

### Executive Summary

Significant results were achieved in Integrated Early Childhood Development (IECD) in 2011. Combining upstream strategies with tangible services at the local level resulted in the adoption of comprehensive cross-sectoral IECD policies in both entities and support to 13 IECD centers at the local level providing services to families with young children. An equity focus was ensured at both levels through inclusion of children with disabilities, Roma and rural families in policies, and provision of outreach activities in the IECD centers to reach the most vulnerable families.

Justice for Children progressed, especially at the local level, with the development of nine Municipal Action Plans for alternatives to detention, diversion measures and prevention of violence; the opening of nine Police Stations' Child-Friendly Rooms; and advocacy events and campaigns. In parallel, a Juvenile Justice Law was adopted in Brcko District and a similar law is being reviewed in FBiH. Support was provided to RS for the implementation of the existing Law and by laws.

In the context of divided and mono-ethnic schools, UNICEF focused on inter-cultural inclusive education, reaching around 15% of all primary schools and benefiting 70,000 children. To improve quality, standards for students' achievements were developed and adopted by the Education Agency. Advocacy led to growing interest from Ministries in early childhood education, opening the way for development of pre-school standards, teacher-training, support to pre-school models and inclusion of Roma in early childhood education. To enhance employability, young people and teachers improved life-skills and entrepreneurial learning and implemented 46 small-scale projects in 17 municipalities.

In Social Protection, 23 Municipal Actions Plans were developed and implemented, focusing on vulnerable families. Results ranged from the inclusion of children with disabilities in mainstream education, to the adoption of differentiated prices for water for poor families. Eight Municipal Management Boards were transformed into permanent Child and Social Protection Commissions and local referral models for vulnerable children were developed and adopted.

One of the key challenges was the political crisis which added to the existing complex political structure. This hindered the adoption of the Social Inclusion Strategy developed in 2010 and the adoption of a framework strategy on Juvenile Justice.

In times of crisis, another challenge is convincing policy makers to devote financial resources to innovative, inclusive and quality services. Among other things, this jeopardized the implementation of the law on pre-school education and regular procurement of vaccines to which the Country Office responded by developing a rural IECD center model, with an income-generation component.

As part of its partnership with the EU, UNICEF provided in-depth input into their Progress Report (which guides EU investment), supported consultations to feed into the EU Roma workshop and promoted joint advocacy on social protection and inclusion. Partnerships with SIDA, SDC and Embassies were key to achieving progress on justice for children. Similarly, partnerships with UN Agencies around MDG-F programmes also generated good results and were welcomed by partners, as confirmed by two external evaluations.

### Country Situation

Since 1995, BiH has been functioning under the Dayton Peace Agreement which establishes a complex political structure with limited central power and most responsibilities delegated to two Entities (Republika Srpska (RS) and the Federation of Bosnia and Herzegovina (FBiH)) and to Brcko District (BD). FBiH is further decentralized with important responsibilities (such as education) delegated to ten Cantons. The Office of the High Representative (OHR), established to monitor Dayton's implementation, continues to

operate as criteria for closure have not yet been met.

After elections in October 2010, the State level government was not established until the very last day of 2011 when political parties finally reached an agreement and the CoM is only now being formed. At the Entity level, the Federal government was established but is not recognized by all Cantons. RS government is functioning normally.

This political crisis was the worst since the war. It significantly impacted the pace of reforms for EU accession and generated tension between the different levels of government and the international community. Additionally, BiH is increasingly feeling the impact of the economic crisis. GDP growth is expected to be only 1.7% for 2011 and 0.7% for 2012.

This complex administrative structure and the political crisis represented a daily challenge for UNICEF given the large number of government authorities and increasing lack of common ground or understanding between different levels of governments.

**MDG1:** Persisting problems remain around social exclusion, poverty and inequality. The poverty rate is 18.6%, with 22.9% at risk of poverty and over 50% of the population socially excluded (UNDP 2009). Among the most vulnerable are persons with disabilities, displaced persons, Roma, families with two or more children, the elderly, unemployed and low-skilled youth.

Unemployment remains high at 24.5% (LFS 2009), which is nearly three times the average of the European Union (9.5%). Youth unemployment (15-24) is exceptionally high at 49%. Disaggregation by gender reveals that only one in ten young women are employed which is indicative of unequal access to labor markets.

Health expenditure is 9.5% of GDP (WHO 2006) which is higher than neighbouring countries (Croatia: 8.2%, Serbia: 8.2%) but lower than EU countries (Austria: 10.2%, Germany: 10.6%). Education absorbs 4.3% of GDP (WB 2006) but 77.7% goes to wages, leaving little flexibility for other investments. Overall, spending on social protection is similar to new member states but social transfers only reach one-quarter of the poor and have a smaller poverty-alleviating effect than in Croatia or Bulgaria.

Over 80% of children under 6 months are not exclusively breastfed and malnutrition remains a concern (stunting: 7%, underweight children: 3.2%) especially among vulnerable groups. Roma children are five times more likely to be underweight and three times more prone to stunting. BiH also has the highest overweight prevalence in CEE/CIS (27% of children 6-24 months).

**MDG 2:** A Framework Law makes one year of preschool education compulsory but implementation is slow and only around 10% of children attend preschool (the lowest level in Europe), mainly in urban areas. Gross enrolment and completion rates in primary education are 97.8% and 98%, respectively, leaving behind mostly children from vulnerable families. Only about 50% of Roma children enroll in primary school and only 32.6% complete it. Segregated education remains a concern as does implementation of the inclusive education policy for children with special needs.

**MDG 3:** While BiH has legal and institutional frameworks to promote gender equality, progress on the ground has been limited, especially with regards to employment practices, income distribution and political participation.

**MDG 4:** Under-five and infant mortality rates have decreased to 85. According to MICS3, immunization stands at 61.2% but only 26% of children from socially excluded groups received vaccines as scheduled. Only 40% of Roma children are fully immunized.

**MDG 5:** Iron deficiency anemia is high amongst pregnant (39%) and lactating women (48%) and children.

**MDG 6:** HIV/AIDS prevalence is low (163 registered cases of HIV). Most HIV+ cases are men and heterosexual sex is the most common mode of transmission.

**MDG 7:** Access to safe drinking water is not yet ensured for the whole population. Only 36% can access a centralized sewage system, mostly in urban areas (70% versus 22% in rural areas). BiH is the most mine contaminated country in Europe with up to 220,000 mines still unexploded, directly affecting the safety of

900,000 people.

**MDG 8:** BIH adopted the Paris Declaration and agreed to fulfill 56 partner obligations under five main principles: ownership, integration, harmonization, results based management and shared responsibility. The MoFT, which chairs a Donor Coordination Forum, is leading the implementation of the Declaration.

**MDG Declaration:** In FBiH, there are 1200 children without parental care, 800 of whom are placed in 14 institutions. In RS, there is one institution with 80 children. A Juvenile Justice Law has been adopted in RS and in BD and is under approval in FBiH. However, implementation is constrained by the lack of alternative measures, of rehabilitation services, and of appropriate units for deprivation of liberty. Concerns are also growing in relation to domestic and school violence.

#### Major UNICEF publications:

- Equity Project: Equal Opportunities for IECD, Dec 2011
- Anemia Research in RS, 2011
- Analysis of functions in child protection, 2011
- Research on PAP of service providers on SPIS, 2011
- Situation Analysis, SPIS 2011
- MDG-F Democratic Economic Governance, Mid-term Evaluation, 2011
- Juvenile Justice Assessment
- Situation Analysis of Children without Parental Care in the FBiH, 2011

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

Over 50% of the population is socially excluded, mainly persons with disabilities, displaced persons, Roma, families with two or more children, the elderly, unemployed and low-skilled youth.

UNICEF Child Poverty analyses classified 26.2% of children as being in absolute poverty and living in households that lack basic amenities. Over 200,000 children live in, or are at risk of, poverty and/or exclusion, and the poorest fifth of the population receives only 18% of the total monetary benefits for social protection.

The urban/rural divide remains significant with a rural absolute poverty rate of 31% compared to 18% in urban areas. This particularly impacts children as almost two-thirds of them live in rural areas and face social inequalities. Rural areas are more drastically affected by the overall difficult economic situation because they were on or close to former confrontation lines. They concentrate large numbers of poor families who lack access to medical facilities.

Roma are another excluded group with an estimated population of 70,000. Approximately 80% of Roma children live in poverty and have worse indicators than the rest of the population (education enrolment is 50% of the average; immunization is 30% below average; stunting is three times higher than average).

Finally, internally displaced persons (IDPs) account for one-sixth of the entire population, but have twice the poverty rate of the general population.

#### **Data/Evidence**

With the last census undertaken in 1991 before the war, and inadequate systems and structures to gather and consolidate information, lack of data is an on-going issue and a significant barrier to evidence-based policy making. In this context, UNICEF is involved in conducting research and studies related to social protection, education, health, and child protection in order to generate disaggregated data that can be used for evidence-based policies. UNICEF has also increasingly been working at the local level.

UNICEF conducted three studies on social protection in 2011 (a Functions Review, SitAn, and PAP Study) which show, for example, that children in female-headed households are more likely to be poor (23% of them are poor); that 90% of Roma have no health care; and that 22% of children in rural areas are poor vs. 13% from urban areas. These studies are being used to influence policy makers to make informed choices; to develop evidence-based policy; to improve prioritization; and to allocate resources for the disadvantaged groups.

As part of the equity initiative, a situation analysis was conducted in 21 rural communities to identify issues and determinants related to IECD. The survey itself represented an important process as this was the first time these rural families were visited by health, education and social professionals. The results were used to develop a model of rural IECD services which is being piloted at present. In addition, UNICEF has undertaken a Survey of the Prevalence and Causes of Anemia in RS which will inform nutrition policies and practices.

As part of the MDG-F Youth Employment and Retention programme, UNICEF supported the Agency for Pre-primary, Primary and Secondary Education which has defined a set of ten key competences relevant to the BiH education system and conducted extensive research on the "presence" of key competences in curricula, textbooks and teaching practices in primary and secondary schools. This research contributed to the design of training for 1,000 secondary school students and teachers on life-skills and entrepreneurial learning who then implemented 46 small-scale projects in 17 municipalities.

To respond to the lack of data on children without parental care, UNICEF supported a Situation Analysis in FBiH which identified 1,200 children, out of which 800 are placed in institutional care (plus 80 children in RS). This study shed light on the real number of institutionalized children, as there was no reliable data available previously, and brought attention to the situation of children in large institutions. This data is being used to further support the momentum of deinstitutionalization.

An Institutional Assessment of the Juvenile Justice Sector served as a basis for the programme on Justice for Children. Finally, within MDG-F Culture for Development, UNICEF undertook 18 focus group discussions with boys and girls in six municipalities and found out that although the majority of children do not recognize cultural differences between the entities, they rarely visit the other entity. These findings are being used to orient C4D strategies related to education.

### **Monitoring Mechanism**

The country office prepared two-year work plans for 2010-2011. Detailed M&E log-frames were also prepared and updated every quarter to track, assess and evaluate achievement of results. These log-frames were shared within the CEE-CIS region as good examples. In addition, in 2011, the M&E Officer developed a tool to track overall progress against the two year WPs which was presented and discussed at the annual review in December 2011.

The M&E Officer also worked closely with programme colleagues to develop and improve M&E results-frameworks as part of Project Cooperation Agreements with partners. Special attention was given to the relevance and gender-sensitivity of indicators as they related to the planned activities.

An M&E Manual was developed under the MDG-F Programme on Democratic Economic Governance which identified practical steps and provided guidance to all NGOs and municipal partners working on the implementation of projects.

UNICEF BiH undertook a number of studies and evaluations in 2011 in the sectors of social protection and inclusion, health, child protection and education. For example, the SPIS programme undertook major studies which provided data in the social protection sector: a functional review of the SPIS system for children in BiH; research on perceptions, attitudes and practices (PAP) of service providers in SPIS; and an SPIS Institutional Review.

An external evaluation of the UN MDG-F programme on Democratic Economic Governance, a joint programme implemented by UNICEF, UNDP and UNESCO, was carried out in 2011 by an independent consultant.

Major M&E challenges in BiH include divided data-bases on the entity level. All the social sectors (education, social protection, health, and labor) operate on the entity level, and data collection is conducted both through the line ministries and through the entity Institutes for Statistics. However, the methodologies for data collection are not harmonized across entities or even across cantons in the Federation of BiH. In order to overcome these challenges and ensure comprehensive and harmonized data collection, UNICEF BiH is committed to working on all levels of governance in BiH and closely cooperating with all relevant ministries, agencies and statistical institutions.

### **Support to National Planning**

UNICEF works with partners at all levels of government (State, Entity, Cantonal and Municipal) and with local NGOs, academics and other public institutions. BiH governments have their own work plans and try to mainstream UNICEF programmes and projects into their own strategies in order to avoid duplication or parallel activities. By doing this, the Government ensures that UNICEF programmes become institutionalized through various mechanisms, including legal reform (e.g. adoption of IECD policies or changing the laws under social protection and inclusion frameworks), and that a senior officer appointed by the Minister coordinates overall programme implementation with UNICEF staff.

In order to fully support both governmental and non-governmental partners working on project and programme implementation, UNICEF offers concrete and practical assistance to partners through mechanisms like capacity building, technical support, peer-to-peer exchanges of knowledge, professional thematic workshops, lobbying and advocacy around particular issues. National partners on the local level working in the municipalities and local communities (including remote rural areas in order to reach the most vulnerable) apply multi-sectoral approaches to project implementation. That way, partners from the municipalities, health institutions, schools/kindergartens, NGOs and Centers for Social Work, meet and work jointly on implementation of project activities. This approach fosters mutual learning and exchange of practical knowledge, and enhances institutionalization of the project in the local community. With UNICEF support, multi-sectoral teams of professionals are systematically monitoring progress in the Integrated Early Childhood Development Centers. Comprehensive manuals were developed and are being used to ensure that young children and caregivers receive adequate services.

UNICEF provided basic training to government and NGO partners on M&E and project cycle management, particularly targeting those on the local level who can directly contribute to the realization of programme outcomes and monitor daily activities. The CO intends to continue supporting partners through capacity building activities, peer-to-peer knowledge exchanges and lobbying for policy changes.

Apart from regularly monitoring activities in the field, UNICEF BiH also used the DevInfo database to collect and disseminate data on the local level, and managed to institutionalize DevInfo activities by working vertically and horizontally across different levels and sectors of government. The BiH Agency for Statistics has accepted DevInfo as a reliable tool for information dissemination and has placed it on its web page. Furthermore, 21 municipalities have collected social sector data through DevInfo.

UNICEF BiH is also working closely with the BiH Agency for Statistics on collecting TransMonEE data (socio-economic data collected in the CEE/CIS region), which was also used by the NGO sector in BiH for the shadow CRC Report.

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

In March 2008, the European Partnership (an agreement between the EU and the BiH authorities that is part of the Stabilization and Association Process) set as one of its short-term priorities that the BiH authorities would agree on a target date for a census to be implemented in the country. The European Union's 2011 Progress Report stresses that adopting a BiH Law on Household and Population Census is essential for socio-economic development and future integration, as "policy planning in BiH as a whole remains impeded by the lack of up to date census data". Despite delays due to political factors, the law is now expected to be adopted in 2012, and the census to be conducted in 2013.

### **Country Programme Analytical Overview**

Despite the complex political context in BiH, good progress was made against the planned annual and two-year results. The office fully completed 65% of 2011 log-frame results and 67% of 2010-2011 Work Plan results (with 31% and 24% to be completed early 2012, respectively). Overall analysis shows that strategies were effective in reaching deprived children. UNICEF builds on comprehensive models, already piloted, to scale up interventions in a larger number of municipalities in social protection and inclusion, early childhood development, justice for children and inclusive education. The limited resources available remain a challenge in expanding these cost-effective models in the most marginalized areas of BiH.

Using the Human Rights based approach, a solid Social Protection and Inclusion model was developed to ensure collaboration across social sectors and equal access to inclusive quality services. The municipal package was implemented in ten locations and will be scaled-up by 11 more in 2012. The model, which had a positive impact on vulnerable children and families, is ready to be expanded across BiH. Already, eight Municipal Management Boards have been transformed into sustainable Commissions.

As the lead agency in Integrated Early Childhood and Development, UNICEF provided expertise and support in developing policies and strategies at all levels, and ensuring access to innovative services in seven municipalities. Special attention was given to marginalized children and families, with the establishment of six satellite centers, including in Roma settlements, and the implementation of new equity IECD interventions in rural areas. Based on positive lessons learned, UNICEF is keen to work with local partners to scale up these activities and empower women through income-generation initiatives.

In terms of justice for children, municipal action plans were developed in nine locations, focused on alternatives to detention, diversion and prevention of violence. These plans were developed in a participatory manner by Working Groups comprising members of the municipalities. Seven have been officially adopted by Municipalities and implementation has begun. In parallel, child-friendly rooms were established in nine police stations, in line with international standards. A campaign to change perceptions and attitudes will continue to accompany programmatic efforts in order to promote alternatives to detention.

Inclusive and inter-cultural education has been at the core of UNICEF's agenda in the past years. In 2011, the CO led in coordinating international organizations to develop key joint advocacy messages to promote inclusive education. Joint activities were organized to ensure social interaction between children from various ethnic groups, and to foster reconciliation and peace building. Acknowledging the high youth unemployment rate, UNICEF also collaborated with partners under a joint MDG-F programme to develop life skills and key competencies, to empower young people, and to make stronger links between the education sector and the labor market.

In addition, the CO continued to support BiH efforts to strengthen data collection systems through MICS, DevInfo, ESSPROS, Transmonee and other tools, in line with European standards. UNICEF also plays a key role in developing capacity to monitor child rights and address violations, especially to protect the most vulnerable and marginalized children.

### Effective Advocacy

*Mostly met benchmarks*

The Country Office (CO) had to adapt their advocacy strategy to focus more strongly on entity and local levels in response to a gap at the State government level.

In order to continue to advance towards a "good start for every child", particular emphasis was placed on advocacy for IECD. The CO combined advocacy activities such as using the two entity ECD situation analyses from 2010 to raise awareness and highlight challenges and gaps; providing high level technical assistance to inter-sectoral working groups to design policies, strategies and action plans; involving the private sector through the American Chamber of Commerce; organizing public events and producing and launching a "baby book" which provides guidance and tips to parents.

One important outcome in this area has been the adoption in both Entities of comprehensive IECD policies which are now being complemented by detailed action plans and budgets. This up-stream policy work, coupled with advocacy and technical assistance at municipal levels, enabled the opening of seven IECD centers and six satellite centers in particularly vulnerable rural areas and in Roma communities.

Given a country context of divided/mono ethnic schools, inclusive education has been at the heart of the advocacy agenda. UNICEF's advocacy was based on the completion of several studies such as a KAP survey on culture in education, the inclusion of children with disabilities in mainstream education and the promotion of peace-building inter-ethnic activities in schools. This was enhanced by coordinating an informal international forum with the main actors in education (e.g. EU, OSCE, CoE, USAID, Embassies, Save the Children) which resulted in joint key messages being used to advocate with all levels of government.

Several advocacy activities were used to raise awareness on Justice for Children (J4C) with the close support of the Swedish and Swiss Embassies, including the launch of a campaign on J4C, the opening of child-friendly rooms in police stations and lobbying for the adoption of municipal action plans on J4C.

As an umbrella for IECD, inclusive education and child protection, advocacy also focused on social protection systems and mechanisms at all levels of governance. Other advocacy priorities included raising awareness of the importance of pre-school education and of children without parental care through the elaboration of a study on the situation of these children in the Federation.

While maintaining close partnerships with traditional media, communication through social networks has been enhanced. Special priority was given to developing a video documentation of events which proved a good way for sharing information with different media and the public. Internet-based communication, including the You Tube channel, electronic newsletters and interactive web platforms also allowed UNICEF to keep up with the "spirit of the time" and cope with challenging and demanding audiences, requesting two-way communication and flexible and responsive information sharing. Feedback has been positive to date, but there is a need for constant improvement in co-creation and collaboration with stakeholders in the production of media content.

### Changes in Public Policy

Given the deadlock around the formation of a State government for the past 15 months, policy changes at the State level have been limited so emphasis was placed on the Entity level.

UNICEF supported the design of two IECD policies which were adopted in both RS and the FBiH, despite the political crisis. Both policies are cross-sectoral and include IECD priorities related to health, nutrition, education and child protection. They specifically focus on the most vulnerable children and their families,

including children with disabilities, Roma and rural families. These policies are complemented with specific Entity Strategies that include action plans and budgets. Additionally, UNICEF supported the drafting of Young Child Nutrition Policies in both Entities.

In the area of Justice for Children (J4C), UNICEF continued to advocate for a State Strategy but no agreement was reached. Instead, support was offered to RS to design an Entity Strategy while continuing to support a State level framework. In parallel, a Juvenile Justice Law was adopted in Brcko District while a similar law is being reviewed in the FBiH (RS adopted the Law and sub-laws in 2009). Additionally, support was provided for the design of nine municipal action plans for J4C, seven of which have already been adopted. UNICEF is strongly advocating for J4C to be included in the justice sector reform, and it obtained full support from key partners in the international community.

Both Entities have been developing new legislation on social protection which are pending adoption. RS designed a Law which stipulates new in-kind benefits for children, while FBiH also drafted four separate Laws on social protection. All proposed draft laws define a minimum level of social security for all children, regardless of their place of residence. Additionally, action plans have been adopted and are in the process of implementation in 13 Municipalities. Furthermore, eight municipal management Social Protection Boards have been transformed into Municipal Commissions.

In 2011, UNICEF supported the development of standards for preschool institutions, managers and pedagogues. Furthermore, efforts to improve quality and inclusiveness of the Primary Education system based on Child-Friendly School principles and this approach resulted in support to the Agency for Pre, Primary and Secondary Education to develop and test standards of student achievements in math, science and language for 3rd and 6th grades. These standards are finalized and adopted by the Steering Board of the Agency for Pre, Primary and Secondary Education.

The Action Plan for Children in BiH 2011-2014 was adopted by the Council of Ministers on 13 July 2011. This document was developed on the basis of information provided by a specialized Working Group coordinated by the MoHRR. The Action Plan defines priority goals and actions which need to be taken in order to improve living conditions for children and families, their healthy mental and physical development, social inclusion and participation in decision-making processes, all in the best interest of children.

### **Leveraging Resources**

UNICEF advocated and collaborated with policy-makers at all levels to leverage additional resources and strengthen budgeting for children.

For example, as part of the Integrated Early Childhood Development policy initiative, UNICEF liaised with the Ministry of Finance and Treasury, cantonal, municipal and both of the entity authorities to budget for the introduction of integrated ECD services. The CO also approached local communities directly to influence budget planning and ensure that municipal funds were allocated to early childhood development. As a result, the 2012 budgets of seven communities incorporated investment into ECD, and about 3% of total annual community budgets are allocated for integrated ECD services. This contribution is crucial as it supports the policy debate and financing of ECD services from other budgetary resources at state, entity and cantonal levels.

Thanks to UNICEF's advocacy work on the importance of immunization, as well as the GAVI supported initiative and the introduction of new vaccines like Hib, the government of Bosnia and Herzegovina increased its investment in the procurement of vaccines and the immunization programme from USD 3,000,000 in 2011 to about USD 3,900,000 in 2012.

Under the joint UNDP-UNICEF MDG-F programme "Democratic Economic Governance" (Securing Access to Water and Infrastructure), several municipalities allocated specific amounts in their municipal budgets for subsidies on water utilities for families in need. So far, five out of 13 municipalities participating in the

Programme have allocated budget lines specifically for this purpose in their 2012 budgets. Although the amounts are not high and are allocated for a limited number of previously identified worst-off families, it needs to be underscored that these limited allocations are a direct result of the project and UNICEF work in the field. Considering the challenges involved in lobbying municipalities to insert a new budget line in already existing and pre-approved budgets, and taking into account the current financial crisis (municipal budgets being smaller than the previous years in most cases), this is a very positive achievement.

As part of the project on Justice for Children in BiH, nine Municipal Action Plans were developed on alternatives to detention, diversion measures and the prevention of violence, with positive spillover effects. For example, the Tuzla Municipality hired two additional staff in the Centre for Social Work to implement the Action Plan, the Tuzla institution increased its human resources to address the needs of juveniles, and the RS University of Pedagogy started developing a specific curriculum on how to work with juvenile offenders.

### Capacity Development

*Mostly met benchmarks*

As agreed in the two-year Work Plan (2010-2011), UNICEF BiH provided technical support to develop capacities in sectors where specific needs had been identified.

Under Programme One on Social Policies and Child Rights Monitoring, significant efforts were made to strategically enhance skills of officials in data collection and analysis, in line with European standards.

A strategic training was conducted on the European system of integrated social protection statistics (ESSPROS) for the BiH Agency for Statistics, entity statistics institutes, relevant ministries, CSWs and NGOs. More than 50 persons attended training in June 2011. A second training workshop was organized in RS in September for RS ministries, CSWs and the statistics institute. ESSPROS provides a coherent comparison between European countries of social benefits to households and their financing and is particularly relevant to BiH's fragmented system of data collection and analysis. ESSPROS, which aims to provide a comprehensive and coherent description of social protection in the Member States, is especially relevant now considering BiH's status as a potential candidate member. As a result of the UNICEF-supported training, partners are able to use the system to: a) cover social benefits and their financing; b) gear data for international comparability; and c) harmonize with other statistics, particularly the national accounts.

UNICEF provided training on the use of the UNESCO/OECD/EUROSTAT (UOE) database in June 2011 for SPIS stakeholders in the education sector (MoCA, BiH Agency for Statistics, entity ministries of education, and teaching professionals). The UOE database on education statistics is compiled on the basis of administrative sources, reported by Ministries of Education or National Statistical offices according to international standards, definitions and classifications. Its purpose is to publish indicators and analysis on the operation, evolution and impact of education, from early childhood through formal education to learning and training throughout life. The collected data cover the outputs of educational institutions, the policy levers that shape educational outputs, the human and financial resources invested in education, structural characteristics of education systems, and the economic and social outcomes of education. BiH needs to gather reliable data on education since the current decentralized system does not allow for standardized education indicators or quality requirements.

40 SPIS stakeholders involved in decision making processes at all levels of government also increased their knowledge of evidence-based policy making through training held in June 2011. In addition, a two-day M&E Training for MDG-F DEG municipalities was held for about 20 participants. The two-day training was held

for approximately 50-60 representatives of the state, entity and cantonal institutions accountable for social protection. As a result, participants now possess the basic skills necessary to conduct project M&E activities. The training included general information on M&E techniques and focused on the application of qualitative and quantitative M&E tools.

Under Programme Two on Integrated and Inclusive Systems for children, capacity development efforts were pursued in child protection (including justice for children, alternative care, and child protection systems), IECD, immunization, inclusive and inter-cultural education, life skills and key competencies for adolescents and youth.

### Communication For Development

*Mostly met benchmarks*

UNICEF BiH intensified its efforts across programmes to promote behavior and social change according to evidence and in close partnership with stakeholders.

Based on the survey results within the MDG-F Culture for Development programme, a Behavior Change Communication Strategy was developed to foster positive attitudes towards inter-culturalism, education and dialogue among different ethnic groups. Creative workshops for children and adults were held in ten municipalities. Children were given the opportunity to create a campaign, based on their views of tradition and culture. This resulted in billboards placed all over the country, video materials broadcasts, and posters placed at "community meeting points" which were entirely developed and tested by children expressing their needs to meet and respect each other. Recognizing the internet as a commonly used communication channel, UNICEF has also supported the production of a computer game aimed at awakening interest in the common cultural and historical heritage as well as respect for differences. The consultation process involved professionals from different sectors, children, youth and adults. The impact of the campaign will be assessed through research in February 2012.

Additional efforts were made to promote immunization and to restore parents' trust in the process. One of the main goals was to establish cooperation between the key actors, including parents, media and health professionals. After the European Immunization Week 2011, the UNICEF CO supported a series of round tables gathering parents and health professionals to openly discuss issues of concern. They jointly developed a document containing immunization Q&As which are now being posted on parenting portals and forums, web pages of relevant public health institutions and UNICEF. The printed version will be shared with pediatricians.

The Wall of Children's wishes and requests, developed by the Programme on Social Protection and Inclusion, reached over 13,000 children by internet. This was recognized as an excellent mechanism to obtain feedback, pre-test materials and mobilize the internet community. The concept has been replicated at the municipal level, ensuring children's participation and building their capacity to identify and solve issues of community concern. In addition, the One Minute Junior approach is being introduced in local communities to upstream children's voices and advocate for community-based actions in the field of social protection and inclusion.

An edutainment TV serial aimed at changing risky behaviors by youth, broadcast on National TV, is also available on the internet. Positive feedback from target audiences indicates that the edutainment format could be used for other issues concerning behavioral risks.

Research on knowledge, attitudes and practices in the field of justice for children revealed a lack of knowledge about alternative measures and a high level of prejudice towards juvenile offenders. Based on

the results, a communication campaign targeting the general public and media was developed and launched. The aim of the campaign is to establish a public dialogue among different stakeholders and to find common approaches and solutions, as this has proven to be successful, especially when it comes to sensitive themes.

### Service Delivery

*Fully met benchmarks*

A Human-Rights Based Approach to programming was used to identify the needs of vulnerable families and children at the community level, with active participation by service providers and beneficiaries. Particular efforts were made to strengthen inclusive systems for quality delivery of services.

In Integrated Early Childhood Education (IECD), seven main centers and six satellite centers now provide multi-sectoral services to families and children aged 0-6. An additional 4,000 families and children accessed services, 35% of them in hard-to-reach areas. Furthermore, the growth and development of over 2,100 children improved through the provision of 49,700 quality IECD services, 10% of which were targeted at the most vulnerable families and children through home-based activities or outreach services. An independent survey at the community level showed that 85% of beneficiaries felt that the services met their community's urgent needs and reached those most in need.

Social equity was enhanced in seven rural and Roma communities through the development of a new model of IECD. UNICEF conducted in-depth local needs-assessments through teams of pediatricians and social workers who examined socio-economic conditions and undertook medical check-ups of young children in marginalized communities. The findings highlighted the urban/rural divide and the poor health and nutritional status of children, especially in Roma settlements. UNICEF collaborates with a local Agricultural Association which enables it to reach the most vulnerable families and provide IECD services. Experience also shows that it is crucial to empower women in rural areas and that, without income generation activities, service delivery is not sustainable, particularly in hard-to-reach locations.

In BiH, only 10% of children access Early Childhood/Pre-school Education. In 2011, five preschool education projects reached 800 children. Together with MoHRR, UNICEF also supported a school readiness programme and inclusion of over 300 Roma children in early childhood education. These initiatives will expand in 2012 through an ECE conference to mobilize partners and through calls for proposals to municipalities to support half-day pre-school programmes.

Around 15% of all primary schools in BiH (from 25 municipalities) participated in inclusive and inter-cultural education projects benefiting 70,000 children. One thousand secondary school students and teachers improved their life-skills and entrepreneurial learning and implemented 46 small-scale projects in 17 municipalities. Five hundred young returnees in rural, marginalized areas benefited from similar training.

Under SPIS, Actions Plans were developed and referral models for vulnerable children were adopted by ten Municipalities.

A joint UN MDG-F Programme on Democratic Economic Governance ("Securing Access to Water") was evaluated in 2011. Best practices include: a) establishing MMBs as consultative platforms enables the identification of, and support to, vulnerable persons, b) supporting municipalities with water sector master-plans helps to unlock funding and inform policy-makers, c) combining work at municipal level with higher-level advocacy promotes improved service delivery, d) ensuring active participation by women in MMBs and decision making at the municipal level, and e) empowering youth through active participation in identifying and solving community problems.

In relation to Justice for Children, nine Municipal Action Plans were developed on alternatives to detention, diversion measures and violence-prevention, and nine police stations were equipped with Child-Friendly Rooms.

### Strategic Partnerships

*Mostly met benchmarks*

According to the 2011 Partner Survey conducted in BiH, the respondents rated their partnership with UNICEF very positively.

With BiH being a "potential candidate" for EU accession and the appointment of a Head of Delegation and Special Representative, the EU is the most influential international actor in the country. UNICEF promoted consultations at the Entity level to provide in-depth input into the EU Progress Report, which is the framework for EU investment, and ensure that it captures the situation of children. The CO also supported an EU Workshop on Roma by organizing Entity consultations with relevant Ministries and Roma organizations. As part of the programme on social protection and inclusion supported by the EU, several joint advocacy and public events were organized, especially around inclusive education and IECD.

As part of the programme on justice for children, UNICEF strengthened its partnerships with SIDA and SDC and their respective Embassies. Joint advocacy through public events and campaigns involving both Ambassadors effectively raised the awareness of decision makers and society on this sensitive matter. Additionally, in order to place justice for children in the overall justice reform debate, the CO is collaborating with staff responsible for the justice sector within the EU, UNDP and the High Judicial and Prosecutorial Council (HJPC).

Partnerships with local NGOs have been strategic for programme implementation and for strengthening civil society. UNICEF supported a network of 20 NGOs to monitor children's rights at the local level and contribute to the NGO Alternative CRC Report prior to the 2012 BiH review. Strategic partnerships were also established with youth organizations. Finally, UNICEF undertook a comprehensive mapping of NGOs which will be used to expand the base of civil society partners.

In a country where corporate social responsibility is very limited, UNICEF is setting up strategic partnerships with the private sector for fund mobilization but also for joint advocacy on children's rights. The partnerships with M-Tel and with the American Chamber of Commerce for instance have been instrumental in raising awareness of public companies about ECD.

UNICEF works closely with UN agencies on the implementation of three MDG-F programmes around education and culture, youth employability and access to water, with significant synergies among these areas. Other areas of cooperation include immunization (with WHO), Roma (as a co-leader of a UN Working Group with UNHCR) and HIV/AIDS (as a UN joint-team chair until September). Additionally, in an effort to build on each agency's added value and potential joint funding possibilities, UNICEF also contributed to the design of programmes around Annex 7 on returnees (with UNDP, UNHCR and IOM), gender based violence (with UNDP, UNFPA, and UN-Women) and on people with disabilities (with UNDP).

UNICEF chaired an informal international forum on education (with EU, OSCE, CoE, USAID, Embassies etc) which resulted in joint key messages being used to advocate with all levels of government.

Finally, as part of the effort to enhance emergency preparedness, coordination has been strengthened with relevant UN Agencies, Save the Children (co-leader of the education cluster), the Ministry of Security and other partners.

### **Mobilizing Partners**

The strategic partnerships established between the health, education, and social welfare sectors resulted in the adoption of key policies and the implementation of a comprehensive Social Protection and Inclusion model, as well as Integrated Early Childhood Development (IECD) services to vulnerable families and children, focusing on hard to reach areas.

In 2011, UNICEF adopted an innovative approach through its collaboration with a local Agricultural Association which has strong local and entity branches and an excellent network in rural areas. This enabled UNICEF to scale up IECD services in rural areas and to reach the most vulnerable children and families. This strategy also strengthened cooperation between UNICEF's local partners and the municipal authorities, as well as other key local actors. In addition, by empowering women, UNICEF is demonstrating the cost-benefit value of the municipalities' investment in the development and wellbeing of children in rural areas of BiH.

The Programme on Social Policies and Child Rights Monitoring built and maintained strong strategic partnerships with government and non-government institutions at all levels. These have been particularly strategic and successful around child rights monitoring and advocacy, as well as the promotion of social protection and inclusion. The Child-Friendly School Facebook group, which was established as part of the broader Social Inclusion and Protection project, is still active and has over 500 members, mainly teachers from project schools, directors, parents and civil society organizations.

Within the Initiative for Righteous Education, UNICEF leads a non-formal Forum of International Organizations, with representatives from various international organizations working in the field of education (including the EU, Council of Europe, the US Embassy, USAID, UNESCO, Save the Children, Open Society Fund, Netherlands Embassy, Embassy of Norway and the Swedish Embassy). The Forum agreed on shared messages about inclusive quality education which were presented at a meeting of EU Ambassadors and at a meeting of the Peace Implementation Council for BiH.

Under the joint UN MDG-F programme on Democratic Economic Governance, UNDP and UNICEF collaborated effectively to ensure equal access of community members to water supply and other social services. UNICEF contributed with its expertise and experience in the Human Rights Based Approach to programming to ensure participatory decision-making, with a focus on the most vulnerable families. As part of the two joint UN MDG-F Programmes on Culture for Development and on Youth Employability and Retention, UNICEF cooperated closely with UN agencies (UNDP, UNESCO, UNFPA, IOM, and UNV) and local NGOs active in the field of inter-cultural education, youth empowerment and training.

The CO maintained strong partnerships with SIDA, SDC, OSCE, Italian Cooperation and government institutions to promote justice for every child and protect the most vulnerable ones.

As part of the Violence Against Children programme, UNICEF developed a new partnership with the Center for the Promotion of Civil Society which is able to reach out to all local organizations in the country. The objective is to ensure sustainable interventions aimed at strengthening CSO capacity and protecting children at risk.

### **Knowledge Management**

*Partially met benchmarks*

The CO promoted Knowledge Management (KM) by applying a range of different strategies to collect, disseminate, identify, create, distribute, and promote the use of information, as well as important data, recommendations, and lessons learned. Special efforts were made to go beyond mere exchange of

information among all staff through a shared drive and to ensure wide and effective dissemination through other channels.

The CO supported specific project-related websites and Facebook pages. The Social Inclusion and Protection Programme now has its own webpage which makes the wealth of information that it has developed, created or contributed to available to partners, academia, researchers, students, beneficiaries and others. More specifically, three large studies conducted in 2011 under the SPIS programme have been used by partners for policy discussions and decision-making processes (SitAn, Policy Attitudes and Practices Study, and functional review of the social protection and inclusion sector). In addition, the joint UN MDG-F programmes have also created their own Facebook pages through which they share relevant information on project activities.

Other programmes produced a wealth of studies and reports, such as a Drop Out Study which identified the reasons why such a large number of students drops out of both primary and secondary schools and why a relatively low number of students decide to enroll in secondary education.

In addition, as part of the equity initiative, a situation analysis was conducted in 21 rural communities to identify issues and determinants related to Early Childhood Development. The survey itself represented an important process as this was the first time that these rural families were visited by health, education and social professionals. The results are being used to scale up a model of rural IECD services.

All these studies promoted exchange of information between relevant stakeholders. UNICEF also supported the organization of round tables where findings were exchanged and discussed. Finally, information was shared via email and regular communication channels, as well as through regular meetings. Tools were also developed to ensure management follow-up on recommendations.

UNICEF continued working with 23 municipalities in 2011 on DevInfo, collecting child related information and child-specific indicators through municipal databases, and providing specific technical training to the municipal staff in charge of the DevInfo database. It also supported sharing of municipal data collected through DevInfo with other municipalities through formal and informal networks and workshops.

UNICEF BiH recognizes that there is a general lack of data in BiH and that the current administrative and political structures do not facilitate effective communication at all levels of governance. However, efforts have been made to address these challenges. For example, MICS4, which started in 2011, is an excellent opportunity to develop institutional capacities and enhance coordination within the BiH governments in order to obtain quality disaggregated data and inform evidence-based policy making and programming.

### Human Rights Based Approach to Cooperation

*Fully met benchmarks*

The Human Rights-Based Approach has been at the core of the Country Programme (CP) for several years in BiH. The CO continuously utilizes a comprehensive set of interventions that includes work with, and empowerment of, duty-bearers (government at all levels of BiH and social service providers) and rights-holders (children, young people and their families). These interventions include: participation of children and adults in the assessment of needs and design of programmes, raising awareness, evidence-based policy making and programming, development of municipal action plans, child/family responsive budgeting, development of institutional capacities, and quality inclusive services tailored to the needs of each community.

The CP supports the design of social protection and inclusion policies, while simultaneously strengthening

social services and outreach to the most vulnerable groups, with constant review and updating of evidence based on the status and needs of the target groups. The programmes also invest in communication and advocacy for child rights as well as strengthening cooperation and referral mechanisms between institutions.

This work is complemented by efforts to enhance cooperation and coordination across sectors through systematic coordination and the creation of referral mechanisms. Programmes strengthen ownership, empowerment and expertise by involving and developing the capacity of relevant institutions in target communities. This investment has resulted in reshaping the approaches and systems for social protection and inclusion of children, especially at the local level.

Through active engagement with duty bearers and right holders, the CP has particularly empowered and protected excluded and vulnerable children and families. Investment in raising duty bearers' awareness and understanding of children's rights, inclusive needs and human rights-based services and mechanisms for child protection and inclusion brought significant changes in how the governments recognize child rights and needs and act upon them.

The CP has also significantly contributed to good governance, as well as empowerment and inclusion of young people and children. These groups have been actively engaged in the design and implementation of community initiatives. Through the work of the Participatory Action Research (PAR) groups, a Human Rights-Based Approach to Programming was applied, ensuring the active participation, inclusion and empowerment of rights holders. This has brought multiple benefits to local communities.

The CP strengthened the SPIS policy framework and capacities of social service providers through:

- Strengthening data collection systems and creating mechanisms for quality evidence collection;
- Enhancing governance, management capacities and structures (Management Boards were established and many were transformed into sustainable Commissions for Social Protection and Inclusion to design new policies and promote inter-agency coordination across sectors);
- Building professional capacities and knowledge of relevant policy-makers and professionals (e.g. through training, exchanges, mentoring and advice);
- Introducing and sharing new methodologies and integrated approaches to child protection and inclusion (e.g. through referral mechanisms, trainings, child-responsive budgeting, and innovative services); and
- Sharing lessons learnt and raising the public's awareness of children's rights, child protection and inclusion (e.g. through media campaigns and dissemination of results).

## Gender

*Partially met benchmarks*

BiH has moved forward in terms of gender mainstreaming and gender institutionalization. The establishment of institutional mechanisms for gender equality at all levels of governance, and the adoption of the Gender Equality Law in Bosnia and Herzegovina, have improved domestic legislation in this segment of human rights and better positioned the country with regards to the legal and institutional frameworks for gender equality. Commissions for Gender Equality have been formed in the House of Representatives and the House of Peoples of the Parliament of the Federation of BiH (FBiH). In the Republika Srpska (RS) National Assembly, a Board for Equal Opportunities has been formed. In both the FBiH and RS, officials have been appointed to address gender issues in every ministry. In most municipal councils/assemblies, as well as in municipal mayors' cabinets, Boards/Commissions on gender issues have been formed.

However, significant obstacles remain when it comes to achieving full gender equality. The following statistics show the lack of representation of women in the BiH governments: a) Presidency of BiH - 100%

male, Council of Ministers of BiH - 100% male, House of Representatives of BiH - 90% male, House of Peoples of BiH - 87% male; b) People's Assembly of RS - 80% male; c) Parliament of Federation of BiH - 79% male.

In 2011, UNICEF joined UNFPA and UN WOMEN, as well as the BiH Gender Agency, entity gender centers, the BiH Agency for Statistics and entity statistics institutes to conduct a comprehensive survey on "Gender-based Violence." The Survey is being carried out in both entities and in Brcko District in over 3,300 households, according to UNECE indicators. The results, which will be available in 2012, will allow comparisons within the region and with other countries internationally.

MICS4, which is being implemented by the BiH government and UN partners, includes, besides the general module, an additional module for Young Males in order to obtain gender disaggregated data on HIV/AIDS, sexual behavior and other socio-economic aspects of life which are not traditionally collected by MICSs. For the first time, MICS will target both men and women, and as a result, gender disaggregated data will be available for evidence-based policy making.

### Environmental Sustainability

*Partially met benchmarks*

The UN supported a Risk Assessment of BiH Regarding Natural and Other Disasters, which was finalized in October 2011. This risk assessment provides an in depth analysis of the current situation regarding a) geographical characteristics, b) population and density, c) climate change and hydro meteorological hazards, d) infrastructure, d) health infrastructure and capacity to prevent outbreaks of communicable diseases, and e) preliminary hazard analysis including climate change impact. The report identified and analyzed the main hazards, including: hydro meteorological hazards, earthquake, landslides, biohazards, plant health and pollution of land, infectious animal diseases, fires and industrial hazards.

This assessment, which highlights the potential consequences of environmental hazards, fed into the inter-agency contingency plan for disasters and emergencies that was developed in 2011 and that will orient emergency preparedness and response activities of the UN system in the country. The two scenarios in the plan are about the consequences and response in case of flooding and earthquakes, which are the main environmental hazards in the country.

When floods affected the country in December 2010 – January 2011, UNICEF supported schools and kindergartens through the provision of pumps, furniture and equipment in order to allow children to return to school.

In December 2011, UNICEF and Save the Children Norway supported a technical coordination meeting on Disaster Risk Reduction (DRR) and Children in Emergencies with the Ministry of Security, the Ministry of Civil Affairs, the Red Cross and other key partners. This was a good opportunity to share information about the CCCs and distribute the booklets, to discuss lessons learnt from the previous floods, and to plan joint activities in 2012. Draft sectoral plans have been developed and will be further discussed with government authorities.

### South-South and Triangular Cooperation

In coordination with the RO, UNICEF BiH took an active role in promoting community-based services in early childhood development and learning in other countries of the region, especially in Azerbaijan and Turkey.

The CO supported the work of UNICEF Turkey by providing practical guidance through a step-by-step approach to designing and organizing of community-based integrated ECD services. This included sharing training materials and methodologies as well as advocacy documents and tools. Additionally the CO offered to organize a study tour for the Ministry of National Education in Turkey with visits to ECD community-based services which might take place in 2012.

The CO also supported the Azerbaijan CO by providing guidance on ECD policy development and by sharing relevant instruments and tools.

### Country Programme Component: Social policies and child rights monitoring

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By end of 2014, responsible government institutions have taken measures to fulfill CRC observations on investments for children's rights, social protection and inclusion programmes, with the participation of civil society, children and young people.	2	FA5OT6

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	1250000.00	2065311.61	2058891.18	99.69
RR	270000.00	318971.85	318971.85	100.00
<b>Total</b>	<b>\$1,520,000.00</b>	<b>\$2,384,283.46</b>	<b>\$2,377,863.03</b>	

#### Results Achieved

Programme One fully completed 64% of 2011 annual planned results and 57% of 2010-2011 Work Plan results (with 28% and 26% of results to be achieved in 2012 respectively).

Key results were achieved in **monitoring child rights to influence the implementation** of national strategies, plans and programmes addressing poverty and exclusion of children and families. To strengthen local data collection, UNICEF invested in statistical software and developed the capacity of statistics offices at all levels. A household survey was conducted to complement DevInfo databases in ten SPIS municipalities. Besides surveying the Roma population for the first time, MICS4 also expanded to include data on men, tobacco use and alcohol consumption. A new Action Plan for Children 2011-2014 was adopted by the Council of Ministers in July 2011. Programme One also supported a network of 20 NGOs to prepare local Reports on CRC implementation monitoring and a Joint Report on the CRC. These contributed to the development of the State CRC Report and the NGO alternative Report. Within the UN Joint MDG-F Programme on Democratic Economic Governance, the programme strengthened coordination between different sectors and service providers (municipal departments, schools, CSWs, health centers, police, NGOs and utility companies), which resulted in enhanced social care for vulnerable children and families.

Significant changes were achieved in the policies and approaches of the BiH Governments towards **social protection and inclusion**. Within the Social Protection and Inclusion project (SPIS), UNICEF contributed to the design of Development Strategies and Social Inclusion Strategies in FBiH and Brcko District and to the RS Development Strategy. UNICEF supported an extensive analysis of the current state of the social protection and inclusion system, its functions, outreach, and roles as well as gaps in its organization, capacity and services. The BIH Ministry of Human Rights and Refugees used this situation analysis when drafting the initiative for harmonizing national legislation with the UN CRC and in preparing Guidelines for the Identification of Socially Excluded Categories of Children. A SPIS model was developed and will be scaled up to a larger number of municipalities.

The Programme strengthened the capacity of over 200 municipal, cantonal and entity-level government officials responsible for policy and programme development and **budgeting** to ensure improved delivery of services to children in priority areas.

A network of 21 Participatory Action Research (PAR) children's groups was established, 44 PAR researchers/facilitators received training in PAR methodology, 231 workshops for 630 children and adults were held in 21 municipalities, and 21 PAR Action Plans were developed based on the results of child-led

research on families, schools and local community.

The most important outcomes of UNICEF's investment in **communication, awareness raising and promotion of social protection, inclusion and child rights** include: a) initial changes in perceptions, b) awareness of child rights by rights-holders, and c) better understanding and knowledge of the value of investing in the protection and inclusion of children.

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

The main challenges have related to the overall socio-economic situation in the country and the political crisis that followed the elections of October 2010, with a state Government formed only in December 2011. The BiH system is characterized by a highly complex and fragmented political and administrative structure. There is a need to improve technical and operational capacity in legislation, policy, planning, implementation, monitoring and evaluation in addition to collaboration between different governmental levels and between different social service providers. The primary challenge is therefore to promote, establish and share innovative solutions to the problems that the social protection and inclusion system faces in BiH within this context.

Results often depend on the willingness and interest of relevant stakeholders to participate, contribute and benefit from the joint work. The Programme made particular efforts to connect different actors and levels of government in joint initiatives. UNICEF played a key catalytic role in establishing and sustaining coordination and governance structures at all levels. This brought benefits, especially for local communities who previously had limited access to the social protection and inclusion system. Overall, a key mitigating factor has been the flexible, open-minded ability of the Programme to adapt to the ever-changing circumstances of BiH's development context. This ability, combined with the partners' strong commitment to SPIS Programme values and results, has contributed to the development of functional models of incremental reform of the social protection and inclusion systems, especially at the local level.

Besides the limited quantity of available data in BiH, the biggest concern regarding the development of DevInfo data bases relates to data quality and sustainability. In this respect, DevInfo does not incorporate a quality assurance process aimed at verifying the reliability of data. Moreover, limited cooperation and coordination between the institutions dealing with children present a significant challenge to the development of the DevInfo data base. Finally, the limited capability of Statistical Offices in terms of human capital and administrative functions (overlapping authorities) hinders adequate monitoring and evaluation of the impact of policies on the situation of children and, as a result, represents a significant obstacle to the development of an effective reform agenda.

The sustainability of the local NGO CRC Monitors network also presents a challenge due to inadequate support for NGOs. Despite significant capacity development efforts, NGO members still lack competencies and skills to conduct in-depth child rights monitoring.

Finally, the SPIS Programme revision was very extensive and required consultations at all levels. While this contributed to increased government ownership, it also resulted in delayed implementation of activities. Funding shortfalls and the short timeframe for carrying out interventions also caused additional difficulties in achieving results.

### **Key Strategic Partnerships and Interagency Collaboration**

The Programme on Social Policies and Child Rights Monitoring built and maintained strong strategic partnerships with government and non-government institutions at all levels.

Key partners include: BiH Council of Ministers, Ministry for Civil Affairs (MoCA), Ministry of Human Rights and Refugees (MoHRR), Directorate for Economic Planning, statistics agencies at state and entity levels, Entity

Ministries of Social Welfare, Education and Health, Centers for Social Work, 23 Municipalities and Cantonal Ministries.

Other partners include: the European Union, the Government of Norway, DFID, UN Agencies (e.g. UNDP and UNESCO on the MDG-F joint programme on Democratic Economic Governance), the World Bank, IMF, International NGOs (IBHI, Save the Children), local NGOs (including Roma NGOs, specialized child rights monitoring and data collection NGOs), children (especially those involved in PAR groups), parents, schools, the media and the private sector (such as M-Tel and AmCham).

These partnerships have been particularly strategic and successful around child rights monitoring and advocacy, as well as the promotion of social protection and inclusion.

Under the joint UN MDG-F programme on Democratic Economic Governance, UNDP and UNICEF collaborated effectively to ensure equal access of community members to water supply and other social services. With its expertise in the Human Rights Based Approach to programming, UNICEF contributed to establishing governance structures to ensure inclusive decision making, with a focus on the most vulnerable families.

### **Humanitarian Situations**

See Programme 2

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

The Report on the analysis of functions in the child protection sector in BiH (Functional Review) analyzed functions (roles, responsibilities, competencies and activities) in BiH's social protection and inclusion system. It identified deficits in the cooperation mechanisms between key sectors (social welfare, education, and health protection) and provided insight into existing functions within those sectors responsible for building a sustainable system of social protection and inclusion for children. The results will enable BiH policymakers to provide clear recommendations to address the functional gaps in the reform processes at different governance levels.

### **The Study of the Situation of Vulnerable Groups of Children and Policy Framework and Strategies that Support the Services of Social Protection and Inclusion of Children in Bosnia and Herzegovina (SitAn Study)**

analyzed the 2010/2011 situation as part of the multi-year SPIS programme. It assessed policies, measures and legislation regarding children, especially vulnerable children, and recommended improvements. It also underscored the need for greater equity, collaboration, and coordination within the child protection system at the local level. The results serve as a foundation for government institutions and partners to define priorities and take action.

### **A Study on Perceptions, Attitudes and Requirements of Service Beneficiaries and Perceptions, Attitudes and Practice of Service Providers (PAP Study)**

was conducted to: a) provide insight into the perceptions, attitudes, and requirements of beneficiaries and service providers working in social protection and inclusion; and b) identify gaps that still need to be addressed. Lessons learnt, experience from the previous SPIS roll-out, and the findings of this study informed the design of the 2011/2012 phase of SPIS, which will focus on municipal service provision and capacity building.

The independent **Evaluation of the joint UNDP-UNICEF MDG-F programme on Democratic Economic Governance** highlighted the project's strengths and weaknesses. Based on its recommendations, the programme developed a detailed improvement action plan with local partners, covering the remaining 18 months.

The SPIS Programme introduced an innovative model to enhance the system of social protection and inclusion at the local level (**the SPIS Model**). This includes a comprehensive set of interventions to be

implemented with local government, service providers and CSOs with expertise in social protection and inclusion and direct work with vulnerable children in local communities. The Model has achieved significant changes in local policies and approaches and has resulted in improved social protection and inclusion of children.

In response to 2010 discussions by SPIS Entity M&E Working Groups, a survey was conducted in 2011 in ten municipalities covering 600 households to provide decision-makers with data on families with children that can serve as base indicators. Preliminary findings show: a) discrepancies between rural and urban families, with a high level of social exclusion of rural families; b) poverty particularly affecting families with more children; and c) access to services becoming critical in rural areas.

### **Future Work Plan**

With support from the EU, the Programme will continue enhancing social protection and inclusion systems at all levels of governance through improving the policy framework and capacity development. UNICEF will provide technical assistance to governments in SPI analysis and development of standards and laws in the area of social and child protection. Special attention will be given to assessing the situation of Roma children and families living in rural areas. Facilitation of vertical and horizontal inter-sectoral coordination and communication will remain a key aspect of the Programme, especially given the complexity of systems and need for harmonization. The SPIS model will be expanded to 11 new locations (ten municipalities and one district) through the establishment of local multi-sectoral SPI governance structures.

The Programme will continue addressing the key challenge of budgeting by strengthening the capacity of selected institutions in BiH to plan, prepare and execute effective medium-term budget plans and annual budget proposals. The budgeting tools developed in the previous phase will be tailored to the specific needs of selected institutions. In addition, the project will deliver structured training to the newly selected SPIS municipalities in budgeting for children. Efforts will be pursued to improve social statistics through capacity building of statistical institutions and relevant ministries. The Programme will continue supporting the development of capacities and building networks of local civil society structures with regards to social protection and inclusion of children and CRC monitoring. The participation of children will continue to be enhanced through Participatory Action Research (PAR) groups.

The Programme will increase awareness of the media and municipal authorities on the CRC and SPI as part of a dialogue around the 2012 Municipal elections that will include training for the local media in 11 new SPIS locations.

The joint MDG-F programme on Democratic Economic Governance will provide further support to strengthen citizens' inclusion in participative municipal governance in access to water and evidence-based policy making. In its final year, the Programme will support the development of sustainable solutions through social mitigation measures for poor families. These will be embedded in the new local Action Plans for 2013-2014, governed by the permanent Municipal Commissions (formerly MMBs).

Social mobilization and advocacy activities will be implemented in partnership with relevant media and public relations organizations. UNICEF will continue to raise the profile, awareness and knowledge of child rights and social protection and inclusion in BiH. The public information and advocacy campaign on SPI will include conferences, round-tables, workshops, competitions and educational events. Special attention will be given to the promotion of inter-cultural education and dialogue, with active participation by children and teachers.

### Country Programme Component: Integrated and inclusive systems for children

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By end of 2014, authorities ensure access to quality and inclusive social services in education, health and protection for vulnerable children and families		2 FA6OT1

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	3229000.00	3207089.67	3206345.70	99.98
RR	254000.00	188040.00	188040.00	100.00
<b>Total</b>	<b>\$3,483,000.00</b>	<b>\$3,395,129.67</b>	<b>\$3,394,385.70</b>	

#### Results Achieved

Programme Two fully completed 65% of annual planned results and 72% of two-year Work Plan results (with 33% and 22% of results to be achieved in early 2012). More specifically: a) Health and Early Childhood Education: 89% of annual results and 79% of two-year WP results completed; b) Inclusive Education: 57% and 70%; c) Child Protection: 43% and 68% (due to late additional activities).

UNICEF's continued leadership of Integrated Early Childhood Education (IECD) facilitated the adoption of two Entity IECD policies and greater social equity in seven marginalized, rural and Roma communities through the development of a new IECD model. IECD services reached 4,000 additional families and children, 35% in hard-to-reach areas. Monitoring showed more than 2,100 children's development improved by 49,700 quality IECD services, 10% of which were targeted at the most vulnerable families.

Three hundred and fifty five health professionals and journalists participated in 14 round-tables to promote immunization. Yet another result achieved was an Immunization Programme Review (IPR) which made important recommendations. Two Entity anemia surveys covering 5,000 households were launched, focusing on Roma women and children. Final results are expected in early 2012.

Around 15% of all primary schools in BiH (from 25 municipalities) participated in inclusive and inter-cultural education projects benefiting 70,000 children. UNICEF supported the Agency for Pre-primary, Primary and Secondary Education which defined a set of ten key competencies relevant for BiH education. One thousand secondary school students and teachers improved their life-skills and entrepreneurial learning and implemented 46 small-scale projects in 17 municipalities. Five hundred young returnees also benefited from training on life skills and key competencies. Two studies made key recommendations related to high drop-out and non-enrolment rates.

Advocacy and policy dialogue led to early childhood education being prioritized by Education Ministries at all levels. Five preschool models reached 800 children. Together with MoHRR, UNICEF supported the inclusion of over 300 Roma children in early childhood education and supported the implementation of a school readiness programme. These represent an important first step towards addressing the socio-economic barriers that deny Roma and other minority children an opportunity to enter school on time and be ready to learn.

Under the SPIS projects, ten Municipal Actions Plans were developed and implemented; eight Municipal Management Boards were transformed into permanent Child and Social Protection Commissions; and local

referral models for vulnerable children were developed and adopted.

By-laws and training on the new Juvenile Justice Law were implemented in RS, and a law was adopted in Brcko District. An assessment of children in detention highlighted concerns about the Tuzla prison and resulted in concrete measures being developed. Nine Municipal Action Plans were developed on alternatives to detention, diversion measures and violence prevention. Nine police stations were equipped with Child-Friendly Rooms. The Tuzla Municipality hired two additional CSW staff to implement an Action Plan, and the RS University of Pedagogy started developing a curriculum for working with juvenile offenders.

UNICEF supported FBiH to develop an Action Plan and financial analysis to implement their Strategy on Children Without Parental Care. RS authorities and professionals want to develop foster-care and other alternatives to institutions.

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

A key challenge in BiH during the economic crisis is convincing policy makers from different sectors to devote sufficient financial resources to innovative, inclusive and quality services to enable scale-up to effectively reach the most disadvantaged children and families. Despite having adequate education policies and laws, the lack of resources and inadequate capacity for implementation jeopardize efforts to translate policies into concrete action. In the child protection area, activities at the local level achieved good results, while the implementation of some action plans at the State and Entity level has been slowed down due to budgetary constraints.

In relation to immunization, budgetary challenges and weak mechanisms for securing timely vaccines procurement resulted in frequent stock-out of DTP and MMR vaccines, which caused outbreaks of rubella and mumps among children. In order to address the issue of financial resources in ECD, UNICEF and its partners developed an IECD model of community-based services for rural areas, with an innovative income-generation component. Rural areas suffer from high unemployment rates and lack of resources and facilities for children and parents. Considering the interdependence between a family's financial situation and their need to promote their child's early development, an income generation component was included to empower mothers and to increase their participation and development in rural society through greater job opportunities. This will contribute to the sustainability and economic viability of IECD services in rural communities.

Another important constraint relates to the complex political structure (one State, two Entity and ten Canton government structures) and the 2011 political crisis which led to a slowing down of the Justice for Children project.

In the area of education, one of the main challenges is the highly decentralized structure with 14 Ministries and limited absorption capacities. Furthermore, while the potential for education to contribute to reconciliation and integration of ethnic groups has been widely recognized, education remains a very sensitive area in the country. Separate education persists and represents an obstacle to integration as it 'can only reinforce existing prejudices, intolerance and social divisions' (UN Human Rights Council, 2008: 17). The evidence from UNICEF-supported advocacy and projects for inclusive and inter-cultural education has shown that children and young people from various ethnic groups greatly benefit from and appreciate joint learning and social interactions. This successful approach will continue to enhance the quality and relevance of education programmes, policies, and curricula, and can contribute to a peaceful future.

Finally, in the field of child protection, the project on Violence Against Children had a late start due to the need to adjust strategies and strengthen the capacity of partners.

### **Key Strategic Partnerships and Interagency Collaboration**

Strategic partnerships established between the health, education, and social welfare sectors resulted in the

adoption of IECD Entity Policies and their implementation through the provision of universal Integrated ECD services to families and children, focusing on hard-to-reach areas.

An important new partner for UNICEF BiH is a local Agricultural Association, with local and entity branches and an excellent network in rural areas. This has enabled UNICEF to scale up IECD services in rural areas and to reach the most vulnerable children and families. It has also strengthened cooperation between UNICEF partners, the municipal authorities and other key actors. In addition, through the empowerment of women in rural areas, UNICEF is demonstrating the cost-benefit value of municipalities' investment in the development and wellbeing of children in rural areas of BiH.

Education cross-cutting strategies targeted the national and local/community levels, with a combination of advocacy, policy dialogue, support for service delivery, and innovative pilot interventions. Within the Initiative for Righteous Education, UNICEF leads a non-formal Forum of International Organizations, with representatives from various international organizations working in education (including the EU, Council of Europe, the US Embassy, USAID, UNESCO, Save the Children, Open Society Fund, Netherlands Embassy, Norway Embassy and the Swedish Embassy). The Forum agreed on shared messages on inclusive quality education which were presented at the meeting of EU Ambassadors and at a meeting of the Peace Implementation Council for BiH. The Child-Friendly School Facebook group, which was established as part of the broader Social Inclusion and Protection project, is still active and has over 500 members, mainly teachers from project schools, directors, parents and civil society organizations.

As part of the two joint UN MDG-F Programmes on Culture for Development and on Youth Employability and Retention, UNICEF closely cooperated with UN agencies (UNDP, UNESCO, UNFPA, IOM, and UNV) as well as local NGOs that are active in the field of inter-cultural education, youth empowerment and training. UNICEF supported the Agency for Pre-primary, Primary and Secondary Education. The YER program also promotes closer links between the education sector and the labor market.

The CO has been working closely with other UN Agencies in developing joint projects: a) to protect vulnerable returnee children and adults in poor communities (with UNDP, UNHCR and IOM), b) on Gender-Based Violence (together with UNDP, UNFPA, and UN Women) and c) on people with disabilities (with UNDP). In the area of Justice for Children, the CO maintained strong partnerships with SIDA, SDC, OSCE and Italian Cooperation and developed new ones with UNDP, the EUD and the High Judicial Prosecutorial Council. The CO also coordinates with the MoHRR, MoJ and other relevant ministries. Dialogue took place on broader on-going strategic justice reform to ensure that Justice for Children will be taken into consideration. As part of the Violence Against Children programme, UNICEF developed a partnership with the Center for the Promotion of Civil Society, a key partner in reaching out to all local organizations in the country. This should ensure sustainable interventions aimed at strengthening CSO capacity.

### **Humanitarian Situations**

Significant progress was made in 2011 to strengthen Emergency Preparedness and Response, both within the UNCT and the CO.

Following the floods of December 2010, UNICEF continued to provide humanitarian assistance to schools and kindergartens, through the distribution of pumps, furniture and educational materials.

In 2011, UNICEF played a key role in initiating a UNCT workshop on EPR, developing the agenda and co-facilitating the sessions which took place in April. As a result, UNCT agreed on cluster lead responsibilities, drafted two scenarios on flooding and earthquakes and sectoral plans. The UN inter-agency contingency plan and the ToR for the Disaster Management Team were prepared in December.

The above was important for UNICEF to further strengthen its own preparedness, to work with the Government in developing its capacity and to coordinate with key actors (Government, WHO, UNHCR, and Child Protection Group members) to develop sector plans. The CO promoted cooperation with Child Protection organizations and disseminated materials on Emergency Preparedness within the CP Working

Group.

In May 2011, a regional workshop on Education in Emergencies (EiE) was held. The training incorporated content and methodologies from previously developed EiE training and integrated more tools from the Interagency Network for Education in Emergencies (INEE) as well as the Global Education Cluster in Geneva. The five-day workshop resulted in a draft Action Plan for each country, which includes the following areas of interventions: 1) actions to roll out EiE training package at the national or sub-national level (including training, roundtables, advocacy sessions, etc.); 2) actions to strengthen DRR preparedness/contingency planning, and 3) actions for mainstreaming EiE and DRR into national policies.

In early December, UNICEF collaborated with the Ministry of Security, the Ministry of Civil Affairs and Save the Children to support the first technical coordination meeting on children in Emergencies with key stakeholders (including relevant Ministries and the Red Cross). The Core Commitments for Children, the Cluster system and draft cluster plans were presented. This was a good opportunity to coordinate and to discuss future plans.

In 2012, UNICEF BiH plans to strengthen the national response capacity to emergencies in education and other sectors. This may include not only the continued efforts in emergency preparedness and responses, but also widening the scope of support in prevention and Disaster Risk Reduction (DRR) through schools. This will be done in cooperation with the Ministry of Security as part of the DRR national plans.

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

An Equity Report prepared in December 2011 analyzed lessons learned from the project "**Equal Opportunities for Early Childhood Development in Bosnia and Herzegovina: Providing Integrated Services to Children and Parents in Rural Areas**". This project, suggested by the entity IECD Policy Working Groups, introduces a model for IECD services in marginalized rural areas. It contributes to on-going development of an ECD Strategy and Action Plan intended to channel resources for further IECD development by enabling different sectors to allocate funds for joint activities.

**The Assessment of Juvenile Justice Reform Achievements in BiH**, published by the RO, shows that implementation of the Strategy against juvenile offending was limited and inconsistent. The report highlights good practices but recommends that the next strategy be based on a realistic assessment of risks and constraints. This assessment has raised awareness among professionals and informed CO planning.

The UNICEF-supported **Assessment of the situation of children in detention** made important recommendations on institutions' infrastructure, staff capacity, respect for child rights and best interests, and potential for reintegration. Overall, conditions are un-satisfactory, with limited capacity and poor physical conditions. A particular concern is the limited number of staff and reintegration/re-socialization programmes for juveniles. As a result, the authorities took immediate measures, and a working group chaired by the FBiH MoJ is developing an action-plan to implement the recommendations.

The 2010 **Situation analysis of children without parental care in the FBiH**, assessing implementation of the 2006-2016 FBiH policy on children without primary caregivers, was launched in 2011. UNICEF supported the development and cost analysis of action plans to ensure their implementation and is advocating with Cantonal and Federal Assemblies for their adoption.

An "**Appraisal Report on Child Protection in BiH**" by Child Frontiers identified specific recommendations to ensure the strengthening of child protection systems in BiH. The CO will follow up with a legal review of social work practices and of how services could work better to address weak links in the system.

The RS Public Health Institute launched "**The incidence of anemia and the factors that lead to anemia in the general population in the RS.**" This survey covered 2,500 households, and the data collected will enable policy makers to decide whether RS should enrich flour with iron. The final results will be available in 2012. FBiH will conduct a similar survey in 2012. Once the survey results become available, the PHI will

develop specific programmes to address the high prevalence of anemia in women and children.

A **Drop Out study among children and youth** in elementary and secondary school conducted in 17 YERP municipalities shows that economic hardship, poverty, lack of access to schools, and limited awareness of the importance of education are the main reasons for drop-out. Roma children are especially prone to early drop-out. Only 25% of elementary schools and 60% of secondary schools keep records of school-age children who are not enrolled. The study will inform policy discussions with ministries about the need to develop a prevention system and mechanisms to minimize school drop-out.

### **Future Work Plan**

The innovative approaches and lessons learned from the Equity project "Equal Opportunities for Early Childhood Development in Rural Areas in Bosnia and Herzegovina" will be reflected as guiding principles in the ECD Entity Strategies. This will contribute to further reform and scale up integrated services for health, nutrition, education and social protection, with a special focus on socially excluded families and children.

Drawing on the 2011 experience, UNICEF will sharpen and expand its early childhood education programme through: a) continued evidence-based policy discussions (incorporating a financial analysis and revision of strategies), b) advocacy (a conference on ECE will be held mid-February, followed by round tables and media briefs) and c) innovative ECE models and programmes in schools and municipalities (through calls for proposals). This will help to increase the preschool enrolment rate (now around 10%), remove barriers to equitable educational and learning opportunities and outcomes, and enhance school readiness, especially for marginalized children.

Support will also be provided to develop quality standards of learning achievements and outcomes. In terms of inclusive and intercultural education and peace-building, UNICEF will develop strategies to address ethnic discrimination in schools, focusing on commonalities instead of cultural divisions (to deliver positive cross-cultural messages at the local level through contemporary arts and culture, sports activities, etc.). It will also keep supporting the participation of children and young people through social interactions and models for the promotion of culturally-based social inclusion. Strategies to promote vocational training and lifelong learning will also be informed by considerations of cost-effectiveness, equity, inclusiveness, and the transition from post primary education to the world of work. Emphasis will be placed on learning by doing, community-based projects and communications technology to provide quality educational opportunities for hard-to-reach youth.

In 2012, the CO will strengthen Child Protection systems in 11 new municipalities, with a focus on issues affecting the most vulnerable children and families. Under the Justice for Children project, UNICEF will continue to advocate for adoption of the FBiH JJ Law and State framework strategy. The project will support the enforcement of laws in RS and BD to ensure that diversion and alternative measures are correctly implemented. Based on the 2011 institutional assessment, efforts will be taken to improve the situation of children in detention and to ensure their reintegration into society. In cooperation with SDC and SIDA, an external evaluation of the three year project will be undertaken and will inform future programming.

As part of its support to the public child care system reform, the CO will promote the regional call to action "End placing children under 3 years in institutions" and will promote alternatives in FBiH and RS. This will include studies and analysis, development of rulebooks, finalization of cantonal action plans, and organization of roundtables to develop holistic deinstitutionalization programmes.

Under the project on Violence Against Children, UNICEF will strengthen: data collection systems, the capacity of the Government and NGO sector to detect, refer, report on and respond to cases of violence in ten municipalities, and advocate against violence.

**Country Programme Component: Cross-sectoral costs**

**PCRs (Programme Component Results)**

PCR	EQRank	OTDetails
Cross-sectoral	2	FA6OT9

**Resources Used in 2011(USD)**

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	245000.00	254201.98	234374.28	92.20
RR	226000.00	243000.00	243000.00	100.00
<b>Total</b>	<b>\$471,000.00</b>	<b>\$497,201.98</b>	<b>\$477,374.28</b>	

**Results Achieved**

N/A

**Most Critical Factors and Constraints**

N/A

**Key Strategic Partnerships and Interagency Collaboration**

N/A

**Humanitarian Situations**

N/A

**Summary of Monitoring, Studies and Evaluations**

N/A

**Future Work Plan**

N/A

### Effective Governance Structure

Oversight structures, including in relation to emergency risk management, are all fully functional. The Terms of Reference and memberships of office committees are reviewed regularly and updated when necessary.

Office objectives and priorities are shared and discussed in different fora, including weekly Heads of Section meetings, programme meetings, CMT meetings, and mid-year and annual review workshops. Additionally, the decision was made at the mid-year review to have monthly All Staff Meetings to share and discuss priorities for the following months.

Key annual management priorities and results for 2011 were defined through a participatory process and described in the 2011 AMP. Progress towards the AMP results was reviewed at the Mid-Year and Annual reviews and specific issues were discussed at CMT meetings, Programme Meetings and other fora.

EPAS key assignments are prepared by each SM with their supervisor and are closely linked to the key annual management priorities and results. As part of this preparation process and to ensure full transparency, the CO continued the successful practice of sharing key SM assignments among the whole team.

The CMT met regularly during 2011 (seven meetings in total) and took significant steps to improve operations and programme management by: 1) leading and approving office management structures, 2) implementing pending audit recommendations, 3) regularly monitoring the main indicators through the Monthly Management Report (MMR) and OMR, 4) addressing preparation and activities related to VISION introduction in 2012, 5) actions as per Cost Control Strategy and 6) discussing human resource matters, including GSS follow-up and One-Time Review of contracts, among other issues.

In March 2011, UNICEF BiH sent two remaining audit observations to HQ, upon which they were closed successfully, and an internal audit conducted in July 2010 rated the CO as satisfactory in all areas, including Governance.

Ensuring staff well-being and maintaining high staff morale are constant priorities of the senior management and of the local Joint Consultative Committee (JCC). The JCC met twice this year and discussed substantive issues, including Income Taxes, follow up to the Global Staff Survey and the issue of One Time Review of contracts.

In light of the VISION introduction, governance structures will be revised in 2012 through a participatory process which will include an AMP all-staff workshop planned for February 2012. To comply with all new rules and regulations, and to optimize governance structures, the CO aims to review and revise (if needed): 1) ToRs and membership of all committees and groups (CMT, Emergency/Crisis Management Team, Fundraising Committee, PCA Review Committee, CRC, CRB, PSB, JCC, HRDC, Programme and Operations Group and weekly All Staff Meeting); 2) the ToA; and 3) the main workflows (SSA, TA, Supply, PCA and DCT).

### Strategic Risk Management

The implementation of Enterprise Risk Management (ERM) Actions was discussed in detail during the 2011 AMP workshop (February), the Mid-Year Review (July), and the Annual Review (December). The actions and the risk levels were adjusted to reflect the current situation. The CO prepared a report on changes in the office Risk Profile and Risk and Control Library in December 2011 to be finalized and submitted to HQ in February 2012. Thanks to all the efforts made and results achieved in 2011, the risk level decreased from high to medium-high in the area of natural disasters and epidemics. On the other hand, the risk is now high

in relation to aid environment and predictability of funding, with limited funds available for 2013-2014 and increased competition in BiH. The CO has therefore identified fundraising as a key priority in 2012 and has started to draft a strategy in this regard.

UNICEF initiated and co-facilitated a UNCT Emergency Preparedness and Response (EPR) Workshop in April. As a result, cluster lead agencies were agreed upon and scenarios were drafted. The UN inter-agency contingency plan was developed in December, including sectoral plans.

EPR was part of the 2011 log-frames and is again included in 2012 WPs (also submitted to the Ministry of Security). UNICEF and Save the Children Norway attended a regional workshop on Education in Emergencies and coordinated the implementation of the agreed action plan. UNICEF also coordinated the development of sectoral plans with key partners. At UNICEF's initiative, a Technical Coordination Meeting on Children in Emergencies, led by the Ministry of Security, was held in early December in collaboration with Save the Children Norway and the Ministry of Civil Affairs.

The Early Warning/Early Action web site is updated regularly. In response to risk assessments, the Business Continuity Plan was updated in October 2011 to reflect the changing environment, responsible staff and other requirements. As part of this Plan, the CO is cooperating with UNDP on the premises, which are set as UNICEF BiH's disaster location and vice-versa. ICT infrastructure (use of physical LAN, PBX and other resources if needed/available) are determined and agreed on at the CO Agency level.

The security plan, emergency lists, contact points for EPRP, and the Warden System Tree lists were updated regularly. Warden exercises were tested successfully in May and November 2011, and fire drill exercises within the office were also conducted. In December, a MOSS compliance mission was carried out with all UN Agencies in BiH. UNICEF BiH was rated as fully compliant, with 98% compliance related to Minimum Operating Security Standards.

### Evaluation

UNICEF BiH developed a two-year IMEP, listing all major studies, evaluations and reports to be implemented in 2010-2011. In 2010, 11 of 12 planned studies were conducted. In 2011, 70% of studies and evaluations were completed, with two studies cancelled due to changed programme priorities and one study to be finalized in 2012.

During the last quarter of 2010, the CO conducted a joint **Mid-Term Evaluation of the Social Protection and Inclusion Programme**, with the Government and CO following up on recommendations in 2011. The programme was assessed as too ambitious and complex, leading to the revision of the structure and objectives. Some components and Working Groups merged. An **independent satisfaction survey** was also conducted at the community level in 2011 to assess families' level of satisfaction with their municipal SPI services. More than 85% of respondents stated that the services met the urgent needs of the whole community, and that assistance reached those most in need including through speech therapy, special education programmes and IECD centres.

A joint **UN MDG-F Programme on Democratic Economic Governance** ("Securing Access to Water") undertook a **Mid-Term External Evaluation** in 2011. The Report identified factors that prevent duty-bearers and service providers from delivering water services satisfactorily, as well as best practices, including: a) establishing MMBs as consultative platforms at the municipal level which enables identification of, and support to, vulnerable persons, b) supporting municipalities with water sector master-plans to help unlock funding and inform policy-makers, and c) combining work at the municipal level with higher level advocacy to promote improved service-delivery. Some positive lessons learned are: a) the benefits of active participation by women in the MMBs and decision-making at the municipal level; and b) actively involving youth from an early age in PAG/PAR groups and in solving community problems to promote their future engagement. The Report's recommendations are being followed-up by both UN agencies. UNICEF will

coordinate the preparation of new Action Plans for 2013-2014 to integrate all positive practices and experiences gained during project implementation. Public presentations and round tables in local communities will be held to advocate for the establishment of an efficient system of social protection at all levels of government.

The donors (SDC and SIDA) and UNICEF agreed to postpone a planned mid-term evaluation of the Justice for Children project to mid-2012 in order to assess progress over a longer period and to inform future programming (including the design of a possible next phase). The results of the evaluation will also feed into the 2012 Mid-Term Review process.

Regarding **capacity for evaluation**, the CO regularly consulted with the Regional Office for guidance and established mechanisms to involve experts/consultants when needed. The CO also ensured **follow-up on report recommendations** and used the "UNICEF Evaluation Management Response Template" to develop a list of actions with a time table and deadlines for each. As reflected in the examples above, the MDG-F DEG programme produced a matrix with recommendations and a list of actions for follow-up, and the SPIS programme was restructured based on evaluation recommendations.

### Effective Use of Information and Communication Technology

Continued availability of Information and Communication Technology (ICT) networks, systems, data, resources, and effective user support were ensured in 2011, in accordance with Information Technology Systems and Services (ITSS) objectives and standards. This was especially important given the roll-out of SAP HR/Payroll during June 2011 and preparatory activities related to the rollout of VISION/SAP in 2012.

A backup internet link (4Mbps/4Mbps) was procured and an SLA signed with the new ISP "Logosoft". A new Security Appliance (Firewall) was installed, 'load-balancing' of internet traffic was archived between two links and "failover" capability was fully implemented. Utilization of internet traffic is done in such a way that the VPN traffic (reserved for staff working on MDG projects since they are located away from the office and for staff from the Banja Luka Office) is routed through the primary Internet link and access to CITRIX is routed through a backup Internet link.

All computers (for Vision users) were updated with new versions of the standard SAP GUI client v.720 and SP log-on pads were updated "VISION PRD [VISION\_Production]" and are ready for a January 1, 2012 go-live of VISION. VISION remote access via CITRIX Access to NYHQ using the standard Active Directory (LAN) credentials was prepared.

Service Manager 9.2 (SM) was successfully implemented and the old Help Desk system (e-mail based) has been fully replaced. Service Manager System is the standard tool to register reported cases, workflow (escalate/re-assign) Interactions and Incidents to the other groups. ProMS/PnP is available for read-only and audit purposes and as of 15 Dec 2011, databases are fully backed up and stored in a safe location, including the training database.

ICT support was provided to all consultants working in the common MDG-F premises.

As part of the "Delivering as One" initiative, all consultants working for the four BiH MDG-F funded projects are located in common premises managed by UNDP. ICT support was provided to these consultants mainly at the level of user support due to agencies' differences in policies (Hardware, Software, ICT Admin access policies, etc.). Enhanced VPN security (TOKEN enabled for end users) for remote connection was also implemented to provide service at this level.

Standard Operating Procedures for usage of Skype have been developed and Skype is being used for interviewing candidates, communication with other UNICEF offices, other UN Agencies, etc.

There is an SSA with a local company for providing ICT support during longer absences of the ICT assistant, with a standard level of support for basic users and hardware (desktop, laptop, printers, etc.). Other forms of support like Network Engenders, network Security specialists, and System Integrator are available upon request and after approval of the ICT Assistant and Operations Manager. Obsolete but usable equipment is donated to implementing partner(s) as per policy and regular practice in the CO. Obsolete and unusable/broken equipment is safely destroyed and disposed of.

### Fund Raising and Donor Relations

In 2011, the funded programme accounted for US\$12.35 million: \$6.25 million was spent and \$6.1 was re-phased to 2012. Around \$2.5 million came from the EU for SPIS (\$1.7 million re-phased); about \$1.4 million from SDC and SIDA for Juvenile Justice (\$0.7 million re-phased); and \$2.1 million from MDG-F Programmes (\$0.65 million re-phased). Thematic funding contributed \$2.2 million to education (\$1.4 million re-phased), and local fund-raising provided about \$120,000. In addition, \$400,000 came from HQ for MICS4, leaving a shortfall of US\$100,000 for completion of the survey.

Over US\$4 million OR were received, bringing the overall allotment for the first three years of the CP to 90% of the CPD and requiring a ceiling increase request. However, perspectives for 2013 are much less positive, with a total expected allotment of around 20% compared to the current yearly expenditure due to the termination of most programmes: three MDG-F programmes, the EU funded programme on Social Protection, and the SDC/SIDA programme on Juvenile Justice. Raising funds will therefore be a priority for the office in 2012.

The FRC met regularly during 2011 to review the funding situation and agree on and monitor actions to identify new funding opportunities. A detailed Fundraising Strategy was drafted at the end of the year and will be completed with relevant action plans for each area.

The main focus throughout 2011 has been to strengthen collaboration with the EU around social protection and to position UNICEF in areas such as education, Roma and people with disabilities. However, access to IPA funds is getting more complex due to uncertainty around disbursement modalities and growing competition.

The CO maintained good partnerships with SDC and SIDA around the Juvenile Justice programme but is also exploring other funding possibilities. Good relations were maintained with other bilateral donors (Norway, US Embassy/USAID, etc). The CO took advantage of participating in RO-led proposals e.g. the EU proposal on violence prevention and HQ initiatives (equity funds), and will continue to focus on contributing to regional EU funding possibilities as this is an important area of opportunity. Other activities included liaising with the MDG-Fund and building relationships with the private sector (M-Tel and the American Chamber of Commerce).

The CMT regularly reviews Office and Monthly Management Reports which include key indicators related to a) implementation; b) the funding situation c) donor reports d) DCTs and e) status of SSAs, PCAs, travel and supply. Donor reports are prepared by Programme staff and reviewed by the Deputy Representative. Out of 15 donor reports, only one has been submitted 20 days after the due date. All PBAs were fully utilized before expiry. The office closely monitors disbursements and, as recommended by the 2010 audit, has ensured a more balanced approach to disbursement patterns and timely re-phasing of funds and requests for PBA extension.

### Management of Financial and Other Assets

In 2010, the CO was rated satisfactory in all areas, including Operations, and two pending audit recommendations from 2010 were closed in March 2011. All operational targets and indicators were fully met, including in the areas of finance and supply. This continues the trend of the CO successfully safeguarding financial and other assets of the organization in order to ensure their efficient, timely, cost-effective and transparent utilization.

All financial closures (semi-annual, annual and monthly) were successfully completed in full compliance with prescribed deadlines, including bank reconciliations. The CO had no outstanding non-reconciled financial accounting transactions in 2011 since the office introduced the practice of reconciling transactions on a daily basis. OBOs were cleared and closed in May 2011.

The CO continues to effectively optimize local bank account balances. Quarterly and monthly cash forecasts, bi-weekly replenishment requests, as well as month-end positions are all carefully reviewed and monitored and are regularly posted on the Bank Optimization site. Operations uses Web Accounting portal as a useful tool for monitoring the status of various accounts (AP, AR, PAR, OBOs, etc) and other financial indicators.

Outstanding DCT over nine months has always been below 5%, all PBAs were used before expiry and 100% of RR was spent by year-end.

HACT has been fully implemented since April 2008 and all requests for cash transfers and utilization reports were submitted using the Funds Authorization and Certification of Expenditure (FACE) form. Partner profiles and micro-assessments were prepared for new partners and updated for existing partners, and potential risks associated with future collaboration were assessed by programme and operations. Issues that required immediate attention related to specific implementing partners were addressed and results shared with respective budget holders and senior management. Assurance activities are implemented on a regular basis through spot checks and findings are shared with all staff. A special audit was undertaken for one implementing partner using HACT guidelines and ToRs. HACT refresher training for new implementing partners and staff was organized in May 2011.

In June 2011, SAP/HR Payroll was introduced at the CO level, with all activities (including payroll and processing overtime, PAF entitlements, and MIP) processed by HQ and paid successfully within the CO.

The Support Budget was monitored regularly for effective use by the CMT through the Monthly Management Report (MMR). As of 31 December, 100% expenditure for non-local posts category managed by the CO had been accomplished. New agreements were signed for Sarajevo and Banja Luka rental of premises. LTA for Stationery and Computer supplies was utilized in order to achieve further costs savings and reductions. Further gains in efficiency and costs reduction related to Cost Control actions of the CO are noted in the efficiency gains section (4.4.) below.

### Supply Management

In the context of a Middle Income Country, the supply component continues to be relatively small at around US\$629,697, representing 10% of total CP implementation. However, the strategic use of supplies has contributed significantly to key programmes, especially in relation to SPIS, IECD Equity Project, Juvenile Justice and Education. In most cases, it was directed towards schools, IECD Centers, police stations and other services. All supplies were procured and delivered on time, including offshore and local procurement, with proven quality of goods/services and quality of suppliers contracted.

Supplies were used to equip six IECD satellite centers with furniture and didactic materials, thus enabling the provision of integrated ECD services to families and children. Greenhouses were procured as part of the

Equity Income Generation project. In order to support immunization, the CO was involved in off-shore procurement of Homocues for an Anemia Project for the Public Health Institutes (PHI) of the Federation and RS, respectively. The office supported and coordinated efforts with RS and FBiH PHIs in customs clearance procedures and in-country transportation.

Other supplies included psychological tests for SPIS municipalities, IECD equipment and furniture, various supplies for MDG-F DEG and C&D projects (furniture, speech therapy sets, microscopes, didactic materials, technical materials, etc), as well as equipping police stations as part of the Juvenile Justice project. The procurement of these goods and services enabled capacity-building for Entity Public Health Institutes in supply chain management, and other implementing partners also gained professional expertise from these services.

UNICEF provision of different printed materials was also key to advocacy and communication activities around IECD, Education and SPIS and contributed to C4D development in these areas.

Additionally, UNICEF collaborated with other UN agencies on supply related to LTA of office supplies and consumables. Apart from off-shore supplies for immunization purposes, nearly all supplies were procured locally, thus supporting local markets and enabling procurement at competitive prices. The Supply Volume Plan was completed in March 2011 and reviewed throughout the year to ensure monitoring of its implementation. Monitoring of supplies, including status reports of the Supply Volume plan, was performed regularly as part of the CMT review of the Monthly management status report.

Further supply activities included conducting a physical inventory of operations and programme supplies, completed in Q4 of 2011, as part of VISION preparatory activities.

Given the transition to VISION and SAP, lessons learned will be incorporated into achieving greater synergy of inputs in terms of technical specifications and outputs in terms of goods/services for UNICEF and implementing partners. This will entails strategically engaging in LTAs, where appropriate and where greater savings and more efficient delivery can be achieved through volume cost efficiency.

### Human Resources

Besides on-going management of an office structure of 31 posts, HR in 2011 provided guidance, assistance and support for the selection of external consultants and individual contractors. HR participated in recruitment procedures for 17 announced vacancies which included staff positions, UNVs and consultancies. Competency Based Interviewing principles were used for all staff positions. HR also maintained a roster of consultants which is of increasing relevance in a context of growing technical assistance needs.

In order to strengthen accountability and focus on results, individual work plan outputs were developed in PAS in accordance with key AMP priorities. All PERs were completed on time. Training on new PAS was conducted for all staff.

As staff development and training is considered a key area, the CO promoted training for all SMs, including a gender workshop, a session on EPR and refresher courses and presentations on topics such as new contractual obligations, security administration and IPSAS. All new staff received briefings and training on Security in the Field (online and by UNDSS) as well as on Prohibition of Harassment, Sexual Harassment and Abuse of Authority.

The CO supported the participation of one SM in the Senior Leadership Initiative, one in the LDI, two SMs in the supervision skills workshop, three SMs in PFM trainings as well as staff participation in regional and global meetings. To facilitate personal training, staff also utilized flexible working hours, and several staff used learning day opportunities. All trainings and learning events are part of a plan which is reviewed and updated regularly by the training and learning committee.

All SMs have been trained in Vision modules by six Vision super-users. One SM was trained as a VISION Core User and has provided support to the region.

To follow up on the GSS and on the 2010 team-building event, a seminar was held to strengthen communication and conflict resolution skills. In light of the heavy workload and of the need to strengthen communication and creativity skills, the CO plans to have a team-building/stress management workshop in the first quarter of 2012.

As per the HR initiative, periodic examinations were conducted to the satisfaction of all staff. The UNICEF BiH CO observes the minimum standards on HIV/AIDS in the workplace. PEP kits and condoms are available in the office as well as first aid kits and basic medicines, including sufficient prorated TAMIFLU doses as per WHO guidelines.

As of July 1, the SAP HR/Payroll module went live. All preparatory activities were completed, including detailed verification of HR master data, leave balances and emergency contacts. The system is fully operational and is running without any delays/impact related to entitlements.

One ongoing issue is the Income Tax Law in FBiH which stipulates that national staff have to pay local taxes, in contradiction with the Convention on Privileges and Immunities. This issue has been addressed with government authorities by the UNCT and especially by the Resident Coordinator.

### Efficiency Gains and Cost Savings

Efficiency gains and savings were achieved in 2011 through continued use of UNDP Long-Term Agreements for stationery and office supplies and through increased use of ICT technology (video conferencing and Skype for meetings, web-ex sessions and recruitment purposes).

Following the Executive Director's memo on Cost Control, the CO established a cross-sectoral Cost Control Task Force to identify potential areas for cost reductions and to propose concrete actions. The following areas were identified as potential opportunities for efficiency gains: translation, travel arrangements, training and transportation services. A major cost reduction was achieved by introducing flexible working hours in the Transport section which resulted in a 20% decrease in overtime. Other actions included the use of volunteer translators.

In 2012, the CO will continue to review its expenditures in programme and operational areas to identify potential areas for further savings, with a special focus on translation costs which remain high. Another important area will be the search, as part of the UNCT, for free-of-charge premises now that the new BiH State Government has been formed.

### Changes in AMP and CPMP

The year 2012 will be a significant one as several large programmes move into their third and final year of implementation, and are expected to build on results achieved so far to have a tangible impact on children. It will therefore be a year of continuation and consolidation, with no major changes in terms of areas of intervention or programmatic focus.

One of the main priorities for 2012 will be to continue or complete the implementation of these programmes and, when appropriate, negotiate a possible extension with partners. This will be the case for the Justice for Children programme. In other cases, especially for Social Protection and Inclusion and the

three MDG-F funded programmes, the priority will be to identify alternative sustainable modes of operation as extension of funding is not envisaged as a real option. Fundraising and partnerships will therefore be reflected as a major priority in the AMP for 2012.

Another key priority in 2012 will be the Mid-Term Review (MTR). Timing is very appropriate as this will be an important opportunity to assess progress against 2010-2014 planned results, to identify lessons learned and to suggest recommendations for the rest of this Country Programme as well as for the next one. This should help to further strengthen the quality of programme implementation and strategies used to achieve results, especially for the most vulnerable children and families.

The CPMP will then reflect the outcomes of the MTR process and propose changes for 2013 in accordance with the priorities defined for the second half of the CP.

### Summary Notes and Acronyms

[1] All data on poverty and the social exclusion taken from [www.undp.ba](http://www.undp.ba)

[2] WHO World Health Statistics: Health Expenditure, 2009

[3] [http://siteresources.worldbank.org/INTBOSNIAHERZ/Resources/361930-1158952005259/English\\_PEIR\\_Chapter5.pdf](http://siteresources.worldbank.org/INTBOSNIAHERZ/Resources/361930-1158952005259/English_PEIR_Chapter5.pdf)

[4] The World Bank, *Are Skills Constraining Growth in Bosnia and Herzegovina?*, 2010.

[5] UN Child Mortality Report 2011

[6] Iodine Deficiency in BiH; iodine status and value of hemoglobin in blood of pregnant and lactating UNICEF (2009)

[7] *Progress towards Realization of MDGS in BiH* page 44

[8] Joint Monitoring Programme for Water Joint Supply and Sanitation, 2010 (data refers to 2006)

[9] *ibid* page 49 & 50

10 Situation Analysis of Children without Parental Care in the FBiH (supported by UNICEF)

11 UNDP National Human Development Report, 2007

12 Analysis of Child Poverty and Exclusion in BiH 2009

13 Household Budget Survey 2007

### Document Centre

#### Evaluation

#### Other Publications

#### Lessons Learned

	Title	Document Type/Category
1	"Equal Opportunities for Good Early Childhood Development in Bosnia and Herzegovina: Providing Integrated Services for Children and Parents in Rural Areas"	Innovation

#### Programme Documents