

COUNTRY OFFICE ANNUAL REPORT for: Montenegro



1. EXECUTIVE SUMMARY

2010 has been a significant year for Montenegro's vulnerable children.

Several legal/policy documents were finalized with UNICEF support. The Juvenile Justice Law paves the way for a separate system; the Law on Protection from Family Violence was developed together with UNICEF, the UN system and OSCE; Montenegro's first Early Learning and Pre-school Education strategy, grounded in principles of equity, was adopted. The Concluding Observations of the Committee on the Rights of the Child, published in October 2010 are in harmony with UNICEF analysis, and the Opinion of the European Union made specific reference to adherence to UNICEF standards in the process of child care system reform.

UNICEF plays an active role in the "Delivering as One" approach which took off in 2010.

The Government and UNICEF turned evidence about discriminatory attitudes towards children with disability (including those in institutional care) into a nation-wide effort to address social norms towards children with disability. The programme was reviewed and modified while preserving those elements where progress had been made in child care system reform. Grounded in the results of an August KAP survey, "It's About Ability", launched by the Prime Minister, UNICEF Representative, and Head of the EU Delegation, involved over 100 partners in multi-layered programme and communication campaign related to social inclusion, inclusive education and de-institutionalization. An evaluation of the first phase of the campaign showed measurable progress. For example, the number of people who think children with disabilities should only be in special institutions almost halved.

The participation of children and young people, and strategic partnerships for "It's About Ability" with the Prime Minister's Office, Government line ministries, the EU delegation, NGOs, Council of Europe, UN system, OSCE, Embassies, parliamentarians, and the media were critical. As a result of the campaign, engagement with the private sector has also been harnessed.

Collaborative partnership with the EU continues to be of paramount importance, politically and programmatically. The Opinion contains important recommendations for children, and in December 2010, UNICEF signed a 1.3 million euro grant for child care system reform.

As a small country office, with high expectations, there continue to be challenges in human resource capacity.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Less than five years after regaining independence, Montenegro became a candidate for membership of the European Union (EU) on 17 December 2010. Montenegro is in a strong position to create optimum conditions for equity and human security.

The Committee on the Rights of the Child delivered its first Concluding Observations for Montenegro in October. In September, Montenegro delivered its Mid Term Report on the MDGs. In November, the EU delivered its positive "Opinion" on Montenegro's application for membership. All documents illustrate that while progress is evident, disparities represent an impediment to the fulfillment of child rights.

Refugees and unregistered Roma remain among the most vulnerable. Almost 40 per cent of Roma, of whom two thirds are children, lack either birth or citizenship documentation. Montenegro's first Early

Learning and Pre-School strategy, adopted in September 2010, paves the way for breaking the cycle of exclusion. Research on most-at-risk-adolescents (MARA) from the IDP Roma population revealed low knowledge on HIV/AIDS; evidence of high-risk behaviour among males; and low levels of education, especially among girls. While the national under-five mortality rate is 8 per 1,000 live births, it is estimated to be three times higher for Roma.

In order to open negotiations for EU membership, Montenegro must make progress on seven key recommendations including tackling discrimination and implementing a sustainable strategy for the closure of the Konik camp in Podgorica, home to refugee and domicile Roma.

The impact of the global financial crisis and consequent steep economic decline in the country resulted in an increase of poverty from 4.9% in 2008 to 6.9% in 2009.

Respect for gender equality, the protection of minorities and vulnerable groups such as persons with disability require significant attention. In this respect, the adoption of the Law on Anti-Discrimination represents an important achievement.

According to the CRC Committee's Concluding Observations and the EU "Opinion", continued harmonization with international standards, and effective implementation of domestic legislation and policies is required. There is a need to strengthen public administration and monitoring of children's rights, particularly through the Ombudsman's Office, the Council on Child Rights, and civil society. Further efforts are needed in data collection and analysis.

A UNICEF KAP revealed social distance and discrimination towards children with disability. Only 42 per cent of respondents would accept that a child with disability goes to the same school as their child, and two thirds would find it unacceptable that a child goes to the same class. While there has been progress in policies promoting inclusive education, implementation is still a challenge, and addressing social norms takes time. Development of a comprehensive set of alternative services for children without parental care and children with disabilities continue to require focus. The existing social protection system does not fully comply with Montenegro's international commitments. A network of services is not fully developed, and the system is focused on financial benefits and institutional residence.

Gender issues require greater emphasis. Montenegro submitted its first report on CEDAW in 2010. Women remain underrepresented at the decision making level. Domestic violence and attitudes towards gender-based violence are worrying. Positive developments include the adoption of the Law on Protection from Family Violence in 2010. However, capacity building activities and additional investments in systemic infrastructure are necessary for effective implementation.

Children in conflict with the law require additional support. The Juvenile Justice Law has been finalized, but is pending adoption in Parliament. Alternative sanctions need wider application. However, the development of a Plan of Implementation of Community Based Work for Juveniles began in 2010 and mediation is increasing.

Decentralization, as well as full democratization and accountability, remain ongoing challenges. People lack information and capacity to influence the quality of services.

UNICEF produced numerous video and print materials in 2010 in support of inclusion, parenting and early childhood. See <http://www.youtube.com/user/UnicefMontenegro#g/u> and <http://www.unicef.org/montenegro/> for details on "It's About Ability" – a Child-friendly booklet on the Convention on the Rights of Persons with Disability and the accompanying guide for teachers; EU Youth Opinion Poll; documentaries and leaflets on pregnancy and parenting.

In December 2010, Montenegro experienced the worst floods in its history highlighting the need for a strengthened focus on Disaster Risk Reduction and Early Warning strategies.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

The overall goal of the country programme, which has a two year cycle (2010-2011) in order to harmonize with UNDP, is to support national efforts towards ensuring that children and women, particularly those who are in need of special protection, live in poverty and are socially excluded, enjoy and exercise their rights.

In 2010, the country programme has also benefited from being a part of the UN Integrated Programme, as part of the Delivering as One approach, in particular the pillars on Democratic Governance and Social Inclusion which have led to increased inter-agency coherence around key equity focus areas, including de-institutionalization, judicial reform, and support to vulnerable children and families, including refugees, IDPs, children who are victims of violence, children with disability and children without parental care.

The programme has used a mix of strategies, notably capacity development, assisting the Government through social and judicial reform, and communication for development to hone in on addressing disparities and social norms affecting the most vulnerable and marginalized groups.

The programme, particularly in light of increased UN coherence, has seen some success in addressing embedded social norms towards socially excluded groups. However, there is still some way to go to find fully durable solutions for refugees, Roma, and vulnerable children, such as children with disability and children without parental care. This will continue to be addressed through positive engagement with Government and partners, and long term technical assistance and access to strategies that work. Working at the policy level, with national and local authorities on standards and grass roots interventions, with a broad range of partners, notably Government, international and national community, civil society and children and young people themselves, form the core of UNICEF's approach towards achieving equitable outcomes for all children in Montenegro.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

The Government welcomed UNICEF's strategy of longer-term technical assistance, with repeated missions for capacity development and local technical support.

Based on agreement with relevant line ministries, capacity building included deinstitutionalization of children with disabilities. Social workers and staff in the Children Home 'Mladost', Bijela were coached in developing individual care plans for children and how to prepare them for deinstitutionalization. Twelve practitioners completed the training course on Intensive Interaction Therapy which unlocks the world of children with profound disabilities. Following the establishment of Inter-sectoral Commissions for orientation of children with disabilities, the final round of capacity building workshops helped train the staff of the Centres for Social Welfare, Centres for Support of Children with Disabilities, and Day Care Centres. The training resulted in the production of A Manual To Ensure Sustainability.

UNICEF in partnership with the British NGO, Lumos, and the Ministries of Education, Health and Social Welfare undertook a comprehensive analysis of the child care system in order to develop a master plan of transformation and identification of capacity development requirements and gaps for the creation of a continuum of services. The Plan will be finalized in early 2011 and will form the basis of further capacity development initiatives in this area. UNICEF facilitated in-country exchange of knowledge and capacity development through supporting established practitioners from the Day Care Centre for Children with Disabilities in Bijelo Polje (opened with UNICEF support in 2004) to participate in trainings of new staff of the newly opened Day Care Centre in Niksic.

For enhancement of capacities in implementation of the future Juvenile justice law, specialized training programmes were conducted benefiting more than 200 professionals, of whom judges and prosecutors were trained in practical implementation of alternatives for juvenile offenders. Advanced training for 22 mediators was also conducted.

A strategy and action plan for enhancing the capacities of the Ombudsman's Office in the area of children's rights was developed, together with staff from the institution.

Trainings on human rights, social rights, health prevention and youth participation were delivered to 50 young Roma, who in turn have mobilized and formed their own NGO.

3.1.2.2 Effective Advocacy:

UNICEF Montenegro has long been advocating for comprehensive reform of child and social protection system. Accession to the EU is a top foreign policy priority, and the office has established a strong partnership with the Delegation of European Union to Montenegro including through strategic engagement when developing EU annual and analytical reports. The fact that important elements from the Concluding Observations of the Committee on the Rights of the Child were echoed in the EU Opinion's analytical report (which made specific reference to adherence to UNICEF standards), represents an important validation of the areas in which UNICEF has been advocating for progress.

Based on the results of the 2010 KAP survey on children with disabilities, and concern about public reaction to family-type alternatives for the children of Komanski, the Government, along with UNICEF and the NGO Most, launched a mass media campaign "It's about Ability". The evidence that UNICEF presented was a key factor in effective, high level advocacy, including with the Prime Minister who led the opening and closing of the first phase of the campaign. The campaign attracted widespread support from within the international and national community, including from the private sector.

Special sessions of local parliaments on building inclusive communities were held across the country. Children from school parliaments and representatives of parents' associations were able to address parliamentarians directly. At these sessions, plans for day care centres for children with disabilities were announced in several municipalities.

Children were empowered to advocate for their rights. One minute juniors on inclusion were produced and aired, and young disabled activists invited to appear on a number of TV shows during the campaign period. Children also met with Government officials and senior diplomats for an inter-generational dialogue on inclusion.

A senior Montenegro delegation visited the UK in September to see first hand the types of services that should be introduced in Montenegro. There is now clear understanding and ownership of the next steps in the reform process. UNICEF supported a camera crew to accompany the delegation to produce a documentary for sharing the experience of the UK with a broader audience.

3.1.2.3 Strategic Partnerships:

Within the awareness-generating campaign “**It’s about Ability**”, aimed at promoting behaviour change towards children with disabilities and their rights, a broad coalition of strategic partners from all segments of the society was successfully created. The coalition supported the implementation of the campaign providing a strong legitimacy and ownership. Active members of the coalition were the Government of Montenegro, EU Delegation, Council of Europe, UN system, OSCE, embassies, associations of parents of children with disabilities and other civil sector organizations promoting rights of children and adults with disabilities, all print and electronic media, private sector, children with and without disabilities and parents from all over the country.

Within the UN Integrated programme, developed as part of the Delivering as One approach, a comparative advantage analysis of UN agencies was undertaken and a mapping of partners in 2010. UNICEF has built on its comparative advantage in areas such as communication and child participation to broaden and deepen its partnerships within Government, but also with the diplomatic and international community, NGOs, the media and the private sector. As a result UNICEF has successfully leveraged support to local and national entities for areas such as social inclusion, inclusive education, local planning and child protection.

As the country programme is designed to contribute to a sustainable legacy for children, partnership is essential to leverage short and long term results.

To implement the programme the Country Office (CO) is working with Government, parliamentarians, the private sector, professional associations and academic institutions, the media, local municipal authorities and services, and civil society. International partners include UN agencies for democratic governance and social inclusion, the European Union for juvenile justice and child care system reform, OSCE for violence prevention, mediation, and road safety, the Council of Europe on inclusion, and the private sector on school without violence and inclusion of children with disabilities.

3.1.2.4 Knowledge Management:

In 2010, UNICEF Montenegro conducted several useful and relevant surveys: **knowledge, attitudes and practices (KAP) survey related to children with disabilities**; **EU Youth Opinion Poll**; and the KAP survey on road safety. All of them provided reliable data that was not previously available. The KAP survey on children with disabilities was shared widely with the media and all partners within the **It’s about ability** campaign. **The EU Youth Opinion Poll** was also shared with partners – Ministry of European Integration, Ministry of Education, and EU Delegation – and provided useful ground for discussion at a **press conference** with young people shortly after the European Commission gave positive Opinion on Montenegro’s application to the EU. The KAP survey on road safety proved to be a unique resource of relevant information and it was shared with the coordination group on road safety consisting of representatives of the Government, international community and civil society organizations.

The first Situation Analysis on Children for Montenegro as an independent country was completed in 2010 using a human rights-based approach. It is pending final Government approval at the cabinet level and will be published in the first quarter of 2011.

Following the worst floods to hit Montenegro in December 2010, UNICEF participated in a rapid inter-agency needs assessment that is informing both the UN response and providing important information and strategic ideas on disaster risk reduction and early warning.

In late 2010, UNICEF Montenegro started a facebook page, which has now close to 1,000 members. UNICEF studies, updates on activities and releases have been shared with members, the majority of whom are young Montenegrins.

UNICEF facilitated access by Government officials to important knowledge networks, particularly in the fields of early childhood development, data and statistics, education and child protection.

3.1.2.5 C4D Communication for Development:

Communication for development (C4D) is a key strategy as addressing social norms is a prerequisite for fulfilling the equity agenda in Montenegro.

UNICEF Montenegro, in consultation with a broad range of partners conducted a systematic, evidence based, strategically oriented “*It’s about Ability*” awareness raising campaign aiming at promoting positive and measurable behaviour and social change towards children with disabilities in 2010.

In August 2010, UNICEF conducted a KAP survey, which showed considerable social distancing of children with disabilities. Based on these results, UNICEF established a broad coalition of strategic partners and launched a comprehensive campaign on the rights of children with disabilities to address the discriminatory attitudes towards them and promote the required behaviour change.

The campaign’s key messages – “*Where many see difficulties, we see opportunities; where many stand back, we see our friend; where many see weakness, we see courage; and where many see burden, we see love*” were based on an earlier campaign from Croatia, and presented to the public through billboards, city lights and TV video clips for 3 months, showing children with disabilities as active members of society – as athletes, friends, musicians, dancers, students, daughters, sons, brothers and sisters.

Other complementary activities ensured visibility and public support for the campaign such as: special sessions of school parliaments; organisation of special sessions on children with disabilities in local parliaments; an intergenerational dialogue with the Government and international community; a special event “Basketball for everyone” organized in partnership with Special Olympics; launching of the child-friendly ‘Convention on the right of persons with disabilities’ and manual for teachers. As a result of the campaign, social distance towards children with disabilities decreased by 10%.

As a follow-up to the 2009 behaviour change campaign on early childhood “*The Early Years – An Opportunity of a Lifetime*”, promotional material for centres for ante-natal education and maternity wards were developed in 2010. The promotional material - leaflets, posters and 4 short documentaries on the importance of breastfeeding, delivery in baby-friendly maternity wards, healthy life-style during pregnancy, and centres for ante-natal education were distributed to all Montenegrin nurseries, schools for parents and healthcare centres.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

The first Situation Analysis of Children in Montenegro has been completed using a human-rights based approach that involves three levels of analyses: causality, role-pattern and capacity gaps analyses. The study is divided into three main parts: 1) the creation of child rights culture in Montenegro; 2) child rights and social inclusion with an emphasis on education and health, and 3) child protection issues. The analysis represents a comprehensive resource on the latest data related to children and a reference point for future research in this area. The added value to this analysis is the participatory approach that characterized all phases of its implementation. A number of ministries and civil sector representatives participated in the process and provided their comments that contributed to its end quality and relevance. The Situation Analysis is currently pending official approval by the government (cabinet level) before it can be published.

The Situation Analysis (SITAN) as well as the Concluding Observations of the Committee on the Rights of the Child and the EU Opinion/Analytical report provide the roadmap for the development of

the new country programme of cooperation, 2012-2016 and confirm UNICEF Montenegro's focus on the most vulnerable and disadvantaged children as well as defining a rights-based legacy for children (including robust independent monitoring systems).

As part of the development of Phase II of the UN Integrated Programme (in lieu of an UNDAF), an executive summary of the Common Country Assessment was produced, with substantive inputs from UNICEF and based heavily on the human rights based approach used by UNICEF to draft the SITAN (awaiting Government approval).

UNICEF actively participated in the pre-sessional meeting of the UN Committee on the Rights of the Child and produced a rights-based analytical report for consideration by the Committee.

3.1.3.2 Gender Equality and Mainstreaming:

UNICEF Montenegro developed a full-fledged Gender Mainstreaming Strategy that underlines the need to ensure that assessments, studies and evaluations are conducted with a gender approach and that sex disaggregated data are used whenever possible.

Special effort has been made to address gender issues in HIV prevention activities among Roma most-at-risk adolescents (MARA) in Montenegro. This was done by strengthening national capacity to include MARA in national HIV/AIDS strategies, addressing the lack of information and data regarding MARA, promoting basic hygiene and healthy living habits, including reproductive and sexual health, and building leadership skills among young adolescents from the Roma, Ashkalia and Egyptian community. An evaluation of these activities showed that many young Roma women felt greatly empowered after participating in a series of workshops and being allowed to speak on a range of topics including human rights, gender stereotypes, family violence, stigma and discrimination, access to health services and the right to education.

The Government of Montenegro adopted the Initial Report on the implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) at the session held on 24 February 2010. UN Gender Thematic Group is to submit the separate report on implementation of the CEDAW in Montenegro by 21 January 2011.

The Prime Minister declared 2010 as the Year of fight against domestic violence. The adoption in July 2010 of the Law on Protection from Family Violence, which is in line with the international standards, represents a significant breakthrough in this area. However, there is recognition that its full implementation will require strengthening of institutional framework along with attitudinal and behaviour change in society.

According to EU Opinion (November 2010), gender equality is not fully ensured in practice. The Opinion also reiterates the need to fully implement the recently adopted Law on Prohibiting Discrimination (2010).

Within UNICEF too, although due attention to gender issues is given in its programming, further capacity building of UNICEF staff and national partners on gender is recommended and will be ensured.

3.2 Programme Components:

Title: *Child protection and Social Inclusion*

Purpose:

This programme component aims to address gaps in the completion and implementation of the child care system reform agenda, and to secure greater investment and action in inclusion and protection of the most vulnerable and marginalized boys and girls, including Roma,

refugees, children with disability, children living in poverty, children in conflict with the law, children without parental care, children at risk, and child victims of violence, abuse and neglect.

Interim Results (IR):

IR 1: By end 2011, the child care and judicial systems can progressively support boys and girls in conflict with the law and boys and girls in need of special protection.

IR 2: By end 2011, Montenegro addresses disparities and gaps in access to quality social services for excluded and vulnerable boys and girls and families.

Resources Used:

Total approved for 2010 as per CPD: US\$1,256,657

Total available for 2010 from all sources: RR: US\$257,382.50; OR: US\$725,488.60 Total: US\$982,871.10

Donor	PBA	Allocated	Spent
UNICEF (For GR Allocation Only)	GC/2009/0405	257,382.50	257,293.14*
T49907 Basic Education and Gender Equality	SC/2006/9901	280,600.00	276,431.19*
T49910 Child protection: preventing/R	SC/2006/9904	89,500.00	84,301.73
I49905 European Commission/EC	SC/2008/0798	210,961.65	210,961.65
U99967 UNDP – MDTF	SC/2010/0470	57,012.00	44,677.38
T49904 Global- Child Protection THEMATIC FUND	SC/2010/9904	36,800.00	20,561.75
T49911 Policy Advocacy and Partnership	SC/2006/9905	25,000.00	17,570.92*
G21601 Ireland	SC/2007/1111	25,614.95	25,613.55
TOTAL		982,871.10	937,411.31*

* The figures include OBO.
(All amounts in USD)

Result Achieved:

Important results have been achieved in the area of Juvenile Justice with the completion of €0.5 million project funded through the EU’s Instrument for Pre-Accession Assistance (IPA) 2007. The draft Juvenile Justice Law is ready for adoption by Parliament and an external evaluation of the project validated the success of the project and laid the ground for future work.

UNICEF and UNDP, through a joint programming approach that resulted in the signing of separate project contracts, successfully developed a social inclusion programme together with the Government of Montenegro that received a grant of €3 million euros from IPA 2010, of which almost €1.3 million is assigned to UNICEF for Child Care System Reform.

The development and adoption of the Early and Preschool Education Strategy, with full UNICEF support, and grounded in principles of equity and inclusion, was a remarkable step forward in this area. The Government has also committed to developing a comprehensive Early Childhood Development policy.

Communication for development was fully applied through the implementation of the “It’s about Ability” campaign which was a highlight of the year.

Among specific achievements, the following are noteworthy:

- a) Mapping and assessment of available services in child and social protection system with a view to development of a master plan in 2011;
- b) High level study visit to United Kingdom for first hand viewing of alternative family and community based services;
- c) Capacity of professionals in child and social protection institutions strengthened, focusing on

- revision of individual care plans and preparation for deinstitutionalization;
- d) Assessment of Montenegrin children placed in institutions in Serbia conducted and individual protection plans with a view of deinstitutionalization developed;
- e) 12 practitioners awarded with certificates on Intensive Interaction Therapy;
- f) New staff of Day Care Centre for children with disabilities in Niksic trained on international standards in this area;
- g) Over 200 juvenile justice professionals attended specialized training on child rights and international standards relating to juvenile justice;
- h) Alternatives to criminal prosecution of children promoted resulting in increased utilisation of attendance orders and mediation, including through the work on an ad-hoc working group chaired by Deputy Minister of Justice and in-situ technical support to the mediation centres in Bijelo Polje and Podgorica. Mediation identified by Government as a priority area for funding under “Delivering as One”;
- i) Expert technical support to the Ministry of Labour and Social Welfare provided for development of the Plan of Implementation of Community Based Work for Juveniles and accompanied by a study tour to Slovenia for pilot municipal, judicial and social welfare officials;
- j) Child participation supported through project of School Parliaments with NGO Centre for Child Rights, and during the “It’s about Ability” campaign;
- k) The “It’s about Ability” campaign, aimed at behaviour change towards children with disabilities, implemented. As a result of the campaign, social distance towards these children reduced by 10%;
- l) Technical support provided to the Ministry of Education and Science in preparation of Strategy for Early and Preschool Education;
- m) Promotional material (500,000 leaflets, posters and 4 documentaries) on ECD produced and distributed to all nurseries, schools for pregnant women and healthcare centres;
- n) Trainings on human rights, social rights, health prevention, HIV/AIDS, and youth participation were delivered to 50 young Roma activists.

Constraints:

- Discriminatory attitudes towards and social distancing of children with disabilities that resulted in major reprogramming, consequently affecting the pace of progress.
- Internal and external human resource/capacity constraints.

Monitoring & Evaluation:

Programme monitoring through field visits and HACT supported course correction. An independent external evaluation of the Juvenile Justice project informed greater focus on child participation, acceleration of implementation of alternative sanctions, advocacy for adoption of the Law and an increased focus on prevention.

Partnerships:

A good example of partnership was creation of broad coalition around the “It’s about Ability” campaign that included: the Government, EU Delegation, Council of Europe, UN system, OSCE, embassies, Associations of Parents of Children with disabilities and other NGOs, media, private sector, children and parents from all over the country.

Traditional partnerships with relevant ministries and state institutions continued while particular attention was paid to collaboration with local authorities and civil sector.

Future Workplan:

1. Child care system reform through IPA 2010 funded Social Inclusion project.
2. Revision of the law on social and child protection and development of by-laws.
3. Development of internal procedures for the Institute for Social Welfare.
4. Development of child protection standards, monitoring system, and creation of a joint child protection database.

5. Training of professionals for the prevention of institutionalization and inclusion of vulnerable children.
6. Development of standards for Small Group Homes, capacity building of staff and preparation of children from Komanski Most for the transition.
7. Support to partial de-institutionalization of children in Bijela and gradual transformation of the institution into a non-residential centre for protection services.
8. Support to the establishment of a network of Day Care Centres for Children with Disabilities.
9. Development of a strategy on fostering and training programme for recruited foster families.
10. Support to development of the Social Innovation Fund/Programmes.
11. Phase II – It's About Ability.
12. Juvenile Justice "plus" - implementation of the Law and secondary legislation, prevention, violence against children, broader use of alternative sanctions, data and monitoring.
13. Early Childhood Development policy.
14. HIV/AIDS prevention and increased participation, focusing on MARA.

Title: *Child rights, policies and planning*

Purpose:

The purpose of Programme 2 - Child rights, policies and planning - is to provide support to the implementation of the new legislative framework, as well as subsequent monitoring of the fulfilment of rights. The programme also addresses the issues of institutional capacity to monitor child rights, as well as leadership and coordination at the national and municipal levels. Bearing in mind that adequate statistics and analysis in general, and on children in particular, will have profound impact on planning, decision-making and reform, the programme provides strategic investment in human capital when needed, including in ensuring adequate school and academic programmes.

IR: By end 2011, national and local authorities meet with pre-requisites to systematically apply the principles and standards of the CRC and Copenhagen Criteria and facilitate independent monitoring

Resources Used:

Total approved for 2010 as per CPD: US\$ 814,582.50

Total available for 2010 from all sources: RR: US\$342,617.50; OR: US\$182,502.33

Total: US\$525,079.03

Any special allocations (list); List of donors

Donor	PBA	Allocated	Spent
UNICEF (For GR Allocations Only)	GC/2009/0405	342,617.50	342,576.70*
T49910 Child protection	SC/2003/9904	13.68	0.00
T49907 Basic education and gender equality	SC/2006/9901	24,670.52	23,541.45
T49910 Child protection	SC/2006/9904	38,542.69	34,123.19
T49911 Policy Advocacy and Partnership	SC/2006/9905	70,000.00	38,003.69
I49905 European Commission/EC European Commission/EC	SC/2008/0798	15,444.64	15,444.64
UNDP	SC/2010/0470	33,790.00	0.00
TOTAL		525,079.03	453,689.67*

***The figures include OBO. All amounts in USD.**

Result Achieved:

The key results were:

- a) The Concluding Observations of the Committee on the Rights of the Child and the EU Opinion and Analytical report were in harmony with UNICEF analysis, and in the case of the latter made specific reference to UNICEF standards in the process of child care system reform;
- b) Strengthened capacity of the Ombudsman office and the Ministry of Human and Minority Rights in data collection and monitoring of the rights of children in conflict with the law;
- c) External evaluation of the National Action Plan for children 2004-2010 initiated;

- d) Activities on the implementation of Local plans of action for children intensified in: Bijelo Polje, Bar, Berane, Niksic and Tivat, while the process for developing LPAs has begun in Kotor, Rozaje and Ulcinj;
- d) The “It’s About Ability” campaign successfully implemented and special sessions of Local parliaments devoted to inclusion organized;
- e) The first Situation Analysis of Children completed;
- f) Initial steps in the preparation of the Child Poverty Study undertaken;
- g) The activities on development of the World Bank’s Public Expenditure Review focusing on social expenditures monitored and supported;
- h) Youth Opinion Poll on EU Integration conducted and presented to the public as part of follow up to 2009 Conference on the Copenhagen Criteria and Children;
- i) A study visit to Berlin for key decision makers provided important orientation for finalization of the draft Juvenile Justice Law;
- j) Representatives of Monstat trained in preparation of TransSMONEE report;
- k) KAP Survey on road safety conducted;
- h) Representative from the Faculty of Journalism trained in Child Rights and Communication, and materials for master’s degree on child rights syllabus shared with relevant professors;
- i) All UNICEF activities have been filmed by a video agency, shared with media and posted on the office website and You Tube. A 30 minute film of UNICEF’s work in 2010 was produced for the Annual Review;
- j) UNICEF Gender Strategy developed and adopted by CMT.

Constraints:

These include: Limited human resources and capacity in UNICEF office; Limited capacities of and ownership among some partners; “Infrastructure” for child rights monitoring is not fully developed; Social attitudes and practices in society are complex and difficult to change.

Monitoring:

Field and HACT monitoring is undertaken for course correction. Key studies include Situation Analysis of Children in Montenegro, KAP Survey on Road Safety. KAP Research on the Social Inclusion of Children with Disabilities, KAP Youth Opinion Poll on EU integration, and Evaluation of NPA for Children 2004-2010

Partnerships:

The key partners in this programme were MoES, MoH, MoHMR, MoJ, MoIPA and MoEI. UNICEF also established good partnership with Parliament, local authorities, public institutions, Ombudsman’s Office, EU Delegation, OSCE, UN agencies, embassies, NGOs and the business sector.

Future Workplan:

Future workplan:

The activities planned for 2011 represent the continuation of the efforts that have been done in 2010. The major activities planned in 2011 are:

- Providing support to the government counterparts in harmonization of national legislation with international standards and obligations that stem from the EU Opinion (Avis) and CRC Concluding Observations: Including inter-sectoral collaboration, capacity building, formulation of National Development Plan, strengthening the role of parliament in monitoring child rights, development of new NPA and five LPAs, support in implementation of relevant legislation.
- Advocacy and awareness raising activities: Including publishing and dissemination of major studies (SitAn, MICS 3), conducting major research (Child Poverty Study, SitAn on Women) and road safety raising awareness campaign.
- Investing in human capital in the area of protection and promotion of child rights: Includes developing syllabus for a master’s course on child rights, introducing a module on child rights in ReSPA, and developing a ‘centre for excellence’ at the university.

- Supporting development of a new National Plan of Action for Children.

Title: *Cross-sectoral costs*

Purpose:

Cross sectoral costs cover salaries of cross cutting staff, travel, training and equipment, as necessary, as well as additional operational support to the Country Office management and administration.

Resources Used:

USD 150,000 RR

Result Achieved:

Smooth and efficient running of the Country Office

Future Workplan:

Continued use of cross sectoral funds for the purposes outlined above

4. OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

The CMT under the leadership of the Representative focused on management oversight of the office performance (both in programme and operations), and on review of the Annual Management Plan and EPRP; CMT adopted Office Communication Strategy and endorsed an Office improvement plan developed in response to the findings of the Global staff survey; all statutory in-house committees continued to function throughout the year.

An exchange of letters in January 2010 preceded signing of the Rolling Work Plan (RWP). Programme coordination meetings were regularly held with the purpose of monitoring programme implementation, analyzing management reports, reviewing key RWP activities, and preparing a short summary to the CMT. Field monitoring and quality assurance were enhanced in 2010 with participation of programme and operations staff. Annual Programme Review with all line ministries was organized on 15 December 2010.

Following events that occurred in relation to children with disabilities put programme implementation at risk. For instance, the Office shifted its work focus from the planned road safety campaign to the awareness raising/anti-discrimination campaign “It’s About Ability”. Accordingly, Equity Tracker for Montenegro was developed refocusing on the most disadvantaged and poorest. The Equity tracker will be used as reference tool for development of new CPD. Regular monitoring of the CO’s emergency response readiness plan was included in the Annual Management Plan.

New staff members received training on business processes and internal control mechanisms. Accordingly, the Table of Authority was updated as and when necessary. Bank optimization is functioning and month-end closure balances were sent on time. Closure of accounts and bank reconciliations were completed on time resulting in the office sending bank reconciliations on a quarterly basis.

The Office continued the practice of reviewing, improving and streamlining work processes by focusing on major bottlenecks, review of applicable rules and regulations, incorporation of latest changes and update of internal forms for full compliance and accountability, and preparation for roll out of new management systems (VISION and IPSAS). Reference Guide on “how to” in Operations along with templates, was developed.

A series of self-assessments were undertaken on Financial Controls, Contracts for Services, and Supply Assistance. Their findings and recommendations were presented to CMT.

4.1.2 Strategic Risk Management:

Due to risks to programme implementation posed by developments related to children with disability, the Office, in consultation with the RO and Government, took the decision to undertake a reprogramming exercise to mitigate impact.

CMT agreed that the emerging risks topic become a standing item on CMT agenda. The risk and control library provides a baseline of 8 key risks and associated controls/responses that may impact the achievement of UNICEF's objectives/results in Montenegro. While it focuses on key risks identified through the risk control self assessment exercise conducted in November and December 2010, it does not constitute an exhaustive list. The risk and control library will evolve over time and the office has committed to update its content annually.

During 2010, EPRP was updated and posted on EWEA System v.2. Country emergency risk assessments were prepared on a quarterly basis and posted on the EWEA website. The process of migrating EPRP into the new on-line structure within the EWEA System is nearly complete. The Emergency FP, as the member of UN Technical Group on Emergencies, participated in the Conference 'National Policy Dialogue – Disaster Risk Reduction'.

Emergency preparedness was integrated in the AMP and Rolling Work plan for 2010-2010 being the subject of regular monitoring and reporting. In the aftermath of the floods in the city of Berane in November 2010, and based on a field assessment, an urgent cash assistance (of US\$5,000) was provided to the municipality through an international NGO. In December, however, the heavy rains continued, and thousands were affected and/or evacuated following the worst floods to hit Montenegro in recorded history. UNICEF, supported by the regional emergency advisor, together with national authorities and UN partners prepared a rapid assessment to identify priority needs and actions for children.

For enhanced security, UNICEF participated in SMT meetings and introduced security arrangements to improve the overall security for both the staff and its premises. Monitoring of regional security developments was undertaken with a focus on fragile countries in the region. The situation and the impact of the global economic and financial crisis was also the subject of ongoing monitoring and regular reporting.

4.1.3 Evaluation:

The updated IMEP, AMP and Rolling Work Plan for 2010-2011 have been used as the key reference documents in planning of evaluation of programme implementation. The Office has also participated actively in the inter-agency M+E group for implementation of the Integrated UN Programme.

To make evaluations as objective and fair as possible, evaluations of major programme activities such as the Juvenile Justice System Reform project, were assigned to and conducted by an external evaluator.

The Office has also made use of the Regional M+E facility which has provided important feedback on draft TORs and evaluation reports.

The JJ evaluation findings have been used in preparation of the follow up project proposal on juvenile justice "plus", while the lessons learned in administering projects funded by IPA funds were incorporated in the project proposal relating to the reform of child care system. The CO has no M&E or Planning Officer (or Deputy Representative), and the M&E function was performed by a staff appointed as the focal point.

However, monitoring and evaluation as a cross-cutting issue is embedded in the daily work of both programme and operations staff. The CO uses a number of monitoring instruments developed internally such as RWP monitoring tool, monthly plans and reports, programme coordination meetings, CMT meetings, staff meetings and bi-lateral briefings. Additionally, some monitoring tools developed globally are actively used in M&E including Equity tracker and EWEA. National M&E capacities remain inadequate and greater understanding among decision makers is required on the importance of sustained quality data collection and use.

The CO recognises the importance of strengthened M&E in the Equity Tracker and will activate strategies in 2011 for strengthened human resource capacity in M&E.

4.1.4 Information Technology and Communication:

The overall IT operations and functionality of the Podgorica Office continued to be managed both by the ITD in Geneva Regional Office (maintaining ProMS Database, Lotus Notes and all related systems that are hosted in Geneva and accessed by Montenegro users via Citrix), and by the UNICEF Montenegro IT focal points in relation to local maintenance of the work stations and laptops, provision of Internet and other connectivity.

Computer set up and installations including applying UNICEF standard image, setup of corporate e-mail client, update of security patches and antivirus software, transfer of data from an existing to the new workstation, configuring printer, scanner and other peripheral devices as well as maintenance and troubleshooting has been outsourced to an external ICT company in 2010. This arrangement ensures smoother and continuous technical support to the end users and reduces the time IT focal point spends on almost daily maintenance and troubleshooting.

The office uses Lotus Notes, ProMS, PnP and Rover BB via CITRIX, which is maintained by RO ITD on a Geneva-based server. All new accounts are created by the RO ITD upon request from the office. Any changes in the user's rights follow the same procedures. The procurement of IT equipment is conducted locally. Computers used by staff are compatible with Windows 7 and MS Office 2010 that UNICEF will start using in 2011.

In 2011 the office will need support from Regional Office/HQ divisions in a number of areas: finalizing administrative and security arrangements for planned office relocation; finding optimal IT services set-up for the office in preparation for office relocation; completing the planned Emergency Training for all staff. Trainings and ongoing support would be required in areas related to the introduction of the new systems and tools such as: E-PAS, VISION, etc.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

Operating in an Upper Middle Income Country with decreasing presence of many donors, UNICEF Montenegro has used its strategic partnerships and comparative advantage in programming areas such as child protection, and communication for development, as an entry point for resource mobilization and/or leveraging of resources.

In 2010 the Office successfully completed implementation of IPA 2007 Juvenile Justice Project, funded by the European Union. As a result, further cooperation and partnership with EU has been strengthened through development of the Social Inclusion project that will be funded through IPA 2010. This process also reaffirmed strategic partnership and cooperation with UNDP and Government of Montenegro. Within Delivering as One process UNICEF has significantly contributed to the pillar working groups and received funds from MDTF (US\$90,002) for the Juvenile Justice Plus project and for children with disabilities (US\$10,000).

The CO also established new partnerships with potential strategic partners who recognized the value of UNICEF role and contribution to generating awareness of discriminatory practices and attitudes

towards children with disabilities in Montenegro through “It’s about Ability” campaign. The major partnerships developed are with Montenegro Electric Enterprise (EPCG), SocieteGenerale (Podgoricka Banka), and the British Embassy.

Four fund-raising proposals related to social inclusion, violence, ECD and Roma have been developed during 2010. The Office received US\$115,000 Global Thematic funds for Child Protection programme, US\$150,000 for Basic Education and Gender Equality, US\$98,209 for Policy Advocacy and Partnership for Children’s Rights, and US\$160,000 for FA5.

Two donor reports to EU and Irish AID were completed and sent to the donors on or before the due dates.

As of 10 January 2011 the Country Office has mobilized 97.5% of the OR ceiling for the CP cycle.

4.2.2 Management of Financial and Other Assets:

In 2010, the total allocation for programme was US\$1,667,952. The expenditure amount was US\$1,473,960, out of which US\$750,000 were RR and 723,960 OR. Operating expenses amounted to US\$150,000 (includes cross cutting staff salaries, travel and operating costs).

The Montenegro Office Support Budget of 170,086 USD managed locally covered mainly expenditures related to local staff salaries (56%), operating expenses (33%) and travel (11%).

The CO continued to work on the common services enhancement and established translators roster and rates. This opened the opportunity to use services of a bigger number of the UN’s most qualified translators with the unified rates and on unified terms and conditions.

There has been significant progress in further widening the range of common services. Throughout the year, the Office benefited from long-term arrangements for fuel, transportation, event management, express courier services, stationery supplies and printing. This continued to be an efficient way to reduce the workload and transaction costs in relation to biddings processed by each agency separately. Travel costs decreased with introduction of video conferencing and Webex sessions.

4.2.3 Supply:

Supply component was in support of the regular country programme. Montenegro programme does not have significant supply component: 8.56% of total Country Programme expenditure out of which 4.56% was for printing and 4% for procurement of supplies.

It consisted of local procurement of programmatic supplies for the Juvenile Justice IPA funded project, IT equipment, office supplies and stationery, printing services, promotion and production of communication materials and publications.

A significant initiative has been the LTAs that are in place for common UN services and locally procured supplies within the framework of the UN Delivering as One in Montenegro.

4.3 Human Resource Capacity:

Throughout 2010, the CO experienced HRM challenges due to changes in staff composition and increased workload, due to programme advances, DaO, and the need to undertake reprogramming in order to manage risk, as well as challenges associated with being a small CO (1 IP, 5 NOs, and 3 GS constitute FT staff)

Five staff members completed their assignments: a Child Protection Specialist NETI (L3) in August; TA CP Officer in September; a part-time TA Operations Assistant in June; and TA Operations Assistant (resignation) and NOC Programme Specialist in October (retirement);

The following recruitments were completed: Programme Specialist (NOC); TA Child Protection Assistant (GS6); TA Operations Assistant (GS6).

Following PBR approval of two OR posts for an EU funded project, the CO started recruitment of a CP Officer (NOB) and CP Assistant (GS6).

The CO continued to use consultancies and institutional contracts for technical expertise.

An orientation package, briefings and mandatory trainings were a standard part of induction. Staff changes caused change in composition of in-house committees and office workflow processes which were adequately reflected in the ToA and DAT.

The Local Staff Development Committee helped define the key priorities for training based on which the training on CBI was completed by all but one professional staff; all staff attended Gender Mainstreaming training in June 2010; and funds received from the RO were used for Media Training in December 2010. The CO supported participation of relevant staff members in sectoral meetings, workshops and seminars, and regional trainings expected to contribute to improved support for programme implementation and operational efficiency.

The Representative went on a five week mission to Haiti to support the earthquake response in February/March, and the Operations Officer was seconded to Osh for one month in August to assist with the establishment of the sub office.

Use of the learning policy and intranet resources to enhance knowledge, skills and performance results was supported. One staff member utilized the full quota of learning days, another used 9 days, and all staff were encouraged to participate in an office-wide learning afternoon.

Office retreat to enhance team building was organized in February, and the planning retreat to develop the new CP 2012-2016 was held in November 2010.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

Significant savings were achieved in 2010 through the UN long term agreements for banking services, translators, travel agency, procurement of office supplies and fuel, as well as with providers of other services, such as vehicle maintenance, car wash, taxi services, express courier and renting of simultaneous translation equipment. Due to frequent use of existing LTAs, the time saving of staff engaged in procurement is noteworthy.

Substantial savings are expected once the Office moves to the UN Eco Building common premises (expected by the end of 2011) due to discontinuation of commercial rent of Office premises (that consumes almost 24% of the locally managed SB) and savings in security arrangements, electricity costs and internet leased line.

4.4.2 Changes in AMP:

At the end of 2010, the CO started preparing a new CPD and CPMP for 2012-16, reviewing programme priorities, HR strategy and management mechanisms required in support of CP implementation.

In the area of Office management, significant challenges are expected in 2011: the CO will start the implementation of the Child Care System Reform project funded by IPA 2010; within the framework of Delivering as One, joint programming with other UN agencies will accelerate; introduction of new policies in the work processes, on further improvement of staff capacity, on risk assessment of the work environment and on giving recommendations for improvement. All these will have a bearing on HR and could necessitate some changes. .

5. STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

1. EU Youth Opinion Poll
2. Knowledge, Attitudes and Practices survey on children with disabilities
3. Knowledge, Attitudes and Practices Survey on road safety
4. External evaluation of the Juvenile Justice system reform project
5. Intenzivnainterakcija
6. Govorimo o Mogucnostima (It's about ability) – child-friendly booklet and teachers guide
7. Prirucnik za rad komisijazausmjeraveanjedjece s posebnim potrebama u vaspitno-obrazovnisistem

6. INNOVATION & LESSON LEARNED:

Title:

"It's About Ability"

Category:

Innovation

MSTP Focus Area or Cross Cutting Strategy:

Focus Area 2, Focus Area 4, Focus Area 5, C4D

Key Themes:

Inclusion; Children with Disabilities

Related Links:

<http://www.youtube.com/watch?v=gFXgynxhZR4>

Contact Person:

Noala Skinner, Representative, nskinner@unicef.org; Jelena Perovic, Communications Officer, jperovic@unicef.org

Abstract:

The purpose of sharing this innovation is to support other country offices engaged in tackling discrimination against children with disabilities and in changing attitudes and practices. It also provides a good example of promoting participation of children and young people with disabilities, alongside their peers, in speaking up about their rights and wishes for equity and inclusion.

A three-month long social and behaviour change campaign was conducted following the C4D guidelines which was highly successful and can be used as a C4D good practice model for replication in other countries facing the same issue. The communication material can be easily adapted, as was effectively done for this campaign whose key messages and TV spot were adapted from the originals used in Croatia.

Innovation or Lessons Learned:

A key innovative element was that the campaign did not only speak about “Ability”, it demonstrated it. It was also important that the campaign featured children with disability who were recognisably 'Montenegrin'

Children and young people with disabilities became the “stars” of the campaign, appearing on billboards showing them as active and happy members of society; they were invited onto TV shows to speak about inclusion, their rights and wishes (a result of a roundtable organized through the campaign where children with and without disabilities met with media representatives to discuss media for, with and about children with disabilities); they made one minute films about inclusion that were aired widely; they participated in sports events, together with other children as part of partnership with Special Olympics; they spoke out in public fora including in an intergenerational dialogue with Government, ambassadors and other senior figures from the international community in Montenegro. Children spoke in all of the local sessions of parliaments devoted to the campaign, and a visually impaired boy who played at the campaign launch was invited to play at the opening of the concert given by La Scala who played in Podgorica in a concert aired live on national television and watched by thousands of the Montenegrin public.

Audience research showed that the average Montenegrin watches 5 hours of television per day. Therefore, having children with disabilities speak out about inclusion and inclusive education on TV proved to be a highly effective communication channel for the general public, influencing people’s perceptions of inclusive education, and endorsing friendships with children with disabilities. In particular, it gave the children an extraordinary opportunity to challenge the stereotypes that many people had about them as helpless and/or incapable.

The breadth and depth of the partnerships in the campaign were notable. There is no doubt that the leadership of the then Prime Minister was instrumental in getting the campaign to a great start. Having tangible evidence contributed to effective high level advocacy, and keeping up momentum with numerous activities and events involving a broad range of partners, including influential national and international figures who contributed to the campaign’s success.

Potential Application:

The campaign messages and approach can easily be replicated in other countries.

The key messages include:

Where many see difficulties, we see opportunities

Where many see weakness, we see strength

Where many see burden, we see love

Where many stand back, we see our friend

These could feature images of children and families from any given setting to bring the messages home to the viewers..

For best results, based on the experience with this successful campaign, we would recommend that there is: (i) the highest level of leadership from the Government, (ii) concerted effort to involve as diverse a group of partners as possible in support of the campaign's objectives, and (iii) children's voices are placed at the heart of the actions.

Issue/Background:

The campaign’s genesis lay in an ongoing UNICEF-supported programme that faced a roadblock when efforts to move children with disabilities from institutional to family-type care were thwarted by discriminatory attitudes and threats. UNICEF gathered more evidence and turned this discouraging situation into a compelling campaign to address social norms towards children with disability.

A UNICEF KAP survey confirmed the need for urgent action and some disturbing findings: almost 2/3 parents said it was unacceptable for a child with disabilities to attend the same class as their child.

Almost every second person said that children with disabilities should go to special educational institutions and it is in their best interest to live in institutions and not in families.

Strategy and Implementation:

Based on the KAP survey results, a three-month long social and behaviour change campaign titled “It’s about Ability” was implemented to address the discriminatory attitudes. As part of the campaign, 100 billboards and city lights with images of children with disabilities were posted all over the country; a 30-second TV commercial showing a child with disability in a loving family environment was broadcast on all TV stations for 3 months; UNICEF publications for students and teachers “It’s about Ability” were published in Montenegrin and distributed to all primary schools who began organizing sessions of the school parliaments on inclusion; special sessions on building inclusive local communities were held in 8 municipal parliaments together with representatives of school parliaments and parents’ associations; One minute juniors produced by Montenegro’s children with disabilities were shown on national TV stations and at municipal parliaments’ special sessions on inclusion; an inter-generational dialogue on inclusion was held between more than 30 children from school parliaments, ambassadors, senior diplomats, and government; more than 150 children with and without disabilities played basketball together at an event organized with the Special Olympics; and a study visit to UK centres for children with disabilities and inclusive schools was organized for high government officials.

Progress and Results:

UNICEF reached its highest visibility with the media coverage of the “It’s about Ability” campaign. More than 160 reports were made on the campaign on the evening news of all Montenegrin TV stations and more than 130 articles were published in 3 dailies during the 3-month period. Hour-long talk shows on the two most watched national TV stations were dedicated to the campaign and had children with and without disabilities discuss live about inclusion.

According to the KAP evaluation survey, conducted immediately after the end of the campaign, social distance towards children with disabilities decreased by 10%. The percentage of people who find it acceptable that a child with disability goes to the same class with their child increased from 36% to 46%. The percentage of people who find it acceptable that a child with disability is best friend of their child increased from 23% to 33%. The number of people who believe that children with disability should only be in special institutions was reduced almost by half.

Next Steps:

UNICEF Montenegro plans to continue the campaign in 2011 with ongoing follow-up activities focusing on: nomination of 10 UNICEF Youth Ambassadors for Inclusion (children with and without disability); sessions on inclusion based on the “It’s about Ability” publications in all primary schools; organizing intergenerational dialogues on inclusion between children/school parliaments and adults in various parts of the country; special sessions of all municipal parliaments on inclusion; media programmes with and for children with and without disabilities; billboards to keep reminding people of the key messages and a new TV commercial focusing on explaining why children should not be in institutions and promoting foster-care and adoption; increasing capacities of health workers to support early detection, treatment and prevention of abandonment of children with disability in maternity wards; and peer support for parents of children with disabilities and parents of children in institutional care through Parents’ Associations.

Phase II of the campaign will also be linked to a 1.3 million euro project on Child Care System Reform, funded by the European Union, which will be focusing on systemic child protection issues, and will continue to harness newly established links with the private sector.