look forward to working with the Isle of Man to create similar content to help achieve your communications goals.





UNICEF Iraq يونسف @UNICEFiraq · Apr 9

#UNICEF and Ministry of Health in #Iraq supported sterilisation campaigns in camps for vulnerable displaced populations along with provision of hand washing facilities, hygiene kits and dissemination of key #COVID19 awareness messages.

#COVID19
#coronavirus
#StayHomeSaveLives



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UNICEF Iraq يونسف @UNICEFiraq · Apr 9

With support from @eu_echo, UNICEF and partners supported an estimated 48,068 people in Jeda'a 1 and 5, Salamiya 2 and Hamam Al Alil 2 camps, in Iraq with provision of safe drinking #water and #sanitation facilities.

#ForEveryChild, safe drinking water and sanitation.



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18



Unicef UK @UNICEF_uk · Apr 14

Thank you @FIAFormulaE, your support will help us be there for children around the world affected by coronavirus. We are here for children always and we won't stop now. ❤️



ABB Formula E @FIAFormulaE · Apr 14

Formula E partners with @UNICEF to support global coronavirus appeal and to keep children around the world safe, healthy and learning in the face of the coronavirus pandemic. #RaceAgainstCovid

Find out how you can help here: bit.ly/FEUNICEF



20

63



Appendix B: Example partnership video we could make to promote the project

The below video was created with UNHCR to promote a past UNICEF and UNHCR joint collaboration. The project also supported Syrian refugees, in addition to internally displaced persons in Iraq. It is an example of the kind of video we could create with you to showcase the project and celebrate the partnership.

In addition, the video also brings to life the situation for Syrian refugee children living in camps, and an indication of the people we would be supporting if Isle of Man chose to fund this project.

You can view the video here on this private YouTube link: https://www.youtube.com/watch?v=6gVecyv7a_8&feature=youtu.be



We have also included the video as an attachment to our application.

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Safeguarding Assessment

Project title	Creating a safe environment that protects Syrian refugee children and enables them to thrive.
Applicant organisation(s)	UNICEF UK

Identified Persons at Risks	Steps Taken	Risk Owner	Procedure for Reporting/ Dealing with Misconduct
Children under the age of 18 and other beneficiaries at the project location	<p>Overview UNICEF works in more than 150 countries to protect children from violence, exploitation and abuse. We partner with governments, businesses, civil-society organizations and communities to prevent all forms of violence against children and support survivors, including with mental health and psychosocial services. Our efforts strengthen child protection systems to help children access vital social services, from birth through adolescence.</p> <p>UNICEF leads on child protection globally During a humanitarian crisis, as in the case of the Syrian refugee crisis, UNICEF provide leadership and coordination for all actors involved in the response (as part of the global cluster system – see</p>	UNICEF	<p>Victim assistance is provided to personnel in accordance with Unicef and United Nations policies and procedures for legal, psychosocial, medical and material support. For incidents and allegations of sexual exploitation and abuse specifically, Unicef provides assistance through the United Nations 'Minimum Standards for Prevention and Response to Gender Based Violence in Emergencies' and child protection programming (which are based on UNICEF frameworks). UNICEF has rolled out a draft victim assistance protocol on sexual exploitation and abuse (see here) through a working group which now informs all our victim assistance.</p> <p>UNICEF Iraq applies UNICEF's policy (including other UN policies) to prevent, report and deal with any issues of misconduct. UNICEF reports on its implementation of these policies through the Secretary-General to the General Assembly and through its Executive Board.</p> <p>UNICEF's investigators follow an investigation manual that reflects generally accepted investigation standards for international organizations as set forth in the Uniform Principles and Guidelines for Investigations adopted by the 10th Conference of International Investigators. UNICEF has a disciplinary policy which is internal and not publicly available.</p> <p>UNICEF's Information Disclosure Policy (https://www.unicef.org/about/execboard/index_102730.html) follows an</p>

<p>APPENDIX at the end of this document for more details).</p> <p>Children in humanitarian settings are at risk of injury and disability, physical and sexual violence, psychosocial distress, and mental health issues. They may be separated from their families, economically exploited, or come into contact with the justice system.</p> <p><u>UNICEF’s ‘Provider of Last Resort’ responsibility in Iraq</u></p> <p>Within the global cluster system there are ‘sub-clusters’. Child Protection is a sub-cluster within the global protection cluster. As the designated <i>Lead Agency for Child Protection in Iraq</i>, UNICEF coordinates the Child Protection sub-cluster and is also the ‘Provider of Last Resort’. This means that UNICEF is responsible for making sure that any gaps in the child protection response are dealt with. (see more information about the global child protection sub-cluster in Iraq here)</p> <p>Strategies for addressing gaps include advocacy and using further resources. Gaps may be geographic but may also be thematic – for instance, inadequate responses for adolescents, working children, or</p>	<p>Executive Board report (https://undocs.org/E/ICEF/2009/15) , and is complemented by a number of ICT regulations that receive regular review.</p> <p>Updated information security standards and mandatory training was released in 2018 and is being undertaken by all staff including the Iraq Country Office. Training can be accessed at https://www.un.org/preventing-sexual-exploitation-and-abuse/content/secretary-generals-reports?id=12037)</p> <p>Where UNICEF works with other organisations (such as local NGO partners) UNICEF follows a strict procedure for managing risks and screening partners, as detailed in this procedure updated in 2020: https://www.unicef.org/about/partnerships/files/Procedure-for-Managing-Risks-of-Sexual-Exploitation-and-Abuse-in-Implementing-Partnerships-24-Jan-2020.pdf</p> <p>At Global level, UNICEF keeps detailed registers of allegations of sexual exploitation and abuse (SEA) as well as other forms of misconduct.</p> <p>UNICEF globally has reported SEA allegations involving its staff since 2016 and on SEA allegations involving its implementing partners since 2017; non-sensitive data is publicly available in the annual Secretary-General’s report on Special Measures for PSEA. UNICEF’s Office of Internal Audit and Investigations publicly reports its case intake by category to its Executive Board (see e.g. here).</p> <p>Workplace culture has been surveyed through UNICEF’s Global Staff Survey, the results of which have been requested by its Executive Board. UNICEF has also commissioned three independent reviews, the results of which UNICEF has committed to make public and have been requested by its Executive Board.</p> <p>UNICEF’s recruitment policies provide for background, reference, and criminal record checks. UNICEF requires all candidates to self-disclose professional and regulatory investigations and discipline and criminal convictions. UNICEF vets candidates through shared use of a UN system-</p>
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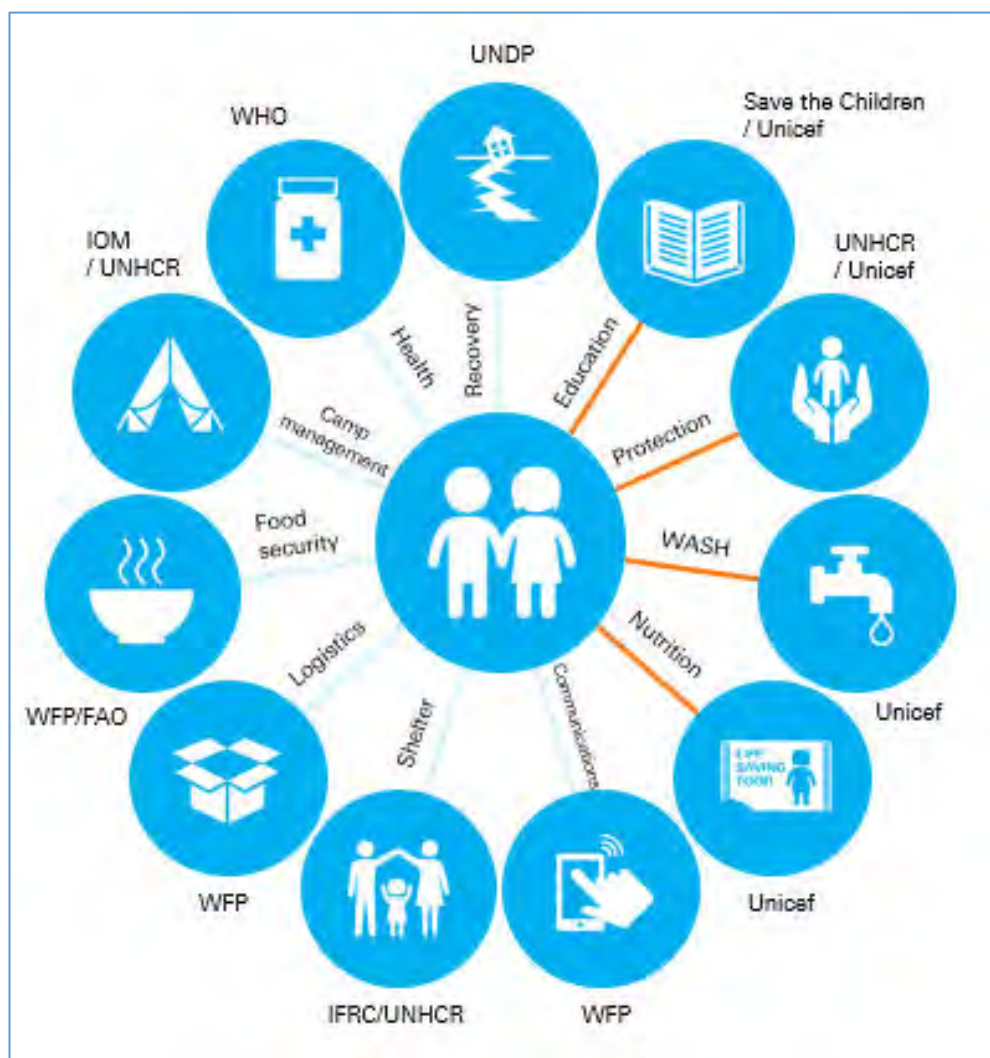
	<p>children with disabilities (see more information about the global protection cluster in Iraq here)</p> <p><u>Steps taken internally as an organisation</u></p> <p>Separate to its global leadership role on child protection, UNICEF's own strategy to prevent and respond to sexual exploitation and abuse internally can be found here and a summary document can be found here.</p> <p>The strategy makes clear that in every community where UNICEF works people have the right to be treated with dignity and respect, and to receive protection and assistance without fear – and UNICEF has a responsibility to prevent such violations. UNICEF's strategy envisions a culture of zero tolerance for all forms of misconduct – a culture of prevention, deterrence, gender equality and accountability at every level of the organization.</p> <p>UNICEF has adopted the United Nations Secretary General Bulletin (see here https://undocs.org/st/sqb/2003/13) and the Interagency Standing Committee (IASC) minimum Operating Security Standards for Staff Safety (MOSS) as the</p>		<p>wide background and reference check centre and database for records of past SEA allegations and sexual harassment findings.</p> <p>For senior appointments, UNICEF will also look at the 'organisational culture' the applicant left in previous positions.</p>
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	<p>foundation of a global protection from sexual exploitation and abuse (PSEA) policy. UNICEF uses the IASC PSEA MOSS as a framework for compliance.</p> <p>In addition, UNICEF revised its programme cooperation agreements and conducted global training for all regional and country offices, including UNICEF Iraq.</p> <p>This policy is applicable to all staff (including part-time, full-time, individual contractors, interns, etc).</p> <p>The UN-wide policy on sexual exploitation and abuse that UNICEF has adopted, including zero tolerance statement is ST/SGB/2003/13</p> <p>We are partners on the United Nations Protocol on Allegations of sexual exploitation and abuse involving Implementing Partners. The Protocol has been translated into 5 UN languages. A toolkit for partners has also been developed and rolled out since 2020 see here.</p>		
Vulnerable children under the age of 18	UNICEF has a comprehensive policy on “ <i>Conduct Promoting the Protection And Safeguarding of Children</i> ” which applies to all	UNICEF	<p>Summary of key points below, but the full policy and details of procedures can be found here:</p> <p>https://www.unicef.org/supply/files/Executive_Directive_06-16_Child_Safeguarding_Policy_-_1_July_2016_Final.pdf</p>

	<p>UNICEF staff members, non-staff personnel and individual consultants engaged by UNICEF (see here).</p> <p>The policy refers to clear codes of conduct and details how the policy should be put into action and followed through day to day work and programme delivery at UNICEF.</p> <p>UNICEF Iraq implements this policy and it is applied to all staff and shared with child protection partners. Anyone working on UNICEF's behalf, including consultants are expected to sign up to the code of conduct and complete the training.</p> <p>UNHCR leads on the global Protection Cluster, with UNICEF leading the Child Protection Sub-Cluster (More information on global Cluster system here) In order to minimise the risk of harm being caused to children, UNICEF, through the Child Protection Sub-Cluster, has supported development of the "Iraq Child Protection Sub-Cluster Child Safeguarding Implementation Guide".</p> <p>The guide provides Child Protection partners with tools and</p>		<p><u>Summary:</u></p> <ul style="list-style-type: none"> - UNICEF staff members and non-staff personnel, and UNICEF individual consultants and contractors, are required to report all reasonable suspicions that a staff member, non-staff personnel or UNICEF individual consultant or contractor has engaged in conduct that is prohibited by this Policy. - UNICEF staff members and non-staff personnel, and UNICEF individual consultants and contractors, are required to report all reasonable suspicions that the personnel of a civil society partner, supplier or vendor (including corporate consultants and contractors, and academic or research institutions), UNICEF corporate partner, or a UNICEF National Committee, have engaged in conduct that would be prohibited by this Policy. - UNICEF's Policy against Retaliation for Reporting Misconduct or for Co-operating with Duly Authorised Audits, Investigations or Other Oversight Activities (also referred to as UNICEF's Whistle-blower Protection Policy) applies with regard to good faith reports by UNICEF staff members of conduct that is prohibited under this Policy. - Reports required under this Policy are to be made to the Director, Office of Internal Audit and Investigations as soon as possible. They can be made in any of the following ways: <ul style="list-style-type: none"> (a) to the Head of the relevant UNICEF Office or to one's supervisor at UNICEF, who must then refer the matter to the Director, Office of Internal Audit and Investigations, New York Headquarters; (b) directly to the Director, Office of Internal Audit and Investigations, New York Headquarters; and (c) by email to integrity1@unicef.org (which is monitored by the Office of Internal Audit and Investigations).
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	<p>training materials, on safeguarding child victims and witnesses of sexual exploitation and abuse (SEA) during the interview process; and makes specialised staff or relevant civil society partners available to support UN interviews of child victims and witnesses of SEA, as guided by Global Child Safeguarding Policy.</p>		<p>Reports must be as thorough and specific as possible. Reports can be made anonymously, although anonymous reports that lack specific details will be reviewed but may not be pursued further if the report does not include sufficient supporting information.</p> <ul style="list-style-type: none"> - Conduct that is prohibited under this Policy will, when committed by a UNICEF staff member, constitute misconduct and the UNICEF staff member in question will be subject to appropriate sanctions taking into account all relevant factors. - Conduct that is prohibited under this Policy will, when committed by a UNICEF individual consultant or contractor, constitute grounds for termination of the consultancy or contractor relationship. - Where conduct that is prohibited under this Policy may constitute criminality, as determined by the UNICEF Legal Adviser, UNICEF will refer the matter to the appropriate law enforcement authorities through regular UNICEF processes for such referrals. - UNICEF may decide to make public disclosure of the fact that it is investigating allegations of conduct prohibited by this Policy and limited additional information.
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APPENDIX: The global cluster system approach to emergencies



Global Cluster System

The cluster approach was developed to coordinate all humanitarian organisations that respond to a humanitarian crisis, such as the Syrian refugee crisis. Unicef is the global cluster lead in more areas than any other agency.

UNICEF leads on water, sanitation and hygiene (WASH), nutrition and the child protection sub-cluster. UNICEF also co-leads on education.

Unicef coordinates all humanitarian agencies in these areas, ensuring the most effective response possible.

More information can be found [here](#).

Child Protection sub-cluster

Globally: More information can be found on child protection in emergencies and UNICEF's role [here](#).

In Iraq: Specific to this proposal, you can find more information about the protection cluster in Iraq's refugee camps that UNICEF leads [here](#).