

Executive Summary

The new Country Programme emphasizing social inclusion and youth made progress in 2011. Cooperation with the Development Ministry (former State Planning Organization), as the new coordinator of the Country Programme, is developing well. The general election process, the restructuring of the Government and key ministries, and the earthquakes in Eastern Turkey brought challenges and delays but also opportunities.

UNICEF Turkey remained a sought-after partner for knowledge and competence on children's issues, and was able to help keep child rights on the national agenda and increase the focus on the most disadvantaged girls and boys. The relevant departments of the newly-formed Ministry for the Family and Social Policies consulted with UNICEF on issues like the proposed decentralization of child care services, the establishment of a unit for child rights monitoring/CRC reporting, a future child rights communications campaign and a programme of cooperation for disabled children encompassing research, early identification policies, a disability congress and a communications campaign for social inclusion. In health, UNICEF contributed to extending the national agenda "beyond survival" to include issues like nutrition, accidents and developmental difficulties, which affect the poorest strata of society, and is supporting ground-breaking work on Developmental Pediatric Units. Research studies carried out in 2011 will contribute to further sharpening the equity focus of the Country Programme in education, including secondary education, with a focus on girls, the disabled, Roma and other disadvantaged groups/areas.

The importance of UNICEF's role in education policy was demonstrated when the Ministry of National Education formally implemented the Primary Education Institution Standards and the Non-Attendance Management Model, both of which were developed in partnership with UNICEF in previous years to support participation and equitable service in primary education. The Ministry also drafted a groundbreaking action plan for Roma children in line with UNICEF's recent priorities and advocacy.

With respect to partnerships, the European Union remains a close partner which shares many of UNICEF's values. The EU-funded preschool project aims to ensure that poor and disadvantaged children participate in preschool education, thereby reducing disparities in education and breaking the cycle of poverty. A new EU-funded project on strengthening justice for children was agreed on, enabling UNICEF to redouble its efforts in this area. Turkey also began to take part in a regional UNICEF-EU project aiming to build the capacity of NGOs to monitor violence against children.

Collaborative relationships with non-government actors expanded in 2011. Examples include: the implementation of the Programme Cooperation Agreement (PCA) with the Mother and Child Education Foundation (ACEV) for the development of standards and monitoring and inspection systems envisaged under the preschool project; the continuing PCA with the Education Reform Initiative for research in education; UNICEF's involvement with Youth Habitat and a coalition of other NGOs and companies on emerging issues for youth, youth training and youth entrepreneurship; cooperation with numerous NGOs under the international violence-against-children project; and a memorandum of understanding signed with bar associations and legal NGOs for joint analysis and advocacy.

Some of the baselines which were to be established in 2011 under the Country Programme Action Plan have not yet been determined. Likewise, efforts to strengthen the social policy component of the Country Programme will need to continue in 2012.

Country Situation

Politics and administration: Following June's general election, won by the ruling Justice and Development Party, sweeping changes were made in the Government and individual ministries, including the Ministries of National Education and Health. A Ministry for the Family and Social Policies was formed with responsibilities for Social Assistance, Child Services, Family and Community Services, Services for the Disabled and Elderly, and the Status of Women. Many new appointments were made.

Legislation: Draft legislation envisaging the establishment of an ombudsperson institution in line with amendments made to the Constitution in 2010 was submitted to Parliament and the debate is ongoing. In collaboration with the Bar Associations, UNICEF is updating its review of national legislation for conformity with the Convention on the Rights of the Child. A multi-party commission has been established in Parliament to draft a new Constitution.

Demographics: The population at the end of 2011 was 74,724,269, according to national data – compared to 73,722,988 a year earlier. The proportion of children in the population was 30%.

Gender roles, discrimination and violence: The number of women members of Parliament increased from 50 (9%) to 78 (14%). Workforce participation among women edged upwards to about 29% (including unpaid family labor). Public concern about violence against women mounted amid daily reports of partner/ex-partner killings and other incidents. Reports of honor killings and suspected forced suicides continued.

Economic conditions and poverty: Annual GDP growth was about 8%, ahead of a slowdown in 2012. Employment increased, but unemployment, irregular employment and tenuous self-employment remained high. The slight improvement in income inequality and poverty rates suggested by the 2010 Survey of Income and Living Conditions (www.turkstat.gov.tr) continued. Regional inequalities remained very marked. According to the most recent official poverty study, the proportion of under-fifteens in "food and non-food poverty" in 2009 was 25.77% - 7.69 points above the general poverty rate. Thus, 4.9 million under-fifteens (and perhaps 5.8 million under-eighteens) were living below the national poverty line. Poverty among under-fifteens was 13.71% in urban and 50.15% in rural areas (www.turkstat.gov.tr). OECD relative poverty data suggests that at 24.6%, child poverty is almost twice the OECD average (www.oecd.org/els/social/family/database).

Social protection: The Annual Programme for 2012 (www.kalkinma.gov.tr) puts the ratio of "total public social assistance payments" to GDP at 1.18% as of 2010 compared to 1.37% in 2009, a year of negative GDP growth, and 1.03% in 2008. As of 2012, the Directorate General for Social Assistance plans to introduce household income support while using a points method for more effective targeting of social protection and linking recipient households to the labor market. However, no overall increase in social assistance is anticipated.

Health and nutrition: In 2011, Ministry of Health officials estimated infant and under-five mortality at 11.5 and 14 per thousand, respectively, compared to 17 and 24 in the 2008 Demographic and Health Survey. Regional variations undoubtedly persist. The 2011 national nutrition survey (results are due in March 2012) is understood to point to high anemia rates among women of reproductive age, 85% vitamin D deficiency among pregnant women and children under 12 months and high folic acid deficiency as well as widespread obesity and diabetes in the general population.

HIV/AIDS: Turkey remains a country of low HIV/AIDS prevalence (less than 0.2% of the population aged 15-49). According to the Ministry, there were 39 HIV-positive under-eighteens under ART as of December 2010.

Education: Pre-primary education continued to expand. Secondary enrolment continued to rise, but also

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vary markedly by province and gender. National enrolment rates for 2010-11 were: Preschool (age 3-5) - girls 29.43%, boys 30.25%; Primary - girls 98.22%, boys 98.59%; Secondary - girls 66.14%, boys 72.35% (Ministry of National Education Formal Education Statistics - <http://sgb.meb.gov.tr>).

The Education Reform Initiative at Sabanci University (<http://erg.sabanciuniv.edu>) in 2011 published: the Education Monitoring Report 2010 (in Turkish, with an English executive summary); a province-by-province presentation of data on enrolment, non-attendance, class repetition, dropping out, school facilities and teacher-pupil ratios; and a study of the implementation of mainstreaming and integration of children with special needs.

Child protection: Outstanding child protection issues include: insufficient child courts, lengthy pre-trial detention and varying quality of conditions in detention for children in contact with the law, child labor, and violence against children. A parliamentary sub-committee published a substantial report on early marriage. About 14,000 children remain in residential care, although more are being supported to live with families, relatives or foster parents. Furthermore, smaller homes and hostels are being opened, and standards of care are being improved.

The Southeast: Military activity, civil unrest, court cases and political and social tensions related to the Kurdish issue continue, posing extremely serious risks for children and constraining the socio-economic development of Southeast Turkey.

Earthquakes: Earthquakes in Van in October and November killed 644 people and left most buildings unsafe in an area inhabited by half a million, nearly half of them children. Despite relief efforts, tens of thousands have left the area. Many more are living in harsh physical and meteorological conditions, mostly in tents. Schools only reopened on December 26th.

Syrian border: Syrians crossing the border to escape violence were accommodated in camps by the Red Crescent. There are about 9,500 in the camps, 70% of who are women and children. The camps are well equipped and managed. The Ministry of Foreign Affairs has coordinated the response of all Ministries/agencies. UNICEF is requesting a joint needs assessment in education, child protection and ECD in the first quarter of 2012.

Youth participation: The Swiss-UNDP (S-UN) Fund for Youth published its Recommendations for Youth Participation and Youth Policies in December 2010. (http://www.undp.org.tr/publicationsDocuments/Recommendations_on_Youth_Participation_and_Policies.pdf)

Urban services: A survey carried out in ten cities using methodology adapted from UNICEF's child-friendly cities tool provides data on the concerns of women, young people, children, parents and disabled people about environmental conditions, public facilities etc. (http://www.sabancivakfi.org/files/html/programlar/tghp/37_Hak_Temelli_Kent_Analizleri_Kitabi.pdf)

Situation analysis: More details and analysis of many of the above issues are given, and more sources of information are referred to, in the Country Office's updated Situation Analysis (<http://www.unicef.org.tr/en/content/show/6/situation-of-children-2.html>).

Who are the deprived children in your country context?

Inequity among children manifests itself in: stunting, material poverty, low participation and performance in education, child labor, and increased risk of violence and conflict with the law. It generally reflects disparities in parents' educational and economic status (agricultural labor and irregular employment),

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which may relate to geography, geographical origin or to some extent ethnicity. Most families in rural areas and parts of the East and Southeast, and many in poor urban areas are deprived. Large family size, limited social protection and uneven provision of public goods and services exacerbate inequalities.

Kurdish children are often deprived as they mostly live either in the Southeast and East, where they may be affected by political and armed conflict, or as internal migrants in large cities. Kurdish and Arabic-speaking children may face mother-tongue issues. Roma children, who form a section of the urban poor, may also face discrimination and stereotyping related to Roma professions, traditions and attitudes.

All girls are affected by discrimination and traditional gender roles, especially as adolescents. In poorer, less modernized parts of society, girls have much lower educational, social and recreational opportunities than boys and become involved in domestic chores at an early age. Oftentimes, they are also at risk of early and forced marriage or even honor crimes.

Disabled children face low opportunities and exclusion due to low expectations and limited public support.

Turkey is a destination and transit country for irregular international migrants and asylum seekers, including children, who are at risk of the violation of their rights.

Data/Evidence

Available knowledge on disparities and inequity is continually being used by UNICEF in programming and advocacy. "Equity" was one of the three areas of UNICEF's advocacy with political parties before June's election. Meanwhile, several pieces of research are being conducted under the Country Programme which will increase evidence about inequities, their determinants and the issues facing deprived children for designing future interventions.

The Turkey report developed as part of the Out-Of-School Children Initiative supported by UNICEF and the UNESCO Institute for Statistics states (based on 2008 data) that 484,460 children aged 6-10 (7.5%) and 167,022 children aged 11-13 (4.3%) are not attending school. An estimated 83.1% of the out-of-school 6-10 year-olds will enroll late, and an estimated 75.8% of the out-of-school 11-13 year-olds have dropped out. An estimated 56,786 6-13 year-olds will never enroll in or attend school, and an estimated 190,176 children will drop out. Those particularly likely to be out of school are: children from rural areas, Eastern regions and low-income households; children whose parents have low education and whose first language is not Turkish (particularly when the mother cannot speak Turkish), and working children. In all these groups, girls are more likely to be out-of-school than boys. Some sub-groups of out-of-school children are: unregistered children; children with special educational needs; children with chronic illnesses or those who require long-term treatment; Roma children; children who are married off and/or become pregnant; children who are asylum seekers, refugees and foreign migrants; internally displaced, domestic migrant and nomadic children, and children in contact with the law. This report will influence the work of UNICEF in and beyond the field of education starting in 2012.

Under the partnership between UNICEF Turkey and the Education Reform Initiative at Sabanci University, research is being conducted into the factors affecting transition from primary to secondary education. This will inform the work to be undertaken in secondary education as part of the Country Programme which is a new area for UNICEF in Turkey. Another study under the same partnership will generate evidence about the impact of the economic crisis on access to education.

Under the preschool project, research has been undertaken to determine the current situation regarding existing curricula, institutional capacity and community-based day care and preschool education models in order to inform the programme development and communications components of the project. In-house

analysis of mainstreaming of children with special educational needs into preschool classrooms in ten provinces drew attention to the need for the project to address low enrolment among these children.

The Country Office successfully advocated for the inclusion of children in a national nutrition survey so as to generate evidence about children who are disadvantaged with respect to nutrition. This can be used to advocate for and design policies and programmes. Cooperation with the General Directorate for Services for the Disabled and the Elderly may include research on disability, an area in which UNICEF has helped to highlight the lack of meaningful information. This research may involve studying the relationship between disability and poverty among children.

Monitoring Mechanism

In view of Turkey's status as a developed country, the Country Office aims to make maximum use of national data and of the data collection and monitoring systems of Turkish organizations – in some cases developed with UNICEF support – in order to measure the achievement of results. Where necessary, UNICEF advocates for additional data collection – as in the case of the national nutrition survey – or for greater disaggregation of data. Individual surveys and assessments may also be commissioned as part of the country programme with a view of establishing baselines or monitoring progress. For example, a baseline survey on youth has been envisaged. Additionally, the Country Office endeavors to maintain an up-to-date Situation Analysis based on published and unpublished data, research and observation on the situation of children, including causes and existing policy responses. The Situation Analysis has a strong focus on disparity, emphasizing in particular the connections between child poverty and other child rights issues.

Support to National Planning

Under the new Country Programme for 2011-15, the Development Ministry (formerly State Planning Organization) has become UNICEF's coordinating counterpart. This Ministry has considerable capacity for monitoring programme progress and outcomes. New modalities have been introduced for this purpose, including briefings and Development Ministry participation at key events.

The work of the Country Office with line ministries has regularly included components which build the capacities of those ministries to monitor their achievement of results for children through the development and implementation of standards, reporting systems and relevant software. Examples include the primary education institution standards formally adopted nationwide in 2011, minimum standards for children without parental care, and monitoring and evaluation systems introduced for provincial child rights committees and for parenting education programmes.

UNICEF provided technical support and international expertise for a major three-day workshop for the new Ministry for the Family and Social Policies on best practices in internal control and self-evaluation. The workshop generated inputs for the structuring of the Ministry.

The Country Programme envisages the improvement of national systems for child rights monitoring through advocacy for the establishment of an independent child ombudsperson/function, cooperation with the Child Rights Committee of Parliament and dialogue with the Human Rights Presidency at the Prime Ministry in the context of the discussion about a national independent human rights institution. UNICEF has been asked by the Ministry for the Family and Social Policies to provide support for the establishment of a unit which will be responsible for the CRC reporting process.

UNICEF establishes and maintains relations with universities and research institutions and promotes the

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involvement of NGOs with research capacity and/or on-the-ground presence in monitoring of both child rights and the country programme.

UNICEF aims to involve government and non-government partners more closely in its Situation Analysis.

Any other relevant information related to data/evidence?

Turkey is in many respects a data-rich country, particularly with respect to economic data, due to the significant capacity of its public institutions, its membership of the OECD and its close relations with other international organizations. However, there are still some outstanding gaps and deficiencies.

Social statistics cover population, demographics, education, culture, tourism, health, sports, housing, justice and politics, as well as household labor and budget surveys, a poverty study (which generates income poverty rates for under-fives and under-fifteens) and a Survey of Income and Living Conditions, providing more data on living conditions, relative poverty and income distribution.

The first results of the 2011 Population and Housing Survey, conducted with a very large sample, are expected in late 2012. This survey will provide a more detailed picture than currently available of the workforce and employment, fertility, migration and its causes, causes of death among infants, children and adults, disability, homes and buildings.

Turkstat conducts child labor surveys every seven years, with the next one to be conducted in 2012. However, these surveys are oftentimes limited in scope. Turkstat has conducted one disability survey, and one survey of perceptions towards disability. The results of the first national nutrition survey in 35 years conducted by the Ministry of Health were still pending in late 2011.

The Demographic and Health Survey (DHS) carried out by the Hacettepe Institute of Population Studies every five years provides many of Turkey's basic indicators in areas such as fertility, maternal care and infant and young child survival, health and nutrition. The last survey was conducted in 2008 and the next will be in 2013. Additionally, government agencies, universities, think-tanks, international financial institutions, UN agencies and NGOs all carry out surveys and studies on an irregular basis.

Turkey does not take part in UNICEF's Multi-Indicator Cluster Surveys (MICS). However, it is involved in the OECD's Programme for International Student Assessment (PISA) surveys and (although some questions are not asked) in the WHO's Health Behavior of School Children (HBSC) surveys.

Except in education and employment, social data is not usually published on a provincial or even a sub-regional basis, although it may be disaggregated by broad regions or by the rural-urban division. Data is very rarely disaggregated by ethnic origin or mother tongue.

Data collected by institutions other than Turkstat may not be published or made widely available via the Internet, or it may be published with a long delay. Children may not be disaggregated from adults or girls from boys. Detailed administrative data obtained by the Ministry of National Education and Ministry of Health is not regularly shared with the public. Reporting on juvenile justice, child care and accidents needs to be strengthened. Going forward, additional efforts also need to be made to ensure more effective use of data produced so that policies and public debate are based on objective knowledge.

Country Programme Analytical Overview

No major modifications are currently envisaged in the mix of programme strategies set out in the CPAP for 2011-15 which emphasizes that UNICEF will be increasingly "engaged in child-related policy formation and in supporting the Government in developing implementation models", and that "generation and dissemination of knowledge, raising of public awareness, promotion of policy debate and mobilization of resources in the areas of children's and women's rights, the disabled and youth will be an integral part of the country programme." These strategies are considered appropriate in the context of a middle-income country (MIC). With the aid of effective partnerships and collaborative relationships, the CO will engage in evidence-based advocacy for system change in favor of children's rights, and will support Turkey in bringing about the desired and sustainable changes by providing technical support for selected capacity building and C4D activities. It will also continue to work to enhance Turkey's broader commitment and capacity to identify child rights challenges and find solutions to the issues facing the most disadvantaged children. This will be done through research, knowledge brokering and public communications as well as through its work with Parliament, the Government and civil society on child rights monitoring. Efforts to ensure that the needs of the most deprived children are prioritized are being strengthened within this overall framework. For example, with respect to capacity-building, the work being done in the areas of juvenile justice and development of early identification and intervention models for child protection focuses on some of the country's most disadvantaged children. Through technical support both for capacity-building and for C4D, UNICEF and its partners will remain closely engaged in the expansion of pre-school education, and especially in the development of community-based models for preschool and child day-care, since ECD services for members of disadvantaged communities are an important way of providing more equal opportunities. With respect to evidence-based advocacy, UNICEF will be following up on the recommendations of the research on out-of-school children conducted in 2011 which puts the spotlight on gender-based, geographic and socioeconomic disparities, and draws attention to issues faced by children from several disadvantaged groups, including migratory agricultural workers, the Roma and formal/informal migrants, asylum seekers and refugees. These are just a few examples of how UNICEF Turkey is seeking to pursue the equity agenda in the MIC context. UNICEF and government partners are now also actively discussing ways of applying the existing mix of strategies to benefit children from other disadvantaged groups, such as children with disabilities and working children/children in poverty.

Effective Advocacy

Mostly met benchmarks

Advocacy with decision makers and duty bearers, primarily public officials, is essential for every part of the Country Programme. UNICEF regularly reminds policymakers of the principles and obligations of the Convention on the Rights of the Child, including often forgotten aspects like participation rights. The preschool project has included a series of conferences, workshops and study visits for increasing the understanding of policymakers and stakeholders about community-based models for improving access for disadvantaged groups. UNICEF also continues to highlight inequalities in education and call for policies for those likely to be left out or left behind. However, there is scope for more strategic and higher-level advocacy in some areas.

In young child health, the CO has contributed to moving the policy agenda "beyond survival" to include risks of disability, malnutrition and injury faced particularly by poor children. In 2011, UNICEF advocacy contributed to the institutionalization of developmental pediatrics as a sub-specialty in the health system.

Advocacy is conducted through events such as conferences and launches organized by UNICEF or other organizations as well as through informal and formal contacts. UNICEF is working with professional associations in its advocacy to detect developmental delays and disabilities, and has signed a memorandum of understanding with the Bar Associations on advocacy for legislative reform and recognition of child rights in the planned new national Constitution. UNICEF joined trade unions, industry bodies and the International Labor Organization to advocate for the rights of children working in culture and entertainment. UNICEF and the EU share many concerns as part of their multi-faceted cooperation.

In 2011, UNICEF Turkey cooperated with UNICEF's global Digital Citizenship and Safety Project to advocate for policies to ensure digital access, safety and citizenship for all children and young people. This initiative built on UNICEF's relations with Parliament through the Child Rights Monitoring Committee, and was the main topic of the annual Children's Forum, which brings together girls and boys from Turkey's 81 provinces. The CEE/CIS Regional Office and UNICEF Turkey worked together to ensure the presence of international experts at key events and meetings in fields ranging from ECD and preschool to child-friendly cities.

The CO also has an overarching agenda for advocacy with audiences such as Parliament, politicians, high-level policymaking bodies, political parties and/or the general public. This requires office-wide engagement and careful prioritization and timing of messages based on analysis of the country situation, UNICEF's mission - including the equity focus - and the priorities of the Country Programme. For 2011, UNICEF identified the general election as an opportunity and ECD, equity and the establishment of a child ombudsperson (in line with recent constitutional change) as key themes. The major political parties were approached and some of UNICEF's priorities were included in their programmes. The advocacy agenda will be adjusted in early 2012.

Changes in Public Policy

In 2010, in parallel with UNICEF advocacy, the Constitution was amended to make it possible to establish an ombudsperson and the Anti-Terrorism Act was revised in favor of children. In 2011, the CO maintained its relations with Parliament and presented its views on the ombudsperson issue to the Parliamentary Committee examining a draft law on the issue. Although UNICEF advocacy for a specific, legally-mandated child ombudsperson function appeared to make progress, no result was achieved as debate on the draft law was not concluded. This issue remains on the agenda for 2012. Following UNICEF's advocacy within the context of the Digital Citizenship and Safety Project, twenty members of Parliament tabled a motion calling for the establishment of a parliamentary committee for inquiry on the safe use of the Internet and other IT technologies by children and young people. Further advocacy may be needed to ensure that this committee, if set up, addresses disparities in Internet access and maximizes opportunities for self-expression and participation provided by the Internet. It should also identify risks like inappropriate content, and make recommendations which empower children and young people.

In the Education sector, in 2011, UNICEF welcomed the formal nationwide introduction by the Ministry of National Education of two systems developed with UNICEF support: Primary Education Institution Standards (PEIS) – which incorporates UNICEF's child-friendly schools approach – and a non-attendance management model. The Ministry also drafted an action plan for Roma children in education. This followed a dialogue on the issue involving UNICEF and the EU. In Child Protection, the Ministry for the Family and Social Policies is willing to establish a Child Rights Monitoring Unit to take responsibility for the CRC reporting process in response to a need pointed out by UNICEF. The Ministry also acknowledged the need to address disability from a social inclusion perspective and, in this context, to try to bring about attitude change in cooperation with UNICEF. The Ministry sought and took account of UNICEF's suggestions about the protocols which it drew up concerning its relations with other ministries in 2011. In health, UNICEF advocacy helped to ensure that key data on children was collected during the national nutrition survey, the results of which are expected shortly.

Leveraging Resources

Through all of its partnerships, UNICEF Turkey seeks to increase the resources allocated to children's and women's rights, in particular the most disadvantaged children. Its cooperation with the EU includes not only the use of EU funding for the implementation of relevant parts of the country programme but also consultations in related areas that are proposed to the EU as well as inputs to the annual EC Progress Report which helps to determine priorities for the EU's pre-accession funding. Fundraising for UNICEF in Turkey is carried out by the National Committee for UNICEF which works closely with the Country Office. The CO provided NATCOM with programmatic inputs to finalize donors proposals. It also leveraged resources with Sabanci Foundation for civil society organizations addressing issues of inequality.

Capacity Development

Mostly met benchmarks

Together with effective advocacy, capacity building is a key strategy in most areas of the Country Programme. Capacity building focuses on the development of or adjustment to strategies, policies, programmes, service models, mechanisms or processes in areas of UNICEF expertise and priority. These areas must contribute to the achievement of Turkey's own development goals and make use of existing institutional and human resources so as to ensure future sustainability.

In 2011, UNICEF Turkey continued to work with the Ministry of National Education and other partners to develop a framework for community-based preschool education, including standards and inspection, licensing and monitoring systems, to reach disadvantaged children. To this end, evidence about existing needs and capacities was collected and analyzed.

The Ministry formally introduced Primary Education Institution Standards (PEIS), incorporating the UNICEF child-friendly school approach, for ensuring quality education even for the least fortunate children, and a non-attendance management model for combating non-attendance and dropping out, which mainly affects girls and members of disadvantaged groups. Both were developed with UNICEF technical support. UNICEF contributed to capacity-building of 450 trainers from 81 provinces and 800 of 2,800 inspectors for the effective use of PEIS.

UNICEF continued to support the initial implementation of a case management model for children in detention (which the Ministry of Justice also intends to extend to adult detainees), and to work with relevant government partners on a multisectoral coordination/early identification system and a counseling model for children in need of protection. The sustainability of child protection centers, yet another initiative supported by UNICEF, to provide a child-friendly environment for child victims of crime was enhanced through the development of a training module.

UNICEF continued to be involved in the rollout of innovative Developmental Pediatric Units for detecting and responding to development difficulties and the development of training packages for front-line professionals in health/early learning.

UNICEF partnered with the British Council to enhance the capacity of Ministry of National Education staff to work towards mainstreaming of disabled children in physical education and sports activities.

Following the earthquakes in Van, UNICEF supported the revision of a psychosocial support package which it helped to develop after the 1999 earthquakes and the training of school counselors for its

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implementation. In addition, social workers and psychologists of the Ministry for the Family and Social Policies were supported with basic training on psycho-social intervention.

Placing special importance on monitoring and data mechanisms, UNICEF contributed to a monitoring system for the implementation of minimum standards in institutions for children without parental care and to the monitoring of the grant component (not administered by UNICEF) of the EU Preschool Project.

UNICEF provided technical support to the new Ministry for the Family and Social Policies on best practices in internal control and self-evaluation, which influenced the structuring process of the new ministry.

UNICEF provided technical assistance to the policy group working on the establishment of the new Youth Ministry, influencing its set up and functions.

More of this work will be documented in 2012.

Communication For Development

Partially met benchmarks

UNICEF Turkey and its partners have repeatedly used social mobilization campaigns to spread information and foster behavioral change among hard-to-reach audiences of children, parents, service providers and others. Examples include campaigns on breastfeeding, social mobilization for girls' primary enrolment, the promotion of parenting education and the recent promotion by the Ministry of Health of low use of iodized salt. The Country Programme for 2011 states that "Communication for Development (C4D) approaches will be used to raise awareness about child rights, to bring about behavioral and attitudinal change in favor of these rights and to enhance the abilities of duty-bearers and rights-holders to claim and realize them, as well as to help achieve the goals of the country programme by stimulating support and participation, increasing demand for programmes and services which benefit children, and encouraging complementary efforts." The Office has been well informed about C4D as an evidence-based activity. Under the EU-funded project on preschool education, which continued in 2011, a communications campaign has been developed and launched in order to positively influence attitudes on preschool education among parents, bureaucrats and others, beginning with projects in ten provinces. Power (environmental) mapping has been used to identify how and by whom decisions about preschool are taken and to ensure correct messaging. The campaign has been developed with inputs, advice and supervision from a range of partners and stakeholders and pre-tested for effectiveness. UNICEF and its partners are exploring the use of C4D initiatives for changing knowledge, attitudes and behavior in a number of other areas, including disability (a national campaign to fight misconceptions about disability and promote social inclusion of the disabled), secondary education, a holistic approach to child rights, and justice for children. These initiatives will be implemented during the course of the Country Programme, provided that sufficient resources are available and that audiences are not confused by concurrent campaigns. The Office will continue to learn from its own experience in this area. Baseline surveys may be used to facilitate the monitoring of the impact of C4D efforts, which will be implemented with the help of appropriate partnerships and collaborative relationships, including cooperation with the private sector and civil society.

UNICEF Turkey will make appropriate use of its ongoing relations with organized media and social networking in support of its C4D efforts, and more generally in support of the creation of an environment favorable to child rights. The CO continues to support increased implementation in Turkey and elsewhere of the child rights syllabus developed for communications faculty students.

Service Delivery

Initiating action to meet benchmarks

Service delivery is not a central strategy of the Country Programme. The government is well organized and has resources to provide or ensure the provision of services. Furthermore, Turkey has a working market economy and strong non-government organizations. UNICEF's role is to provide ideas and expertise to support Turkey in increasing the quality of its services and ensuring that the most disadvantaged groups have equitable access to quality services. Within the context of its capacity-building efforts towards achieving such goals, UNICEF may be closely involved in testing/demonstrating innovative changes in service models. This approach will be taken during the initial implementation of community-based preschool and child day care services under the current Country Programme.

Strategic Partnerships

Mostly met benchmarks

Effective partnerships and collaborative relationships are vital to improving the implementation of child rights in Turkey, especially for vulnerable groups. The CPAP 2011-2015 regards partnership building with international and non-government partners as an "essential strategy" for success. The Office conducted a participatory in-house mapping, prioritization and risk-assessment exercise based on UNICEF's global Strategic Framework for Partnerships and Collaborative Relationships. This led to a draft Plan of Engagement and to heightened internal awareness of the benefits of and issues surrounding partnership. Accordingly, in 2011, UNICEF Turkey maintained its cooperation with international partners, took part in multi-country initiatives and increased its collaboration with civil society actors. When it comes to the EU, it continued to engage in regular dialogue, comment on project proposals of other organizations in areas relevant to its work, and implement selected grant-funded projects (the ongoing pre-school education project and an additional project on justice for children signed in December).

Within the UN Country Team, UNICEF was active in theme groups and joint programmes responding to the Syrian border situation and the Van earthquakes and in leading the development of the UNCT contingency plan. UNICEF teamed up with ILO to investigate child labor in Turkish culture and entertainment. It continued to be part of the International Inspiration Project targeting young people through sport, along with the British Council and the Turkish National Olympic and Paralympic Committees as well as the Ministries of National Education, Family and Social Policies and Youth and Sport. Funds for UNICEF-led activities were channeled through the UK National Committee.

UNICEF participated in the following multi-country activities: the regional UNICEF-EU project on combating violence against children; the UNICEF-UNESCO Out Of School Children initiative, and the UNICEF Global Digital Citizenship and Safety initiative. With respect to knowledge partners and civil society, UNICEF concluded a Programme Cooperation Agreement (PCA) with the Mother and Child Education Foundation (ACEV) covering the development of standards, an accreditation system and an inspection system in preschool education. The PCA with the ERI based at Sabanci University was beneficial for education research. Cooperation with a coalition of NGOs coordinated by Youth Habitat led to UNICEF's involvement in establishing an International Youth Leadership Academy in Istanbul, also

involving Save the Children, the private sector, the Governorship of Istanbul and international local government organizations. The Youth Academy started to play an important role for youth organizations in CEE-CIS and MENA regions. A Memorandum of Understanding was signed with the Union of Turkish Bar Associations for cooperation in several areas, including legislation analysis/change. UNICEF began working with bar associations and legal NGOs on the development and dissemination of recommendations for the planned new Constitution. UNICEF maintained close contact with the Developmental Pediatrics Association, the International Children's Centre and other NGOs, and worked with numerous civil society actors on violence against children, digital citizenship and safety, and child labor in culture and entertainment. UNICEF Turkey intends to strengthen dialogue with civil society, including child rights NGOs and faith-based organizations. The Country Office will continue to expand and rationalize its partnerships and monitor and update its Plan of Engagement.

Mobilizing Partners

UNICEF's relations with non-government organizations serve to build their capacities, expand their horizons and better equip them to work together to promote the rights of children, especially the most disadvantaged or vulnerable. This is done through knowledge generation or dissemination, advocacy, service delivery and/or capacity development of their own members or partners. This applies equally to organizations with which UNICEF has Programme Cooperation Agreements and to those with which it just has collaborative relationships. However, in some cases, a more explicit goal of the Country Programme is to mobilize partners, including community-based and/or informal networks of solidarity, to foster more equitable results for children and help scale up progress for disabled children.

The regional UNICEF-EU project on combating violence against children is primarily concerned with building the capacity of NGOs to monitor violence, and for this purpose, the CO will mobilize the potential of the NGOs concerned, especially at local and grassroots levels. Within the preschool project, UNICEF Turkey has conducted studies with organizations providing preschool education and/or child day care through local government, public and private workplaces or non-government organizations. It will seek to build on and benefit from their experiences in developing community-based models of preschool education, a key strategy for ensuring access to disadvantaged groups. This in turn will enable such organizations to be more active and make a greater contribution to ensuring equal opportunities for young children.

In conjunction with the Private Fundraising and Partnerships Division of UNICEF, the Country Office is working with the Turkish National Committee for UNICEF – a key partner for fundraising and private sector relations, as well as for helping to publicize UNICEF's work – to develop new modalities of cooperation which will ultimately strengthen the performance of the Committee in increasing resources for children.

Knowledge Management

Partially met benchmarks

Knowledge generation activities in 2011 included work on updating a previous analysis of Turkish legislation for conformity with the Convention on the Rights of the Child, and studies completed or commissioned on out-of-school children, on factors affecting transition from primary to secondary education, and on school budgeting (see also Situation Analysis and Programme Component I). These will

be further disseminated and used for advocacy and planning in 2012. UNICEF contributed to an initial research study on working conditions of children employed in culture and entertainment. Results were disseminated to relevant government agencies, other interested parties and the public, and will be used to continue advocating for legislative and system change. UNICEF disseminated the 'Youth of Turkey Online' report produced as part of UNICEF's global project on Digital Citizenship and Safety and used in advocacy with Parliament. A review was undertaken of the UNICEF-supported catch-up education programme. A survey based on methodology adapted from UNICEF's child-friendly cities tool was finalized, analyzing the perceived friendliness of ten cities towards women, children, youth and the disabled. Consultants and others are involved in partnerships including the Programme Cooperation Agreement with the Education Reform Initiative based at Sabanci University.

More attention needs to be paid to planning in order to ensure that all knowledge products are of high quality, timely, and well-disseminated, and that they achieve maximum impact, including through appropriate and broad dissemination and leveraging of resources for follow-up interventions.

Prioritization of documentation of innovations has been finalized in a consultative manner within the Office and in agreement with counterparts. In 2012, some of the knowledge products will be shared within and outside of UNICEF.

National partners were introduced to many global knowledge sources and through study visits and the participation of international experts at events in Turkey.

UNICEF Turkey worked to document its experience in several areas. It shared documentation on political advocacy and development of pediatric units with UNICEF globally.

Significant updates were made to the Situation Analysis which was originally developed and finalized in 2009-10 and is available on the Country Office website. These updates were based on current developments, fresh official data, and new studies, including those conducted under the Country Programme.

The public was kept informed of UNICEF's activities on a regular basis via the Country Office website and press relations. Publications included a booklet marking UNICEF's 60th year in Turkey. The executive summary of the 'State of the World's Children 2011' was published and disseminated in Turkish.

The Union of Bar Associations and UNICEF are expected to cooperate on the development of a child rights page on the Union's website featuring national and international policies, legislation, training materials, etc.

UNICEF Turkey would like to expand its function as a hub for knowledge about children in Turkey and externally through the Knowledge Management Centre, an online document repository and space for sharing and learning via the Country Office website. This will encourage more active use of the Country Office website and social media (Youtube, Facebook, and Twitter) and help to document more examples of its work, including innovations and good practices.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

UNICEF Turkey seeks to understand and make use of human rights principles, standards and

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mechanisms. It promotes participation of rights holders and conducts research and advocacy from a rights perspective. The Country Programme has a strong focus on the rights of the most disadvantaged. In child protection especially, but also in other areas like ECD, programming has included activities for building the capacities of duty-bearers to respect, protect and fulfill the rights of children and women and the capacities of rights holders to claim their rights.

In 2011, UNICEF Turkey:

--systematically used child rights language and referred to the UN Convention on the Rights of the Child (CRC) in communications with partners, specific audiences and the public;

--provided evidence to the Committee on the Rights of the Child, ahead of its discussion on Turkey's periodic report;

--agreed to support the Ministry for the Family and Social Policies in establishing a dedicated unit to monitor child rights and undertake future CRC reporting;

--successfully advocated for amendments to a child rights strategy draft of the former General Directorate for Social Services and the Child Protection Agency (SHCEK), emphasizing the universality of child rights and the basic principles of the CRC;

--began to work with bar associations and legal NGOs to secure the inclusion of the basic principles of the CRC in the planned new Turkish Constitution, to update the existing review of Turkish legislation for conformity with the CRC, and to underpin advocacy for legislative change;

--persisted in calling for a child ombudsperson to increase accountability. When a bill establishing a general ombudsperson institution was introduced, UNICEF advocated with Parliament for mandatory arrangements for the child ombudsperson function. However, the bill failed to become law before the general election. At election time, the issue was a central theme of UNICEF's advocacy with political parties;

--cooperated with other UN agencies to support an OCHA mission on the possibility of a national human rights institution;

--continued to insist on the implementation of universal child rights principles in juvenile justice, with an emphasis on alternative measures, legal aid, complaints mechanisms and protecting child victims as well as appropriate treatment of children deprived of their liberty. In the end, a new EU-funded project on justice for children was signed;

--maintained its commitment to child participation by consulting families and children, and helping girls and boys to participate in local and national discussions and decision-making processes. With UNICEF support, the annual Child Forum made up of children representing the provincial child rights committees prepared and presented to Parliament its views on Internet citizenship and safety;

--continued to support early identification of children at risk and not only ex-post interventions in child protection, contributed to standards and monitoring systems in several areas, and emphasized disability in its work in health, education, social services and youth policy.

The updated Situation Analysis constantly refers to the CRC and uses disaggregated data whenever available.

Gender

Mostly met benchmarks

UNICEF Turkey seeks to be gender-sensitive, to promote gender equality in all its work, and to mainstream gender in all its research, advocacy and capacity building activities. The Office has an internal thematic group on gender, with participation from each section. All communications with partners, specific audiences and the public use gender-sensitive language and draw attention to relevant gender issues.

Gender equality has been a central aim of UNICEF's work in the sphere of primary education. All work in this area continues to use data disaggregated by sex and to be informed by the understanding that girls and boys have different experiences when it comes to school participation and performance.

UNICEF is now starting to make use of this experience and knowledge in the field of secondary education, where gender discrepancies in access are highly evident.

UNICEF's support for preschool education will also contribute to women's participation in the labor force through the development of a community-based model of child care and training modules for women to be employed in this context.

In child protection, UNICEF's work on violence against children pays particular attention to forms of violence affecting women and girls, with a view to prevent and address them. The UNICEF initiative on digital citizenship and safety has highlighted the gender gap in Internet access and use, as well as the different risks facing boys and girls. UNICEF was instrumental in ensuring that a questionnaire designed to determine the needs of Syrian citizens in camps in southern Turkey contained some gender-specific questions. In its work on child participation and youth, UNICEF continues to insist on equal representation of girls and boys. With respect to social policy, a study on mothers' employment and child poverty is under consideration.

All communications or training materials, standards, monitoring systems, handbooks and similar materials developed with UNICEF support are gender-sensitive and non-discriminatory. Many of these materials developed in the past remain in use in areas as diverse as parenting education (for various age groups), juvenile justice and media training.

UNICEF chairs the UN Country Team Thematic Group on Youth, Gender and Civic Engagement which, in 2011, explored the possibility of a joint project on violence against women.

Environmental Sustainability

Initiating action to meet benchmarks

One of the six main goals of the UN Development Cooperation Strategy in Turkey is "strengthened policy formation and implementation capacity for the protection of the environment and cultural heritage in line with sustainable development principles, taking into consideration climate change, including disaster management, with a special focus on gender perspective". UNICEF Turkey is an active member of the UNCT Thematic Group on the Environment. Although the intermediate results of the UNICEF Country Programme do not include environmental goals, environmental issues are taken into consideration during

activities conducted under the Programme. A workshop on the environment and child rights is planned for 2012 in cooperation with academic partners. Meanwhile, environmental standards are included among the Primary Education Institution Standards, incorporating UNICEF child-friendly school principals which have been developed with UNICEF support and were formally introduced by the Ministry of National Education for all primary schools in 2011. UNICEF also took part alongside UNDEP, UNESCO and UNWTO in a joint cultural heritage project with the Ministry of Culture and Tourism which was completed in 2011 and supported by the Spanish MDG fund. This included the development of a museum education package, with a peer-to-peer training module, to raise awareness of cultural heritage among children.

South-South and Triangular Cooperation

UNICEF Turkey facilitated an accord whereby UNICEF and Turkey agreed to cooperate in providing assistance to Somalia. A meeting requested by the Ministry of Health on "Cooperation with Turkey for Somalia and the Occupied Palestinian Territories" was held in Istanbul on September 27 with the participation of the Government of Turkey, NGOs from Turkey active in Somalia and/or the OPT, UNICEF Turkey, the UNICEF EAPRO and MENA Regional Offices, WHO Turkey and the WHO EMRO and OPT offices. An agreement was reached to coordinate the action plans of UNICEF, WHO and the Government of Turkey. All parties also agreed to give each other secure access to their respective working areas. For a five-year period, the Ministry of Health will procure vaccines and equipment for Somalia through the UNICEF Country Office and then through procurement services with Supply.

Within the context of the Country Programme, UNICEF facilitated study visits by Turkish officials to Ireland, Italy, Portugal, Spain and the UK in the area of preschool education, and supported the visits to Turkey of many international experts in all sectors. UNICEF's participation in the regional UNICEF-EU project on combating violence against children, the UNICEF-UNESCO Out Of School Children initiative, and the UNICEF Global Digital Citizenship and Safety initiative resulted in multidirectional sharing of knowledge and resources. Officials from several countries, including Turkmenistan and Bosnia and Herzegovina, visited Turkey with UNICEF's support. As a result of one of these visits, the Government of Turkmenistan expressed interest in using Turkish International Cooperation Agency (TIKA) funds to reproduce in their own country the Developmental Pediatric Units which have been pioneered in Turkey with UNICEF support and have attracted considerable international interest.

A more strategic engagement with TIKA to support other UNICEF country offices is being shaped and discussions held with both TIKA management and the Ministry of Development.

UNICEF Turkey has become a partner in the International Youth Academy set up in Istanbul by Turkish and international NGOs, local government and the private sector. This and further related initiatives promise to establish Turkey as a focal point for good practices in youth activity across a region spanning the Balkans, the Middle East and the Caucasus. Participants at the first International Training Programme on "Youth Participation for Strengthening Social Coherence and Democracy" included sixteen representatives chosen through an inclusive and gender-sensitive selection process from among 250 applicants identified with the help of UNICEF offices in Albania, Armenia, Azerbaijan, Bosnia-Herzegovina, Bulgaria, Egypt, Georgia, Jordan, Kosovo, Kuwait, Lebanon, Moldova, Montenegro, Palestine, Romania, Serbia and Syria.

Country Programme Component: Disparity reduction, social inclusion and protection
PCRs (Programme Component Results)

PCR	EQRank	OTDetails
1.1 By the end of 2015, disparities in well-being and opportunity among children of different geographic and social backgrounds and between boys and girls are reduced in a sustainable manner, national policies and strategies to combat child poverty are in place and fiscal space for social protection is increased.		3 FA2OT3, FA2OT5, FA2OT7, FA4OT6, FA4OT7, FA5OT1, FA5OT2, FA5OT6, FA5OT7, FA1OT6, FA1OT7, FA1OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	4440000.00	3222090.87	3222017.39	100.00
RR	210000.00	55010.99	53249.44	96.80
Total	\$4,650,000.00	\$3,277,101.86	\$3,275,266.83	

Results Achieved

Progress was made towards improving and expanding child day care and pre-school education services for all children, including the most disadvantaged. Experts began to revise the preschool education programme and curriculum using evidence gathered from existing programmes. The views of 400 stakeholders were obtained through provincial consultations for use in developing quality standards in 2012. Understanding of the concept of community-based preschool services - intended to increase preschool enrolment especially for poor children, Roma children, children with special needs and others - increased and development of modalities for its wider implementation began.

Two important steps were taken which reflected UNICEF's technical support to ensure that all girls and boys, including the most disadvantaged, benefit equally from primary education: the nationwide rollout of 'Primary Education Institution Standards' (PEIS), and the approval by the Ministry of National Education of the 'Multi-Stage Non-Attendance Management Model', for use in all primary schools. PEIS enabled an initial 32,797 primary schools to monitor their performance against common quality standards, including the school's efforts to ensure enrolment and attendance for 535,522 girls and 580,296 boys of primary school age. The Non-Attendance Management Model ensures early identification and evaluation of non-attendance and monitors the individualized responses (in 2010-11, 10.3% of primary school girls and 12.7% of boys were absent for 20+ days, according to the Education Reform Initiative's Education Monitoring Report).

With UNICEF advocacy and support, and through a participatory process, the Ministry drafted an action plan to mitigate the impact of poverty on the participation and performance of Roma children in education - a previously unrecognized issue.

Essential knowledge was generated for a more equitable education system with the participation of disadvantaged children through research on Out-Of-School Children and school budgeting (to be finalized).

Turkey's capacity to implement key elements of an integrated child protection system providing timely and quality services to children at risk and in need of protection was increased through: continued pilot

implementation with UNICEF support of an early identification model for children in need of protection, and essential preparations for the national scaling-up of two systems previously developed with UNICEF support. These include the training of Ministry of National Education counselors for the implementation of counseling measures, and implementation of minimum standards in institutions serving children deprived of parental care.

With UNICEF support, innovative Developmental Pediatric Units with trained staff for detecting and responding early to developmental difficulties were scaled up to twelve of the largest hospitals, serving 10,000 children in 2011 alone (UNICEF ECD Newsletter, December: <http://intranet.unicef.org/PD/ECD.nsf/acf15d033c45653b85256fa5005984d2/00ae0f1a7249a23b8525735a005fe024?OpenDocument>)

The UNICEF-supported process of shaping the research and policy agenda "beyond survival" focused on issues of micronutritional deficiencies, developmental delays and disability, all of which disproportionately affect the most disadvantaged groups. It also focused on seeking comprehensive, innovative and holistic ways of reducing geographical disparities and improving service delivery. UNICEF advocacy also contributed to placing child injury on the national health agenda.

Close dialogue and an intersectoral workshop laid the foundation for closer cooperation between UNICEF and the Government in linking social assistance policies with child poverty and child labor. A Ministry of Labor-ILO-UNICEF research initiative generated recommendations for legislation and communications activities to prevent exploitation and ill-treatment of children employed in the culture and entertainment industries.

Most Critical Factors and Constraints

This programme component aims to contribute to a sustainable reduction of disparities in wellbeing among boys and girls of different geographical and social backgrounds, an increased fiscal space for social protection, and the adoption of policies and strategies to combat child poverty. It relates to United Nations Development Cooperation Strategy (UNDCS) outcomes 4 and 6 envisaging: increased provision of inclusive and responsive public and community-based services to strengthen equitable access to knowledge, information and quality basic services such as education, health, nutrition, water and sanitation and human safety; and enhanced poverty alleviation through the implementation of more effective income inequality reduction policies and programmes.

The general election process, the restructuring of the Government and cabinet reshuffle of individual line ministries, including UNICEF's main counterparts, and the many associated staff changes led to an extended period of uncertainty. This caused some delays in the implementation of work plans and necessitated extra briefings and negotiations. On the other hand, the restructuring also generated fresh ideas and opportunities for cooperation for the benefit of the most disadvantaged children, calling for additional discussion and planning.

The State Planning Organization, the coordinator of the UNICEF Country Programme, became the Ministry of Development. A new Ministry for the Family and Social Policies was created to take over the responsibilities of the Social Services and Child Protection Agency (SHCEK) - UNICEF's main partner in the field of child protection - as well as responsibilities for women and the family. The new Ministry includes a consolidated Social Assistance General Directorate and a new General Directorate for Services for the Disabled and the Elderly. The Ministry of National Education and the Ministry of Health are undergoing substantial internal changes, including the integration of the general directorates of Primary and Preschool Education into a single directorate of Basic Education, the consolidation of the general directorates responsible for secondary education, and the integration of the general directorates of

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Primary Health Care and Mother and Child Health. The Ministry of Labor and Social Security established a new General Directorate for Disadvantaged Groups with responsibilities for child labor, gender and the disabled.

The financial support of the EU and UNICEF's reputation as a reliable partner are critical factors which make it possible for UNICEF to work with the Government on ECD and preschool education. Government counterparts, at least at the national level, have continued to be more open to engaging in dialogue on topics and policy issues which had previously been considered sensitive. Examples include the development of an action plan for the education of Roma children, dialogue on regional boarding schools, and growing interest of both education and child protection authorities in cooperating for the inclusion of disabled children.

The inability of the Office to permanently fill the high level National Social Policy Officer position created under the Country Programme for 2011-15 contributed to slow progress in social policy. Furthermore, government counterparts remain cautious concerning the feasibility of a Child Friendly Cities model.

Key Strategic Partnerships and Interagency Collaboration

For this Programme Component, UNICEF is partnering with all the main government ministries and departments responsible for children and young people. The Development Ministry (former State Planning Organization) and Ministry of the Interior are also important partners, particularly for social policy. The European Union is providing financial support in the area of preschool education.

The strategic partnership with the Education Reform Initiative based at Sabanci University, with which the Country Office has a Programmatic Cooperation Agreement, is enhancing the generation of knowledge that will inform the progressive achievement of the rights of all Turkish girls and boys to education. Ongoing research topics include the financial management of primary education institutions and an analysis of the Ministry's "e-school" data intended to measure the impact of economic conditions on school attendance and to generate recommendations for improvements in the database.

Under the Preschool Project, UNICEF signed a PCA with the Mother and Child Education Foundation (ACEV), a prominent NGO with experience in community-based preschool and child care. ACEV will undertake project components concerning quality standards, inspection systems and a licensing mechanism. This agreement makes it possible to combine ACEV's technical expertise specific to Turkey with UNICEF's global network.

In health, there has been close collaboration with Ankara University and the Association of Developmental Pediatrics as well as close dialogue with WHO.

UNICEF Turkey is taking part in the regional European Union-UNICEF joint initiative to strengthen public services aimed at identifying, monitoring and addressing violence against children through reinforced partnership between civil society and state decision makers (Albania, Bosnia and Herzegovina, and Serbia are also taking part). Dialogue with NGOs in this context has led to the creation of a platform and the development of a protocol that identifies principles of collaboration to monitor cases of violence against children.

UNICEF facilitated the dialogue between the Ministry of National Education and relevant civil society organizations and NGOs which led to the adoption of a draft action plan for Roma children. At the same time, the UN Country Team theme group on Roma was key to the development of a common position of the United Nations system to advance the inclusion of Roma in Europe.

The Union of Municipalities and numerous individual municipalities are eager to work with UNICEF and the Government on child friendly cities.

Humanitarian Situations

As part of the UN Country Team, UNICEF addressed two humanitarian situations. Thousands of Syrians, mainly women and children, fled from violence in Syria and crossed the border into Turkey, and hundreds of thousands, almost half of them children, were affected by the earthquakes in the province of Van in October and November. UNICEF's contribution to the earthquake recovery effort built on its existing cooperation with the Ministry of National Education and the Ministry for the Family and Social Policies with respect to school participation and child protection/psychosocial support. More details are given under cross-sectoral costs.

Summary of Monitoring, Studies and Evaluations

In 2011, UNICEF Turkey conducted a research study on 'Out of School Children' (OOSC) as part of the Global Initiative on Out-of-School Children jointly initiated by the UNESCO Institute for Statistics and UNICEF. Underlying the report is a new conceptual approach developed within the framework of the Global Initiative on Out-of-School Children aiming to accelerate the reduction in the number of out-of-school children and strengthen monitoring systems for these children. Turkey's OOSC report, which will serve as the basis for future priorities, was completed and endorsed by the Ministry of National Education at the end of 2011 and provides an in-depth analysis on the status of the most vulnerable children in Turkey as well as key actions needed for improved fulfillment of the right to education of all children.

A mid-term review and case study of catch-up education was conducted in 2011. Its principal objective is to document developments, determine progress and inform policy-making, and initiate documentation of UNICEF Turkey's successful Girls' Education campaign as good practice.

A workshop was held involving the Ministry of National Education, UNICEF Turkey, the UNICEF National Committee, parents and pupils to assess the situation in regional primary education boarding schools. An exploratory meeting was also held with the Ministry on the education of children of seasonal agricultural workers.

A needs assessment of existing institutional and community-based child day care and pre-school programmes, including capacities, curricula and materials, was completed as a first draft, based on thorough research in fifteen provinces. This is being used in the revision of preschool programmes and curricula.

In 2011, a summary of the results of a Rights Based City Analysis conducted using an adapted version of UNICEF's Child Friendly Cities tool to assess the situation of children, women, youth and the disabled in ten cities was published. It made data available on the perceptions of women, families, children and disabled persons on issues ranging from public services, infrastructure and leisure facilities to safety and security and participation opportunities. It also supported the case for the introduction of a Child Friendly Cities system in Turkey, which would encourage child-friendly planning and budgeting at the local level.

Future Work Plan

In 2012, critical progress will be made towards ensuring equitable access to quality preschool education and child day care through an upgrade of programmes and curricula, quality standards, licensing and

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monitoring systems, and the initial implementation of community-based models. A complementary communications campaign will spread information and awareness and promote the adoption of the behavior necessary for successful implementation and institutionalization.

UNICEF will continue to monitor the implementation of Primary Education Institution Standards (PEIS) and support their effective use in improving quality for all children and ensuring full participation. UNICEF will contribute to further evidence-based strategies for out-of-school girls and boys, including those failing to transition to the secondary level.

The equity focus of the Country Programme in education has been sharpened through the inclusion of specific measures to track and assess targeted interventions for the most deprived children, families and groups. This includes in-depth research and analysis of the situation of children with disabilities and/or special learning needs; quantitative and qualitative studies on the educational needs of Roma children; and the finalization and implementation of an action plan for rural children at regional boarding schools. UNICEF will advocate for the National Teachers Strategic Plan to address working conditions in difficult locations and teachers' capabilities to provide inclusive education for all children. Holistic and integrated planning will be used to achieve lasting results that are more than the sum of their parts.

The Country Office will continue to support the roll-out of Development Pediatric Units and the reorganized Ministry of Health in developing equitable services and responses to emerging health issues as it refocuses on preventive measures, accountability and effective data generation and performance.

With respect to disability, UNICEF will cooperate with the Ministry for the Family and Social Policies on research, a C4D campaign for social inclusion, a congress and early identification policy.

UNICEF will continue to build evidence and advocate on violence against children with a view to supporting the adoption of a national strategy and action plan.

UNICEF will continue to support the implementation of minimum standards, including a self-evaluation model for institutions for children without parental care.

New areas of cooperation with the Child Services General Directorate will include deinstitutionalization of children under three and the revision of the model for rehabilitation centers for victims and offenders.

Research on the impact of the social protection system on child poverty will not be conducted pending the introduction of a new formula for distributing social assistance and the impact assessment of conditional cash transfers being conducted by the Government. However, the Ministry of Development, the Ministry of Labor and Social Security, the Ministry for the Family and Social Policies and UNICEF will conduct innovative research to examine the relationships between child poverty, women's employability and early childhood development. UNICEF will also support the Ministry of Development in developing a short 'Policy Paper on Child Poverty' to strengthen advocacy on the need for improved policies on child well being and equity in Turkey.

UNICEF will assist the Ministry of Labor and Social Security in assessing the capacity building needs of five of its provincial child labor units and explore further cooperation options.

Country Programme Component: Youth empowerment and protection
PCRs (Programme Component Results)

PCR	EQRank	OTDetails
2.2 By the end of 2015, implementation of national child protection and justice for children will be compliant with international standards.	3	FA4OT2
2.1 By the end of 2015, a sustainable improvement will be under way in the employability, life skills and participation opportunities of all 14-18 year-old girls and boys.	3	FA2OT4, FA2OT5, FA5OT1, FA5OT2, FA5OT6, FA5OT8, FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	500000.00	336110.79	303190.19	90.21
RR	350000.00	311258.99	311258.99	100.00
Total	\$850,000.00	\$647,369.78	\$614,449.18	

Results Achieved

Limited progress was made on developing a comprehensive national youth policy with participatory institutional and budgetary arrangements for its implementation. However, evidence was obtained and recorded about arrangements in other countries. A Knowledge, Attitudes and Practices survey on youth is now scheduled for 2012. There are also plans for a national Youth Assembly. Meanwhile, UNICEF participated in the establishment of the International Youth Leadership Academy in Istanbul, which held its first summer school and is planning to train and empower youth leaders of both sexes and from all backgrounds, including the disabled, from Turkey and other surrounding countries.

Research and advocacy supported by UNICEF led to a pledge from the speaker of Parliament to establish a parliamentary commission to study communications technologies and young people, encompassing not only protection from related risks but also inequitable access and the need for empowerment. Girls and boys from provincial child rights committees participating in the annual Child Forum contributed to this achievement.

The UNICEF-backed component of an MDG-F Joint Programme with the Ministry of Culture demonstrated the benefits of child participation. The project targeted sustainable tourism, tolerance for different cultures and a change in the cultural atmosphere of a relatively undeveloped eastern region of Turkey. Boys and girls from the committees took part in a well-publicized train journey crossing Turkey from west to east. Two child museum rooms were opened and quality museum education materials were developed for use by and with children and young people.

Research carried out on factors affecting the transition from primary to secondary education will underpin future advocacy, policy dialogue and programming aimed at reducing gender disparities and disparities between children of different backgrounds and living circumstances in access to quality secondary education (for other results, critical factors, partnerships, monitoring/research and future work plans in education, see Programme Component I).

Preparations were finalized for a new EU-funded project under which UNICEF will support the Ministry of

Justice and the Justice Academy of Turkey in implementing fair trial principles, preventing secondary victimization, ensuring that deprivation of their liberty is used as a measure of last resort, institutionalizing in-service training for juvenile justice professionals and ensuring that children deprived of their liberty receive individualized quality rehabilitation services. Meanwhile, UNICEF helped to raise the capacities of key actors through technical support for the training of trainers in the area of justice for children within the police force, and facilitating the development of training materials for hospital-based protection centers intended to provide a child-friendly environment for child victims of crime.

The Coordination Strategy for Child Protection Services (2011-2015), previously developed with UNICEF technical and EU financial support, was formally adopted by the Central Coordination Body (the high level commission coordinating the implementation of the Child Protection Law), clarifying the roles and responsibilities of relevant actors in the area of Child Protection and paving the way for the implementation of the strategy to be scaled up under the upcoming EU-funded project.

A position paper, including recommendations on recognition of child rights in the planned new Turkish Constitution, was drawn up in conjunction with bar associations and legal NGOs, and a platform was established to support advocacy in this area.

Most Critical Factors and Constraints

This programme component has two sub-components. The first aims to contribute to sustainable improvements in the employability, life skills and participation opportunities of all 14-18 year-old girls and boys. The second envisages that the implementation of national child protection and justice for children strategies will be in compliance with international standards. The programme component relates to United Nations Development Cooperation Strategy (UNDCS) outcomes 2 and 4 envisaging: equal participation and influence in decision-making processes at all levels for empowered individuals and vulnerable groups; and increased provision of inclusive and responsive public and community-based services to strengthen equitable access to knowledge, information and quality basic services. It also relates to UNDCS outcome 1 concerning democratic governance, rule of law, access to justice and human rights.

The general election process, restructuring of the government and individual line ministries, including UNICEF's main counterparts, and many associated staff changes led to an extended period of uncertainty. Moreover, in the justice sector, many new appointments were necessitated due to elections to high judicial bodies. These various changes caused some delays in the implementation of work plans and/or necessitated extra briefings and negotiations. On the other hand, the restructuring also generated fresh ideas and opportunities for cooperation for the benefit of the most disadvantaged children, which called for additional discussion and planning. The State Planning Organization, the coordinator of the UNICEF Country Programme, became the Ministry of Development. The General Directorate of Youth and Sports became the Ministry of Youth and Sports. Changes at the Ministry of National Education included the consolidation of the general directorates responsible for secondary education. A new Ministry for the Family and Social Policies was created and took over various responsibilities, including those of the Social Services and Child Protection Agency (SHCEK).

The Child Rights Monitoring Committee provides UNICEF with a natural interlocutor in Parliament, facilitating advocacy and cooperation. The institutionalization of the Committee as a permanent committee with statutory resources and responsibilities for reviewing future legislation and budgets is now imminent. However, this may only be possible if accompanied by a broadening of the Committee's field of responsibility to include other social issues and a corresponding change in its name. It is very important to ensure that the focus on child rights is retained.

The provincial child rights committees, made up of children themselves, with their established annual

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Child Forum and its relationship with Parliament, underpin all efforts in the area of child participation.

The progress made within a short time on the issue of young people and the Internet reflects the importance of the Child Rights Monitoring Committee in Parliament and the provincial child rights committees, as well as the extra momentum which can be derived from UNICEF's international initiatives and enthusiasm shown by civil society.

The financial support of the EU and UNICEF's reputation as a reliable partner are critical factors making it possible for UNICEF to work with the Government on justice for children.

Key Strategic Partnerships and Interagency Collaboration

For this Programme Component, UNICEF is partnering with all the main government ministries and departments responsible for children and young people, especially in the areas of Education, Youth and Justice. The Justice Academy is another important official counterpart in the justice sector. As of 2012, the European Union is to provide financial support in the area of justice for children.

The strategic partnership with the Education Reform Initiative based at Sabanci University, with which the Country Office has a Programmatic Cooperation Agreement, is enhancing the generation of knowledge that will inform the progressive achievement of the rights of all Turkish girls and boys to education. Ongoing research on factors affecting transition from primary education to secondary education will underpin UNICEF's work on secondary education - a new area under the CPAP for 2011-2015. In the field of child participation and youth, UNICEF Turkey has forged a close relationship with a group of NGOs led by Youth Habitat which promises to form the basis of a strong civil society partnership. The establishment of the Youth Academy in Istanbul involved UNICEF, Save the Children, Youth for Habitat (YFH), property investment company Corio, the Governorship of Istanbul, United Cities and Local Governments Middle East and West Asia Section (UCLG-MEWA), and the World Academy of Local Governments and Democracy (WALD).

Ankara University, which has collaborated with UNICEF in many areas, was a major party for the MDG-F cultural heritage project, preparing the museum training materials.

UNICEF Turkey continues to support the annual International Conference on Children at Risk organized by the Child Police. The theme in 2011 was drug addiction and UNICEF made arrangements for the key speaker.

In the fields of justice for children and children's rights, the Country Office continues to maintain good relations with the provincial bar associations and the Union of Turkish Bar Associations (UTBA), and is also placing importance on relations with child rights NGOs. In 2012, a MoU was signed with the Union of Turkish Bar Associations. The MoU foresees cooperation to monitor the consistency of Turkish legislation with the UN Convention on the Rights of the Child, including the revision of the existing "Comparative Analysis between the UN Convention on the Rights of the Child and Turkish Legislation". This work is already in progress, with the participation of representatives of civil society and academia, and has facilitated the advocacy initiative on recognition of child rights in the planned new Constitution. Other envisaged areas of cooperation include: developing and supporting the activities of the UTBA's Child Rights Commission; cooperating to create a comprehensive page for child rights on the UTBA web site, including recent national/international policies, legislation, training materials and other related information and materials; supporting lawyers in the area of child rights and children in contact with the law, including strengthening the criminal legal aid system; and conducting advocacy and awareness raising activities (both in society and among judicial professionals) in the area of child rights and justice for children.

Summary of Monitoring, Studies and Evaluations

A monitoring and evaluation system for provincial child rights committees, developed with UNICEF support, was tested.

Study visits were conducted to two different Training Houses where children and young people are detained as part of the preparations for the EU-funded justice for children project. Furthermore, a situation report was prepared, identifying baselines so as to facilitate the roll-out of the Individualized Treatment System (BISIS) for quality rehabilitation services.

Focus group discussions were conducted with children and young people on sports and physical activities as part of the International Inspiration Programme.

For monitoring, studies and evaluations in education, see Programme Component I.

Future Work Plan

UNICEF Turkey will support a Knowledge, Attitudes and Practices (KAP) Survey on Youth and the convening of a Youth Assembly as steps towards the establishment of a national youth policy. At the same time, UNICEF will continue to work with Youth Habitat and other civil society, local government and private sector partners to hold a further International Youth Leadership Academy Summer School and establish an International Youth Entrepreneurship Academy with Sabanci University and the private sector. UNICEF will also contribute to a model for volunteering for children and young people in physical education and sports, which may be used at the World Youth Games.

UNICEF will generate evidence-based strategies for ensuring transition from primary to secondary education (for future work plan in education, see also Programme Component I).

UNICEF will continue to promote child participation by working with the child rights committees. Relations with Parliament will be carefully maintained. UNICEF will advocate for the retention of a focus on child rights during the institutionalization of Parliament's Child Rights Monitoring Committee. The recommendations on the Constitution will be used in the Country Office's advocacy work.

UNICEF will work systematically in line with the EU-funded "Justice for Children" project to protect children's rights in the justice system through the implementation of fair trial principles, prevention of secondary victimization, use of deprivation of liberty as a measure of last resort, specialized and institutionalized in-service training programmes for juvenile justice professionals, and individualized quality rehabilitation services for all children deprived of their liberty (the project activities will be completed in two years).

The activities envisaged under the MoU with the Union of Turkish Bar Associations will be initiated, and cooperation with child rights NGOs will be pursued further.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
cross-cutting costs from programme budget for communications, cross-cutting advocacy and M&E	3	FA5OT1, FA5OT2, FA5OT3, FA5OT4, FA5OT5, FA5OT6, FA6OT9, Support 6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	1.00	618445.71	618445.71	100.00
OR-R	230000.00	220482.56	220482.56	100.00
RR	450000.00	449730.02	417362.50	92.80
Total	\$680,001.00	\$1,288,658.29	\$1,256,290.77	

Results Achieved

Cross-sectoral costs comprise costs related to external communications and child-friendly media work, cross-cutting advocacy and monitoring and evaluation. Also treated as cross-sectoral are the costs of UNICEF's contribution - mainly in the areas of education and child protection - to recovery efforts following the earthquakes in the province of Van in October and November 2011.

UNICEF's contribution to the earthquake recovery efforts is ongoing but has already facilitated the return of thousands of girls and boys to school in safe and comfortable environments and to the psychological wellbeing of other children (see the paragraph on Humanitarian Situations).

UNICEF's external communications function provided essential support to the implementation of advocacy and C4D strategies in all areas of the Country Programme, contributing to the results achieved under both programme components. It made a particularly important contribution to ensuring that a parliamentary commission will be set up to examine young people and the Internet as a result of Turkey's participation in UNICEF's global Digital Citizenship and Safety Project.

UNICEF's visibility and public knowledge about its goals and activities were maintained in 2011 through press releases, the Country Office website and the Country Office and UN Country Team electronic newsletters. They were also maintained through a brochure, logo and publicity campaign developed to mark UNICEF's sixtieth year in Turkey, with benefits for fundraising and for UNICEF's visibility in the country. The website was enhanced through the reinstatement of a "hand-in-hand with children" feature which is open to children themselves. UNICEF featured extensively in the Turkish media.

2011 witnessed sustained concern in the Turkish media and in public opinion about children's and women's issues, especially protection issues like violence and early marriage. UNICEF communication efforts are likely to have made a significant contribution to this.

Under its overarching advocacy agenda, UNICEF secured the inclusion of pledges concerning child budgeting, equity for children and a child ombudsperson (in line with constitutional change in 2010) in the programmes of political parties ahead of the June 2011 general election. The predetermined goal of ensuring that children's rights were included in the party programmes of 50% of the political parties represented in Parliament was achieved as three of the four parties which won seats included UNICEF messages in their programmes. One opposition party used the child budget message in a TV advertorial and another distributed child rights fact sheets to its candidates. This was a collective effort of Country Office staff involving letters and visits to political parties, and the production of fact sheets and other informational materials. Lessons learned have been documented at <http://intranet/PD/InPractice.nsf/0/E5B712EAB3D6DDF6852578C60058C28D>. The child ombudsperson has not yet been established, despite being included in the programme of the ruling party which won the election. Yet, the commitment remains valid and UNICEF's efforts helped to place and keep all three themes on the national agenda.

Most Critical Factors and Constraints

See Operations and Management section of the report and "Humanitarian Situations" below. For advocacy, relations with Parliament through the Child Rights Monitoring Committee have been very beneficial. With respect to both advocacy and public communications, children's issues attract a great deal of publicity and concern in Turkey. However, additional efforts are needed to strengthen the understanding among general audiences of a child rights perspective as well as of concepts like social inclusion and equity.

Key Strategic Partnerships and Interagency Collaboration

See Operations and Management section of the report and "Humanitarian Situations" below. The Country Office selects potential civil society collaborators for advocacy with caution and on an issue-by-issue basis. It began to collaborate with bar associations and legal NGOs on the incorporation of child rights principles into the planned new Constitution. A memorandum of understanding with the Union of Turkish Bar Associations covers, among other things, the analysis of Turkish legislation for conformity with the Convention on the Rights of the Child and possible joint child rights advocacy and awareness raising activities. UNICEF works to maintain continuous links with child-friendly journalists and media organizations.

Humanitarian Situations

In coordination with the UN Country Team, UNICEF Turkey participated in recovery efforts following earthquakes in the eastern province of Van on October 23 and November 9. The quakes destroyed and damaged many buildings, killing 644 people. They also left most of the population of an area inhabited by some half a million people - almost half of them children - homeless, because people were scared to use damaged or possibly damaged buildings, especially in view of the many aftershocks and further earthquakes. Public buildings and providers of public services were affected along with the general population. The quakes coincided with the advent of harsh winter weather conditions. A reported 30% of the population left the affected area, at least temporarily. Economic and social life has been seriously interrupted. UNICEF made significant contributions (a) to the return to school in the most affected areas by securing the manufacture and delivery of forty container-based classrooms with accompanying wash and toilet facilities, and (b) to the provision of school-based and "tent-to-tent" psychosocial support programmes, administered by the Ministry of Education and the Ministry for the Family and Social Policies respectively. It provided both technical support for the adaptation and roll-out of existing psychosocial support programmes (developed with UNICEF support after the earthquakes in 1999) and supplies such as container-classrooms, living, wash and toilet facilities, and ECD/recreation kits. For the necessary training for the psychosocial support programmes, which are intended to reach all girls and boys in the affected area, UNICEF and the Government also cooperated with an NGO platform, the Union for Psychosocial Services in Emergencies (APHB), composed of the Turkish Red Crescent and associations for Psychologists, Child Psychiatrists, Psychiatrists, Social Workers and Psychological Counselors.

UNICEF's support continued in 2012 as the psychosocial programmes were rolled out. UNICEF's strong reputation, the trust built as a result of longstanding cooperation with key ministries, its ability to provide quality supplies in a short time and the fact that it supported Turkey following previous earthquakes made it possible for the organization to be included and to play a meaningful role in the earthquake recovery effort. UNICEF was one of four UN agencies which received CERF resources. It was granted USD 1,109,590 - more than sufficient to repay an emergency loan (EPF) of USD 900,000 approved by UNICEF Headquarters. UNICEF also obtained EUR 150,000 from the Dutch National Committee for UNICEF.

Another humanitarian situation which demanded the attention of the UN Country Team, including the

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UNICEF Country Office, in 2011 was Syrian citizens, especially women and children, crossing the Turkish border to flee violence in Syria.

The Syrian refugees are accommodated in well-run, well-equipped camps by the Turkish Red Crescent and the Government has made no request for help. UNICEF nevertheless contributed to initial UN visits and provided input for initial needs analysis. The numbers in the camps fluctuated with many comings and goings, reaching a maximum of about 9,500 towards the end of the year. Draft contingency plans for a larger emergency have been drawn up by the UNCT and among the concerned UNICEF country offices.

Summary of Monitoring, Studies and Evaluations

Monitoring and evaluation activities are covered in the Operations and Management section of the Annual Report. In 2011, UNICEF also assisted the Ministry of National Education in setting up a monitoring programme for a one-year €5.8 million grant scheme, one of the components of the EU-funded project on preschool education for which UNICEF is not the direct beneficiary. Seventy five grant-receiving community-based pre-school education service providers from 38 provinces were monitored through a management information system and field monitoring. Training was given to grant beneficiaries and field monitors. The monitoring programme contributed to the collection of information, including best practices, about pre-school education models and needs, and the establishment of communication among a group of diverse stakeholders and duty-bearers. This fed into the work being carried out by the Ministry of National Education and UNICEF to enhance the quality of existing pre-school education services and improve equity among children by increasing the numbers of girls and boys, especially the disadvantaged, participating in pre-school education. Ensuring good monitoring is one way in which UNICEF can leverage its capabilities to contribute to results for children in a Middle Income Country. This experience has also benefited UNICEF's relations with the Ministry and the EU.

The Situation Analysis of Children in Turkey, which is accessible via the website, was partially updated with latest data and developments, increasing public understanding of the situation of children.

Future Work Plan

See also "Humanitarian Situations" above.

The overall advocacy strategy of the Country Office for 2012 will be determined in January or February and will include advocacy for the inclusion of child rights principles in the planned new Constitution, work on which has already started in conjunction with bar associations and legal NGOs. Advocacy for ECD, equity and a child ombudsperson will continue.

The Office will continue to place importance on maintaining an active external communications function intended to include a significant presence in social media. The role played by the Country Office in the development and implementation of child rights education for media professionals will be documented. Efforts to build UNICEF's position in social media will be intensified. UNICEF will continue to provide technical assistance to the Ministry of National Education in ensuring completion of the reporting on 75 grants under the preschool grant scheme.

Arrangements will be made for the Situation Analysis to be updated further with closer involvement of partners.

Effective Governance Structure

The CPMP of 2011-2015 clearly sets specific results and strategies of the Office. The 2011 objectives, priorities, key Country Programme outcomes and annual programme results were clearly defined. The Rolling Office Management Plan was prepared through a participatory process. The new Committees and relevant terms of references were introduced. A new Table of Authority which reflects the changes was prepared and approved in January 2011. After the approval of the new ToA, all staff members were informed in writing about their responsibilities. A comprehensive review of memberships and terms of reference of all statutory committees was completed in consultation with the Staff Association in March 2011 and shared with all staff. All statutory Committees met regularly and functioned well in 2011. CMT has taken the initiative to improve management performance, with focus on preparation for Vision rollout. The CMT has discussed the outcomes of the RMTs and follows change management initiatives such as Simplified Programme Results Structure and Rolling/Multi-Year Work Plans, IPSAS and Vision. The implications of the initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency was improved in 2011 through regular general staff meetings, Monday morning meetings and the use of SharePoint as a knowledge management system. As a core group, the Representative, Deputy Representative, Operations Manager, Communications Officer and the Monitoring & Evaluation Officer continued to meet briefly every morning to coordinate both short and long term objectives. There was no audit in 2011.

Strategic Risk Management

The Turkey Office risk control self-assessment exercise was conducted in 2010. Following the assessment of risks, the risk and control library was developed. The library was last updated in June 2011. The risk and control library provided a baseline of the ten key risks that may impact the achievement of UNICEF's objectives and results in Turkey together with associated controls and responses. Some of the more strategic identified risks are:

- Strategic positioning and partnership
- Knowledge Management
- Predictability of Funding
- Internalizing Organizational Change.

The Intranet-based Early Warning Early Action for emergency preparedness and the Office Business Continuity Plan were reviewed. Office Planning assumptions for Rapid Response, First Response Actions, Plans by Functions, Checklists, and Contact & Potential Supplier Lists are available and defined in the EPRP. Business continuity in terms of IT and telecommunications was improved as part of the global VISION preparation: a backup Internet connection was already in place. The Citrix server is functional and key users have VPN installed on their laptops in order to ensure remote access to organizational IT applications and systems. Security issues are addressed at the UNCT level, together with all other UN agencies present at the SMT meetings.

Evaluation

Whenever possible, the Office promotes evaluations on a country-led and/or equity-focused basis. The Country Office makes use of the findings and recommendations of all evaluations. However, no

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evaluation was planned for 2011. Within the new Country Programme, evaluations are planned for 2013, in time for the Mid-Term Review. There will be a timely management response to the findings of these evaluations.

The capacity for evaluation in the country is somewhat limited. The evaluation function is still a growing culture in the country and the environment is not favorable or conducive to the planning and carrying out of evaluations. The capacity of national organizations/institutes/consultancy companies to conduct evaluation is weak. There are no national evaluation organizations to foster demand, and government institutions do not have the setting to invest in evaluations.

The Country Office has developed a rolling IMEP to cover 2011-12, reflecting the Country Programme and in parallel with the introduction of two-year rolling work plans. The IMEP is monitored regularly and has been updated for 2012.

Effective Use of Information and Communication Technology

Upgrades and improvements in Information and Communications Technology systems continued to be made successfully in line with ITSS division policy during 2011. The Office has completed major software/hardware tasks as follows:

- All computers and servers have been synchronized with Vision through the installation of the following applications:
 - o SAP logon Pad Patch 5,
 - o UPerform in local server for Ilearn
 - The Regional Vision ToT was held in Antalya, Turkey in October 2011 to train super users in Vision. The Country Office ICT staff installed and configured training environment and supported trainees during the training.
 - The Cisco PIX firewall device has been replaced with the new Mission Control device so that staff can access local resources in a more secure way. Security tokens have been distributed to the designated staff for two-level authentication.
 - HP Proliant DL 380 G6 servers have been upgraded (additional memory and disk space) to implement Win 2008 R2 server and virtualization with a view to reducing power consumption and hardware investment and increasing the reliability of the disaster recovery plan.
 - Regular ICT tasks have been performed such as back up of office data, monitoring and implementation of network infrastructure, and end-user trouble shooting.
 - Old switches have been replaced with the UNICEF switch standard Cisco catalyst switch.
- The BGAN device has been checked regularly with respect to disaster recovery.

Fund Raising and Donor Relations

The OR ceiling in the new Country Programme for 2011-15 has been set at US\$38 million. The main sources of OR funding are the European Union, Turkey National Committee, and other Natcoms. The Country Office has been active in seeking funding from these sources and in diversifying sources of funding in order to fully finance the country programme. However, a large amount of funding still has to be secured.

In 2011, the Country Office also benefited from CERF funds obtained by the UN Country Team and from emergency funding from the Dutch National Committee, following the earthquake in the province of Van

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in October and November.

As Turkey is the only country with both a country office and a national committee, the Office supports and cooperates with the Turkey National Committee to maximize its effectiveness in raising funds from the Turkish public and private sector. A private sector partnership strategy was developed with the National Committee in 2010. Fundraising meetings with numerous national and international companies/individuals and a gala dinner in collaboration with the Hilton Hotel, Istanbul were just some of the activities on which the Office and the Committee cooperated in 2011.

The Turkish National Committee raised about US\$2.7 million in 2011, including appeals for Pakistan and Somalia, and contributed about US\$1.6 million for the work of the Country Office. Besides emergencies, the National Committee has concentrated on fundraising for education, including needs for preschool (25 liras per child campaign), catch-up education and regional primary boarding schools.

The Country Office submitted all eleven due donor reports on time. Donor reports are prepared in accordance with the Contribution Management Guidelines, with clear divisions of responsibilities. They are reviewed by the Deputy Representative and Representative before submission to the donor.

Performance management is conducted through regular programme and budget monitoring. The Budget and PBAs are reviewed on a monthly basis and presented during Programme Coordination Meetings. Funds are utilized 100% before the expiry date.

Management of Financial and Other Assets

The Office continues to make effective use of its bank optimization and cash forecasting tools and has performed very well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. The Office remains on the list of offices categorized as "low risk" by the DFAM and sends the bank reconciliations to the HQ on a quarterly basis. Deadlines on bank reconciliations and bank optimization targets were met. The Office always considered the effect of the exchange rate in the market when converting USD to local currency and did its best to create foreign exchange gains from these transactions. With respect to budget control, the CMT reviews the red flag areas, including PBA expiry, DCT liquidations, and programme implementation level of expenditures. In 2011, the Office did not have any DCTs outstanding for more than 6 months. All of the PBAs were used within the original duration of the PBA life.

As of 31 December, the total expenditure level of the CPD Budget for 2011 was US\$4,552,412. Cross-sectoral costs represented 14% of the total with US\$637,844. This amount was spent as follows:

Staff costs US\$182,985
Operating expenses US\$184,136
Monitoring & Evaluation US\$151,125
Advocacy & Communications US\$119,598

As of 31 December, the Support Budget expenditure level for 2011 was US\$642,376. The percentage of operating expenses was 20%. Rent and maintenance accounted for 75% of the total operating expenses. The Country Office continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets.

Supply Management

The supply component of the CO includes procurement of supplies (stationery, education kits, bags, furniture, IT equipment, T-shirts, badges, emergency supplies, containers) and procurement of services (printing, graphic design, inland cargo/distribution, various consultancy services, and training).

Procurement was also carried out on behalf of the Baku/Azerbaijan office, Geneva RO and NYHQ in 2011.

As part of the emergency response to the Van Earthquake on October 23rd, timely action has been taken to procure and deliver the following emergency supplies from the local market: 44 container classrooms of 42m² each to be used as classrooms and psychosocial support centers; 11 WC containers, and 8 living-containers of 21m². In addition, the procurement and delivery of 200 Recreational Kits and 200 ECD Kits was effected on time through the SD in Copenhagen.

Of all CO procurement, 89% takes the form of local procurement. Turkey has an advanced local manufacturing industry, providing high quality goods at competitive prices. Local procurement, especially for high volume emergency supplies (containers), resulted in a considerable freight cost saving for the organization and contributed to the timeliness of UNICEF's emergency response.

UNICEF is a member of the Operations Management Team of the UN Agencies which has subgroups in different functional areas. The subgroup for Procurement and Admin/Logistics has been identifying and working on common procurement activities. Within this context, UNDP Turkey initiated a tender for "Integrated Travel and Event Management Services" in 2010. In 2011, UNICEF and some other UN agencies in Turkey utilized the services of the winning supplier under a common LTA.

Turkey CO does not have an in-country warehouse. Supplies procured for government counterparts (mostly printed items) are directly distributed from the supplier to the end-users. In 2011, supplies procured continued to be monitored by programme staff through field visits. In addition, the Supply and Procurement Assistant paid a monitoring visit to the province of Erzurum to monitor supplies for the furnishing of the children's room in the local museum as part of an MDG-F local heritage project.

In cooperation with the manufacturer, a technical innovation was made when procuring containers for use in the earthquake zone in Van. Two containers were combined to form a classroom, with an additional roof to counter harsh winter conditions and extra isolation added to the base. The result was satisfactory in quality and performance.

43 Supply Requisitions, 43 Requests for Quotations, 5 Request for Proposals, 45 Purchase Orders and 35 Institutional Contracts were processed in 2011. The total value of the Institutional Contracts issued in 2011 was \$539,030.94.

Supply Division was consulted as/when required. Emergency supplies were ordered from the WH and IT equipment was ordered through the LTA of the SD. In 2011, the Supply Staff participated in VISION trainings.

Seven CRC meetings were held and seven CRC submissions with a total value of \$1,650,195 were finalized.

Human Resources

2011 was an intensive year for the human resources aspects of office operations.

Within the framework of approved 2010 BPR decisions and the €8 million EU-funded pre-school project, the following recruitment processes were conducted (and completed, unless otherwise stated):

Fixed Term Contracts:

IP-Education Specialist (P4)

IP-Child Protection Specialist (P4)

Social Policy Specialist (NOC-declined upon two unsatisfactory interviews)

Executive Assistant (GS5)

Temporary Appointments

Supply Assistant (GS-4I)

Programme Assistant GS-5 (CP- Justice)

Programme Assistant GS-5 (CP-Violence)

Community Based Pre-School Programme Assistant (GS-5)

ICT Consultant at non-UN salary scale (under common services with UNDP-UNFPA)

Social Policy Assistant (GS-5) (recruitment process continues)

Within the framework of separations and retirements:

Executive Assistant (GS-5) was recruited in July to replace the incumbent who retired after 22 years of service in UNICEF in June.

Community Based Programme Assistant (GS-5) was recruited in June 2011 to replace the newly-recruited incumbent who resigned in March 2011.

One Education Assistant separated from UNICEF upon expiry of contract at the end of December 2011 after 6 years of service.

One time review:

Three staff members were eligible for one-time review and their cases are now under review by NYHQ. Three other staff members' cases were also considered but their cases were not found to be eligible under the criteria.

The Office held a successful all-staff retreat outside Ankara in February 2011. During the retreat, each section presented an overview of its activities in 2010 and 2011. In addition, staff-related issues and office challenges were discussed at length, and team-building activities lifted staff morale and created common interest.

Super users from both the Operations and the Programme sections attended the Regional Vision Training held in Antalya on October 2-14, 2011. Training on Vision/SAP was provided for all staff in the Office on December 16-21, 2011.

The Local Training Committee held scheduled meetings in 2011. The Committee reviewed the training needs of the staff and made recommendations to the Representative. The relevant staff members participated in most of the regional trainings/workshops.

Overtime was avoided as much as possible and compensatory time-off was taken, except for drivers. Local administrative and human resources matters of general concern to the staff were discussed in the local JCC and CMT meetings and in other platforms such as all-staff meetings and Monday morning meetings.

Efficiency Gains and Cost Savings

The OMT established sub committees for Finance, HR, Procurement and IT, enabling function practitioners to plan for improved common services and to benefit from the volumes of the UN agencies. Common agreements for travel, courier, cleaning, security and telecommunication services saved staff time by reducing the number of bidding processes and, at the same time, provided cost benefits by combining volumes.

Changes in AMP and CPMP

Under the new Country Programme for 2011-2015, the Country Office has replaced annual work plans with two-year rolling work plans. In parallel with this change, a two-year rolling Office Management Plan has been drafted covering 2011-2012 and will be updated on a rolling basis. The Office Management Plan builds on the framework of the Country Programme Management Plan (CPMP) for 2011-2015 and identifies the programmatic and operational mechanisms to reach the programme and operation results targeted for 2011-12. The Plan provides information on programme and management priorities and expected results, and specifies management and coordination mechanisms to be used over the two-year period. Key events are listed and management indicators specified. Reference is also made to emergency preparedness and response, performance reviews and other staff accountabilities. Annexes include the Budget, the Integrated Monitoring and Evaluation Plan, the Organogramme, the Table of Authority, workflow charts, the Annual Staff Training/Learning Plan, memberships of thematic and working groups and the donor report schedule.

Summary Notes and Acronyms

Not used.

Document Centre

Evaluation

Other Publications

	Title
1	Child Museum Kit
2	SOWCR Turkish Executive Summary
3	Child friendly CRC Booklet
4	Research on Late Enrollment
5	CFC Assessment on Municipalities
6	Friendship Train Booklet
7	Coordination Strategy and Executive Summary
8	Child Rights Syllabus Textbook
9	Pre-school Education Bulletin
10	Trainers Book Hospital Based Child Protection Centers

Lessons Learned

Programme Documents

	Title	Document Type
1	Turkey 2011-2015 CPAP	001
2	Turkey CPD 2011-2015	002
3	Turkey IMEP 2011-12	003
4	Turkey CPMP 2011-2015	004
5	RWP Pre-school Education	005
6	RWP Primary Education	006
7	RWP 2011-12 Secondary Education DG	007
8	RWP 2011-12 Parliament	008
9	RWP 2011-12 Ministry of Youth	009
10	RWP 2011-12 SHCEK	010
11	RWP 2011-12 Ministry of Development	011
12	RWP 2011-12 Human Rights Presidency	011
13	RWP 2011-12 Ministry of Health	013
14	RWP 2011-12 MoNE SpecialEducation DG	014
15	RWP 2011-12 State Ministry for Youth	015