

## Executive Summary

2013 marked the second year of the current Country Programme of Cooperation. Issues related to the realization of the rights of most marginalized children remain well established on the agenda of the Government as part of the ongoing social sector reform. This allowed the Country Office to achieve the first results at the system level in the area of PMTCT and the protection of the family environment. In order to address the bottleneck of lacking public budget and finance mechanisms for new and specialised social service for the most vulnerable children, the Country Office engaged in an innovative partnership with the Ministry of Finance on which great hopes are placed.

In contrast to this and despite intensified measures taken by the Country Office, levels of immunization in Ukraine remain at staggering low rates and in 2013. This significant immunity gap has led to the increased risk of an import and outbreak of polio. Intensified scenario-planning in collaboration with WHO/USAID has been made.

The last two months of 2013 saw a wave of massive public protests in a number of Ukrainian cities originally targeted against the Government's unexpected departure from its course towards EU integration. The ongoing political situation is very unpredictable with mounting concerns for escalating violence in the capital city of Kiev. The impacts made on the life of children and women, both immediate and in long-term, have to be carefully monitored and assessed. It particularly concerns minors subjected to violence and torture during the turmoil.

The CO in 2013 began to systematize its engagement with new and unconventional partners such as Ukraine Postal Services, National Olympic Committee and Ukrainian Football Federation in order to lead public change in attitudes and behaviour towards marginalized groups of children, which continues to be one of the major bottlenecks for the realization of children's rights.

In addition to ongoing support from a small number of NatComs and bilateral donors, some new donor contributions from the Governments of Norway and Austria were generated in 2013. The agreement for a new EU contribution was signed after a significant delay resulting from HQ-level negotiations of the conditions attached to the new funding instrument for ENP countries. Overall interest of donors into funding UNICEF in Ukraine continues to decrease. Impacts on ODA have to be carefully monitored in UNICEF Resource Mobilisation Strategy for the post-MTR period.

The Country Office has begun to prepare for the 2014 MTR by determining the research and evaluation framework for the review. Conducted together with a systematic review of the mode of the engagement, the review of six established "Theories of Change" will stand at the heart of the process.

## Country Situation as Affecting Children & Women

The Country Programme is focused on protecting the rights of particularly disadvantaged children and women, such as children from crisis' families, children living in institutions, disabled children, drug-addicted pregnant women, MARA and children born to HIV-positive mothers.

The lack of an effective policy framework had traditionally been a significant bottleneck in the realization of children's rights in Ukraine. In 2013, significant improvements have been recorded: Three Presidential orders were issued for implementation by the Government on "Development of Children and Support to Families", "Measures to Ensure Observance of Rights and Interests of Children", and on a "National Strategy on Education Development".

As a follow up to the policy paper developed with UNICEF's assistance in 2012, in May 2013 the Cabinet of Ministers' Ordinance #419 established an Action Plan to operationalize the National Strategy to Prevent Social Orphanhood, a significant step towards preventing children's separation from their families. After the decade of UNICEF policy advocacy, Ukraine has clearly transformed the state policy to move away from institutional care to family based care for children in vulnerable/difficult circumstances, with understanding that long-term

placement in an institution is harmful for the physical and psychological development of a child. This has included greater investment into social services and the further development of the foster family system and family-type children's homes. According to official statistics, the absolute number of "children living in some type of institutions" has been decreasing, from 104,000 (2008) to 94,000 in 2012.

The importance of effective social work for children in conflict with the law is more recognised by government decision makers and the Ministry of Justice publically outlined prevention of conflict with law; free legal aid; specialization of procedures; support for reintegration as priorities for Ukraine.

Meanwhile, the comparative rates of detained children per 100,000 children (pre and post-trial detention) continue to decrease from 32.3 (2006), 23.2 (2009) to 17.4 in 2012. It is important to point out that the frequency and quality of monitoring of conditions of children deprived of liberty by Ministerial and independent human rights bodies has increased. Four out of six detention-type "Schools of Social Rehabilitation" were closed in 2013, affecting more than 200 children.

In terms of Children's Right to Education, the Presidential Decree 344/2013 "National Strategy on Education Development by 2021" was issued with special attention to the services for disabled children calling for prioritization of funding and logistical support to ensure services to children and young people with special needs, providing architectural, transportation, and information access of schools for the disabled children.

Eliminating the placement of children in institutions has not yet clearly become a regular practice regarding support and care for children with disabilities as medical professionals still advise parents with children having more severe disabilities to place them at birth into institutional care. Out of 167,000 children registered with disabilities in Ukraine, more than 40,000 children with disabilities are living in institution.

In terms of Children's Right to be Born HIV Free, the new State Programme on HIV/AIDS for 2014-2018 adopted an integrated approach to medical and social care to HIV positive drug using pregnant women, which is a prerequisite to further reduce MTCT rate below 4 per cent, which has been at that level over the last years. Furthermore, state budget allocation for HIV/AIDS services and programmes has increased. Despite these improvements, according to the latest MICS, only 53.8 per cent of women and 46.7 per cent of men have comprehensive knowledge about HIV/AIDS; only 73.5 per cent of men know that HIV can be transmitted from mother to child, and 18 per cent of young men reported having more than one sexual partner in the last 12 months. Only 66.5 per cent of young women and 83.9 per cent of young men with more than one sexual partner in the last 12 months reported using a condom during their last sexual intercourse.

In terms of Children's Right to Health, the President's Project "New Life" contributes to improvement of the quality of care of complicated pregnancies and preterm babies with low weight in Ukraine. While the National project aims at creating regional perinatal centres in all oblasts of Ukraine, as of end 2013, 11 centres were operational. For the first 9 months of 2013, 45,000 children were born in these regional centres, which constitute 16 per cent of all children born in the regions with operating perinatal centres.

Ukraine continues to have very low levels of immunization. As of October 31 2013, children < 1 year old have the following coverage for such vaccines: DPT-3: 50,2 per cent ; MMR-1: 36,8 per cent ; Hib-2: 62,0 per cent ; HepB1: 38,7 per cent ; HepB3: 19,5 per cent ; BCG-1: 72,4 per cent ; Polio-3: 51,5 per cent . With such low immunisation coverage, the threat of polio outbreak has become imminent in Ukraine with the fear of polio-virus importation from middle-east. GPEI Independent Monitoring Board lists Ukraine as a high risk country.

In terms of Children's Right to Social Protection, despite the absence of concrete numbers, the introduction of an additional 12,000 social workers in 2012 is resulting in increased numbers of families being registered with social services, an important first step in enhancing service provision for vulnerable families. Cash benefits allocated to low-income families increased by 7.4 per cent from the end of 2012 to the end of 2013.

Non-monetary aspects of social protection (Social Support and Care Services to the most vulnerable) remains the main bottleneck in this regards.

Several new Presidential Decrees and Ministerial Orders from 2013 set the framework for implementing “social commissioning”, and call for the development of a mechanism that enables NGOs and charitable organizations to become service providers on a competitive basis.

In terms of Youth and Adolescents development, the President of Ukraine approved the concept of a New Youth Policy through to 2020 in September 2013. The concept identifies main priorities, spells out the next steps in preparation, development and implementation of the new State Youth Programme for 2016-2020. After earlier liquidation in 2011, the Ministry of Youth and Sports of Ukraine was re-established in May 2013 and is expected to lead to greater inclusion of children with disabilities in society.

## Country Programme Analytical Overview

### Country Programme:

For UNICEF’s Country Programme in Ukraine, enhancing the quality, accessibility and sustainability of Social Support and Care Services to the most vulnerable in order to improve social protection remains the top priority.

Carried by a wave of political good-will and prioritization, a number of important bottlenecks on the legal and policy level were successfully addressed and significantly improved in most areas relevant for vulnerable and most marginalized children in 2013. The area of health remains an exception in this sense.

Provision of know-how and international best practices have proven to be UNICEF's trump-card to change mind-sets and broaden the horizon of government decision makers when developing strategies to address issues such as families in crisis situations, the risk of contracting HIV (including MTCT) as well as children with special needs.

There is now a well-rooted consensus amongst decision makers at all levels, that non-government providers are able to render more effective, client-specific and sustainable services to most disadvantaged population. Provisions are readied to provide governmental co-funding of NGO services through “Social Commissioning”, which will help to significantly improve the situation of the most marginalized children. UNICEF’s role as a convening power in ensuring budget and fiscal accessibility has been distinctively noted in the country and has made the implementation of social commissioning become realistic in the immediate future.

At the same time, non-government service-providers, who often lack professional capacities including an attitude of “social entrepreneurs”, need to be more involved in designing this mechanism to prevent failures caused by an “imposed reality”. UNICEF’s role as a convener and interlocutor in this context will need to strengthen in 2014, raising NGO competencies as right-holders and duty bearers at the same time. Ultimately, this will strengthen the system of subsidiarity in the governance of social welfare provision in Ukraine.

Basing on the already achieved changes at the policy level, 2014 as the MTR year will focus on the verification of successful pilot models through systematic documentation and evaluation as a prerequisite for further nationwide application in the remaining two years of the Country Programme until 2016.

Knowledge and attitudes in all areas of children’s rights remain a critical bottleneck in reaching Programme objectives. From stigmatization against minority groups to widespread lack of awareness on basic R-MCH, nutrition, child protection and adolescents’ life skills, the empowering of right-holders and equipping of duty bearers has been identified as a priority in the current Country Programme. In 2013 the CO has engaged in a systematic process, which aims at enhancing partnerships with the civil society at large, including prominent public and sports association, media and the private sector. Aimed at strengthening UNICEF as an authoritative voice for children based on public trust that is able to effect social change, this has been identified as a priority for the CO to keep its relevance for children in Ukraine.

The suddenly arising necessity to plan for an immanent outbreak of Polio in late 2013 underlines the volatility of the overall progress made for children.

## Humanitarian Assistance

N/A

## Effective Advocacy

### *Fully met benchmarks*

In 2013, UNICEF's advocacy efforts led to an inclusion of services for children and families, disabled children, families with many children, improvement of access to services for children into the 2013 Action Plans for "Implementation of the 2010-2014 'Prosperous Society, Competitive Economy, and the Effective State' Presidential Programme".

UNICEF Advocacy for a focus on most marginalized and vulnerable children and women at the ministerial level, led to the following significant results at the systematic (policy) level:

- Integration of the Concept of "Social Programmes on HIV/AIDS" into the new State Programme on HIV/AIDS for 2014-2018, which enhances access to HIV Counselling and Testing for children in difficult life circumstances and most-at-risk adolescents and pregnant IDU women,
- Establishment of an Action Plan to operationalize the National Strategy to Prevent Social Orphanhood (CabMin Ordinance #419, May 2013), which will serve as the main legal instrument in preventing children's separation from their families.
- Closing of four of the six "social rehabilitation centres" (Decree no. 847 of 21 November 2013)
- Renewed efforts to pass a draft salt iodisation legislation, this time developed through the Cabinet of Ministers

Advocacy collaboration with the country's Human Rights Commissioners has yielded significant results and strengthened UNICEF's overall alignment with the human rights agenda in Ukraine.

The annual workplan with the Presidential Commissioner for Children's rights has yielded a number of public presentations and interventions on several specific child rights issues. It has however also developed into an effective channel, through which UNICEF is able to communicate corporate positions and concerns to the highest political decision makers in mutual trust and confidence.

As a result of research carried out by UNICEF on torture and ill-treatment of children in conflict with the law and UNICEF's subsequent advocacy, the Commissioner for Human Rights initiated regular monitoring of places of detention of children and is currently developing a specific instrument for monitoring these facilities in collaboration with UNICEF. As a second result of the research findings, the Ministry of Interior took up one of the recommendations made in the report in the form of two statistical indicators: 'complaints of children on torture and ill-treatment by police officers' and 'data on illegal placement of children into reception distribution centres' through a Ministerial Order signed on 10 July 2013.

Despite high-level advocacy with the Ministry of Health in collaboration with the National Academy of Medical Sciences, President's Administration, Vice-Prime Minister's Office, the Commissioner for Children Rights, the National Security and Defence Council, USAID, and the EU Delegation to Ukraine, little progress has so far been made in increasing the Government's commitment to increase polio coverage to minimize the imminent threat of a pending Polio outbreak in Ukraine. Due to the sensitivity and urgency of the issue, the CEECIS Regional Office and HQ were approached for assistance and guidance and the advocacy strategy with this regards will be reviewed in 2014.

The Country Office has increased engagement with non-traditional advocacy partners from the civil society that will be reported in the "Partnership" section.

## Capacity Development

*Mostly met benchmarks*

In 2013, the CO applied "Capacity Development" as a strategy progressively towards duty bearers at the family and non-governmental level.

In order to address the identified bottleneck of a lack of "Demand for Services" for quality health counselling and services, the CO in increasingly reaching parents of newborns through a cascade of trainings provided for MCH personnel in four pilot oblasts, after baselines of knowledge, attitudes and practices were properly established earlier.

Likewise partner NGOs through outreach campaigns conducted in various regions enhanced the capacity of Most at Risk Adolescents (MARA) to more effectively claim their rights to accessing health and social services. In response to the identified bottlenecks pertaining to the "Enabling Environment", the CO focused on developing capacities of service providers that are

- a) currently in its infancy in the country and will urgently need to rely on in the envisaged revised scenario of provision of social services for vulnerable children and families or
- b) adherent to a model of best practice that is due for evaluation before the 2014 MTR with an optional exit-strategy implied.

The strategic selection of Capacity Development initiatives concentrated on:

- developing assessment and quality assurance tools for government social workers in support of the national social protection systems currently under development to ensure social workers have the tools and the capacity to effectively assess a child's safety and needs
- enabling non-governmental providers of services to most marginalized and vulnerable groups of children (in particular MARA) to develop services that will be eligible for government (co-)funding within the "market of services" currently under development within the Presidential reform process.
- enhanced capacity of paediatric HIV specialists to provide up-to-date and quality care, treatment and support to HIV positive children and adolescents.

Arguably, the implementation of MICS 4 has contributed to an increased national capacity in data collection, innovative data processing and data entry techniques. Since the survey was implemented under the leadership of the State Statistics Service, national systems benefitted from collaboration with international experts in the field of household data collection and analysis.

In light of the identified and analysed lack of knowledge and capacity to procure EPI-related vaccines at competitive global market rates, the CO made an effort to strengthen the vaccine self-procurement capacity of state expert centre managers responsible for procurement. This was done through facilitating workshops on financing, budget disbursement, multi-year forecasting and the global vaccine market. It has to be stated, however that participation of eligible MoH staff was far below the expectation and the effort proved to be largely ineffective due to a lack of political prioritization and interest. The CO will identify different approaches on mitigating this significant shortfall in 2014.

## Communication for Development

*Mostly met benchmarks*

In 2013, the Country Office continued advancing C4D as a cross cutting strategy, integrated in the Intermediate Results as outcomes and indicators of the programme components. C4D is also embraced by the CO as a key component within the reviewed Partnership agenda, which aims at gaining an increased number of civil society partners from diverse backgrounds engaged on social issues.

The CO was able to mobilize partners from many different angles to increase public outreach with messages on change in behaviour and attitudes.

Within UNICEF's global campaign "#thisability", the CO partnered with the Ukrainian postal services

"Ukrpochta" and raised awareness on the rights of children with disabilities with the aim to promote social inclusion and participation of disabled children and to encourage changing public perception about their abilities.

In partnership with the Ukrainian Football Federation, over 100 children with disabilities together with other vulnerable adolescents were engaged in the UNICEF Football Cup and televised FIFA football matches of the national team of Ukraine with other countries' teams as a prime-time event for placing messages against stigma and discrimination.

"Get Tested!" information campaign was launched in December to promote HIV testing and stimulate HIV counselling among the vulnerable adolescents and youth at large in Odesa, Mykolayiv and Kyiv. Information, education and communication materials were developed with involvement of most-at-risk-adolescent and youth aged 15-19 as well as key NGO partners working with them on a daily basis. Also, young HIV-positive activists were involved actively in UNICEF public and media outreach to advocate for the rights of adolescents affected by HIV.

In order to improve iodine nutrition and increase public demand, starting from January 2013, 25 per cent of Ukrainians were reached by messages to motivate iodized salt consumption through pro-bono outdoor advertising (city-lights, billboards) on prevention of infertility, development and memory disorders. As a result of established new partnership with "Nashe Radio" station over 2 million people of Ukraine in 27 regions were reached with radio messages to reinforce current positive practices or suggest correct and healthy practices for those who did not adopt them yet on immunization, pregnancy planning, breastfeeding, early childhood development and father's role in it, iodised salt consumption, intake of folic acid before and during pregnancy, prevention of accidents in children.

The CO is increasingly utilizing social media to engage on behaviour change issues. A digital campaign was conducted to change behaviour and increase demand on salt consumption: through specially designed Internet-based application and viral videos, 3000 people were engaged and over 230 000 were outreached through this Internet intervention.

A KAPB Survey on R-MCH was conducted in 4 pilot regions and key indicators of general public R-MCH life styles, beliefs and practices, preferred channels and sources of information of target audiences were validated.

Efforts to increase the primary health care quality, in particular client oriented communication are based on the baseline established in this way and trainers and primary health care workers from the four pilot regions were empowered with R-MCH knowledge and counselling techniques along these lines.

## Service Delivery

*Fully met benchmarks*

N/A

## Strategic Partnerships

*Fully met benchmarks*

Besides its continuation of cooperation with "traditional partners", the CO engaged strategically to foster partnerships for complex inter-sectoral changes, including through PFM reform, to achieve better alignment of services with needs and redirected Government resources towards more efficient community-based social services. A partnership with the Academy of Financial Management, a national think tank, has been signed for that purpose.

As a lesson learned from the past, strategic partnerships were fostered to facilitate stronger NGO participation in national policy development. To that extend in 2013, UNICEF brought together a consortium of NGOs, regional practitioners and the Ministry of Social Policy to develop and test the safety needs assessment instruments for social workers to work with children and families, which will be part of the minimum package of social services.

In order to advance the partnership engagement the CO made remarkable progress in creating a wider platform that ensures social accountability at all levels for children in the country taking into account the evolving context of the middle income country and the long-term perspective of domestically raised funds. An assessment of the temperature for strategically engaging with the civil society at large was conducted in partnership with the Kiev School of Economics. Based on the latter, a roadmap to guide future partnership engagement was developed, which is systematically applied to map and prioritize new and existing partnerships.

This development is directly linked to the successful engagement with sport institutions including the National Olympic Committee, EuroBasket 2015, Football Federation of Ukraine as well as cultural and art entities including the British Council in Ukraine, French Cultural Centre etc. By leveraging the capacities of the Football Federation of Ukraine during the several national matches, 4 millions of Ukrainian TV viewers and ten thousands of fans in the stadium were reached with UNICEF messages on rights of children with disabilities, HIV and other social exclusion criteria.

UNICEF also collaborated with the Ukrainian Postal Services in a joint advocacy campaign dedicated to child rights which was officiated by the Vice-prime Minister of Ukraine. 100,000 stamps advocating for the rights of the children with disabilities were produced and are sold through 14,000 post offices countrywide. As a further element of the Partnership Road Map, UNICEF Ukraine realigned its engagement with the corporate sector, focusing on strategic corporate partnerships and relevant business associations. UNICEF strengthened its partnerships with the businesses (ING Bank, Marks & Spencer, Pro) and business entities (American Chamber of Commerce, European Business Association) in order to build a potential for future advocacy and resource mobilization efforts as well as to promote corporate social responsibility with a focus on children.

Through strategic engagement with partners, UNICEF in Ukraine aims that by 2016, public knowledge on children's rights social accountability is increased, while UNICEF is recognized as an entrusted independent voice for the rights of all children. A series of lectures in universities, schools and communication through youth organizations and social media platforms was initiated to targeted reach young people as the most important client group in this context.

## Knowledge Management

### *Fully met benchmarks*

In order to constantly monitor the situation of children and women, the 2012 MICS was finally concluded in 2013 and formally launched at the turn of the year. The CO managed to revitalize the TransMonee database through the State Statistics Service of Ukraine after a two-year break.

UNICEF reinforced its effort in generating, managing, and transferring knowledge and evidence on children, adolescents and women to strengthened its focus on evidence-based advocacy to ensure that the most vulnerable population in Ukraine. Examples are:

- "Torture and Ill-Treatment of Children in the Context of Juvenile Justice in Ukraine" and "Rights of Children in the Institutions of Social Rehabilitation in Ukraine" (carried out in cooperation with the Kharkiv Human Rights Protection Group and the Kharkiv Institute for Social Researches)
- "Substance Abuse in Pregnancy in Ukraine, including Socio-demographic and Socio-cultural Patterns and HIV Transmission Risk of the Population of IDU Pregnant Women"
- "Population Size Estimate for Drug Addicted Women of Reproductive Age in Ukraine and Drug Addicted Pregnant Women")

- “Legal Review on the Access of MARA and General Adolescents to Medical and Social Services with the Focus on HIV Services”;

In preparation for the 2014 MTR, the CO started preparing for a full-fledged Situation Analysis and also started to develop six “Theory of change” projects for six thematic areas aligned with the Regional Knowledge Leadership areas. A number of knowledge products developed in 2013 will feed into these “theories of change”, either as baselines for models of best practice or as tools to measure results in a longitudinal way:

- “Mapping of Key Populations, Services and an HIV Epidemic Appraisal in Zaporizhzhya, Ukraine” (collaboration with Centre for Global Public Health, University of Manitoba and the International Centre for Infectious Diseases and the Ukrainian Institute for Social Research)
- “Reduction of HIV MTCT Risks Among Pregnant IDU Women in Ukraine”

The CO has started to plan a number of formal evaluations to validate best-practice models at the heart of the “Theory of Change” undertakings to be implemented before the MTR.

In an effort to facilitate access of national partners to relevant external knowledge sources and networks, UNICEF facilitated transfer of knowledge in the area of financing social services through a study tour to Northern Ireland conducted by participants of the Ministry of Finance, Ministry of Social Policy.

The CO provided government and NGO partners with good practices in early intervention services in four countries (US, Germany, Russian Federation & Portugal), as well as documenting existing practices in Ukraine. This evidence is needed assist Ukraine in the development of early intervention services.

The CO strengthened its quality assurance mechanisms on all knowledge products generated by the CO. Operating procedures, guidelines as well as quality assurance tools were established to rate TORs of evaluations, research, and studies, publications, donor reports and proposals.

UNICEF actively shared innovations, research and study results, best practices and lessons learned on UNICEF Eval News. The CO made 6 contributions to Eval News in 2013.

## Human Rights Based Approach to Cooperation

### *Fully met benchmarks*

In line with human rights principles, the Country Office’s programme is focused on addressing the inequalities in accessing quality services aimed at protecting the rights of particularly disadvantaged groups of children and women, such as children from crisis’ families, children living in institutions, disabled children, drug-addicted pregnant women, MARA and children born to HIV-positive mothers. The programme builds the capacities of key governmental and non-governmental stakeholders as main duty-bearers to assess and respond to, a significant spectrum of vulnerabilities such as drug addiction and pregnancy, health and lack of protection and participation.

Intermediate result 1.1 is directly related to the implementation of a number of recommendations of the last country progress report at the CRC Committee and hence directly articulated with the CRC as the most significant human rights instrument for children. The established partnership with the office of Human Rights Ombudsman, Presidential Commissioner of Child Rights and the Parliament are key to this engagement. The Human Rights Ombudsman’s’ office cooperates with UN on the follow up of Universal Periodic Review and has developed the UPR Implementation Plan which also addresses children’s rights agenda.

UNICEF contribution to knowledge management such as the study on “Torture and Ill-Treatment of children in the Context of Juvenile Justice” and other researches played a key role to enhance the evidence-based policy advocacy highlighting the critical situation of child rights abuse in the country.

The Country Office continues efforts to utilise international human rights conventions and mechanisms to encourage the Ukrainian Government to improve respect for basic human rights principles. Legislative support and advocacy with Parliamentarians and the Presidential Commissioner for Children’s Rights on the harmonisation of Ukrainian national legislation with the requirements of the UN CRC Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography is continuous, though few concrete results have

been produced so far. Signing of the Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption remains challenging; this year access was facilitated for decision makers to international expertise on controversial aspects of the convention, and advocacy within parliament and with government officials on the signing of the convention continued.

As an area for further growth, the Country Office recognises the need to keep enhancing partnership with civil society as rights-holders and representatives of vulnerable or marginalised groups of rights-holders (for example parent groups for families with children with disabilities), to ensure more meaningful participation of child- and family groups in the development of policies and services affecting them.

## Gender Equality

### *Fully met benchmarks*

Gender equality has been a cross-cutting strategy for all interventions within the country programme. According to the Global Gender Gap Report (2013) by the World Economic Forum, Ukraine is holding the same position (64 out of 110) as last year, displaying a 'steady performance relative to last year' with 'small losses on the health and survival' indices. Ukraine, however, appears to have a high number of women 'professional and technical workers' (ranking 9), a very high number of 'legislatures, senior officials and managers' (16). In his statement on social policy reform, the President voiced concern over the gender inequalities in wages in Ukraine and confirmed that it is the most sensitive issue for Ukraine among all international obligations under the MDGs.

The CO continued to contribute towards the better availability of disaggregated data and analysis that includes gender aspects. The gender perspective has been incorporated into the current MICS data collection and analysis. The survey aims at collecting important data on the status of women, including indicators of gender inequality, women's empowerment and gender social practices. MICS includes comprehensive set of data covering inter alia indicators of women's status (access to information, role distribution in caring about children, differentials in education, marriage/union, knowledge and decision making in reproductive and sexual sphere, life satisfaction), domestic violence (women's and men's attitudes towards the practices of domestic violence), health (prenatal and postnatal care, contraception and unmet need, HIV, tobacco and alcohol use). The research on prevention of torture of children in conflict with the law had a strong gender perspective, examining the particular vulnerabilities and circumstances of both girls and boys.

The gender perspective was also mainstreamed in all researches, most impressively demonstrated within research on MARA and drug addicted young women. Gender differences were diagnosed, gender disaggregation of data ensured and equal representation of both genders safeguarded in the research. Addressing gender sensitive issues on different reproductive, maternal and child health topics were included in training programs for local health managers in national and local pilots.

The Country Office evidenced-based advocacy for gender equality included specific messages through radio broadcasts on prevention of domestic violence, promotion of increased participation of fathers in child upbringing, prevention of corporal punishment and psychological aggression, as a part of the MICS dissemination campaign.

Gender continues to be a crosscutting and central concern in the UN-Ukraine Partnership Framework, addressing inequalities still pervasive in Ukrainian society. UNICEF is a member of the UN Working Group on Gender aimed at strengthening and providing support to the mainstreaming of gender as a crosscutting issue in UN System programmes and activities. UNICEF provided inputs into the Ukraine Roadmap on implementation of the State Programme on Gender Equality by 2016. The CO has participated in preparation to support Ukraine in the submission of its 8th Periodic Report to the Committee on the Convention on Elimination of All Forms of Discrimination against Women (CEDAW), as well as fostering a dialogue within civil society, leading to a possible alternative report to the CEDAW.

## Environmental Sustainability

*Fully met benchmarks*

N/A

## South-South and Triangular Cooperation

Ukraine's development ambitions are clearly, if not exclusively, modelled against European best practices. Choices of South-South Cooperation need to accommodate this expectation. Overall, inter-country exchange of knowledge and best practices as a mechanism to improving children's and women's rights works well in Ukraine.

In order to support capacity development in the social sector reform, UNICEF Ukraine facilitated a government study tour to Northern Ireland. Officials from Ministry of Social Policy and Ministry of Finance learned about the operationalization of social service market, in particular governance and financial aspects in developing the public finance management. UNICEF Ukraine's capacity building efforts involving the government such as this have resulted in a wider impact, interlinking other partners.

By facilitating and advocating the Ukrainian government to take part in the European Network of Ombudspersons for Children annual meeting, the CO built partnership and network between representatives of the office of the Parliament Commissioner for Human Rights and Ombudspersons from other European countries as well as enhanced the office capacity in monitoring child rights, based on exchange of knowledge and experience among participating governments.

The capacity building of Ukrainian service providers on HCT was reinforced by the study visit of a Ukrainian delegation to Moldova, to familiarize national counterparts with the progress achieved in developing youth friendly services, HIV counselling and testing, referral mechanisms and services for the most at risk adolescents in Moldova. It enabled 10 national counterparts to learn about the recent developments in work of the government and non-state actors in the area of health care and social services reforms in Moldova. The group consisted of two service providers from each NSAs and heads of the Youth Friendly Clinics, plus a representative from the State AIDS Service of Ukraine. The visit also helped to establish a dialogue and future linkages of our respective counterparts between the two country programmes.

The CO brought its convening power to support South-South cooperation, by hosting a regional workshop to build the capacity in paediatric AIDS care in the CEECIS Region. Through sharing of knowledge, lessons learned, and innovations between officials from Ukraine, Georgia, Moldova, Belarus and Armenia, the workshop provided advanced knowledge among participants and built the capacity and networks of paediatric HIV specialists at the tertiary level health facilities in the Region to ensure that HIV positive children and adolescents have access to up-to-date and quality care, treatment and support.

South-South Cooperation was pursued internally within UNICEF as well. The CO hosted the Deputy Representative from Moldova CO for one week to exchange knowledge management tools and to exchange knowledge on the determinant analyses for two of the RKLAs among other. In extension, UNICEF Ukraine CO also relied on the C4D Officer from Moldova in a staff-exchange exercise for several weeks. Such South-South Cooperation within the agency and between country offices in neighbouring countries proved effective in pooling, sharing and leveraging available technical resources and developing complementary capacities within the UNICEF Ukraine country office to enhance the quality of its work for children.

## Narrative Analysis by Programme Component Results and Intermediate Results

### Ukraine - 4410

#### PC 1 - Child-rights based systems, policies, and budgets

On-track

**PCR** 4410/A0/04/801 Child Rights Based Systems, Policies and Budgets

##### Progress:

2013 concluded with an overall good progress in addressing social exclusion and disparities affecting children. Social benefit provisions for poor families with children have increased and the significantly increased number of social workers introduced a year ago have become an integral part of social protection in the country, despite frequently flagged needs for further technical and professional qualification of the workforce.

Technical provisions are under way to enable civil society organizations to take care of prevention aspects of social exclusion and are specifically targeted at children most significantly affected by disparities and marginalization.

However this process is highly centralized and is lacking a distinct "rooting" within the regions as well as within society. The CO will dedicate increased attention towards mitigating this risk in 2014.

The conclusion of the 2012 MICS in 2013 provided a huge amount of data, analysis and insight into the areas where disparities and inequities affecting children still remain in place in Ukraine.

For example, in Ukraine, 61.2 per cent of children aged 2-14 years were subjected to at least one form of psychological or physical punishment by an adult in the household during the past month preceding the survey. 11.2 per cent of respondents believed that children should be physically punished. In practice, as many as 29.9 per cent of children aged 2 to 14 years were subjected to some kind of physical punishment. Male children are more likely to be subjected to any physical discipline (36.5 per cent) than female children (23.4 per cent).

In terms of use of improved water sources, in urban settlements 78.8 per cent of the population uses drinking water piped into dwelling, whereas in rural areas this type of water supply is only available to 25 per cent of the population. In terms of use of improved sanitation, the rural population tends to use pit latrines with slab (almost 60 per cent), while the most widespread sanitation facility in urban settlements is the toilet with flush to a piped sewer system or septic tank.

Use of iodized salt is the lowest in the Southern and Northern regions of Ukraine (14.7 per cent and 14.9 per cent); and the highest – in the West (39.3 per cent). The difference between the richest and poorest households in terms of consumption of adequately iodized salt constitutes 10.6 percentage points (26.5 per cent and 15.9 per cent).

The number of children in institutional care vs family care did not significantly decrease in 2013. However, closing of all state institutions designed as a replacement for a family environment have been order to close down within 2014 by Presidential order. This process is closely monitored by the CO.

Comparative rates of children detained per 100,000 children (pre and post-trial detention) continue to decrease from 32.3 (2006), 23.2 (2009) to 17.4 in 2012.

UNICEF's partnership with the Parliamentary Ombudsperson for Human Rights as well as with the Presidential Commissioner for Children's Rights has been strengthened throughout the year with a number of joint press conferences and public statements on child rights violations. The increased frequency and quality of monitoring of conditions of children deprived of liberty by Ministerial and independent human rights bodies has to be attributed to these partnerships.

The country Office has started to prepare for a comprehensive Situation Analysis to be conducted in early 2014. The Parliamentary Ombudsperson for Human Rights has been identified as the partner of choice to jointly conduct this exercise with, due to the recognized independence and authoritative character of the institution in Ukraine.

On-track

**IR** 4410/A0/04/801/001 The Ministry of Social Policy, in collaboration with relevant development partners, ensures a functioning governance system (including coordination, monitoring, reporting and follow-up) over the key institutional changes at national level that are needed to address outstanding CRC Recommendations 12, 14 and 18 (CRC/C/UKR/CO3-4).

##### Progress:

Social sector reforms and their coordination remained high on the agenda for the Government's implementation of Children's Right to Social Protection. With UNICEF's support and participation, a number of orders, laws and guiding policies have been put into place throughout 2013 aimed at increasing the effectiveness of social protection mechanisms.

With this regards, progress on CRC recommendation No 18 has been mixed: social cash benefits allocated to low-income families and child protection have been increasing, while non-monetary aspects of social protection (social services to the most vulnerable) are still evolving and often lack evidence-based planning and coordination, proper budgeting and capacities of service providers. Currently, UNICEF is the only agency in the country that is working towards overcoming this main bottleneck by contributing to the development of a budgeting mechanism for those critically needed social services through a tri-partied collaboration with the Ministry of Finance and the Ministry of Social Policy, which is yielding first and humble results.

Advocacy efforts at various levels have led to a preliminary agreement with the Ministry of Social Policy to combine accounting for social

services and social benefits in a single tracking system in order to increase efficiency. This mechanism has also been agreed with the World Bank, to be included in a multi-million dollar pilot project in two oblasts starting in 2014.

In direct relation to recommendation 18, a number of surveys and studies conducted by the CO in 2013 will assist the government of Ukraine in optimizing budget allocations to the benefit of most vulnerable children and families, such as the MICS 4, which was concluded in 2013 in collaboration with the State Statistics Service. The MICS provides a solid, gender-, age- and geographically disaggregated picture on shortfalls in governmental provisions. A nationwide discussion session, chaired by the Cabinet of Ministers with participation of all oblast governors planned for December 2013 had to be postponed due to political unrest and partial government shutdown affecting the capital late in 2013.

Research on torture and ill-treatment of children in conflict with the law resulted in strengthening of the monitoring capacities of the Ministry of Interior, by introducing two additional statistical indicators on complaints of children on torture and ill-treatment by police and data on illegal placement of children into reception-distribution centres the HR Commissioner's Office by developing a guide for independent monitors on minimum standards of care for children in closed institutions. Research findings were included into the Human Rights Ombudsman's special National Prevention Mechanism report.

Progress continues to be made in the implementation of the NPA for CRC (recommendation No 14). In 2013 approximately 32 million USD were allocated for implementation of the NPA (compared to USD 40 million (2012) and 2.1 million (2010)). Limited progress has been achieved towards implementation of the recommendation No12 - Inter-Ministerial Commission for the Protection of Childhood, as there was no single meeting in 2013, despite constant efforts made by the CO. This is attributable to the change of the key Minister and a subsequent change in political priorities.

 On-track

**IR 4410/A0/04/801/002** The Ministry of Social Policy oversees fully funded policy framework that focuses on the protection of families and prevention of institutionalization of children

**Progress:**

Ukraine's social service reform remained critical for enhancing protection of families and prevention of children entering institutions.

While an overall policy framework for the social service reform exists, an outstanding bottleneck is absence of a financial mechanism that provides flexibility in funding community social services rather than institutional care. UNICEF continued to facilitate a dialogue between Ministry of Finance and Social Policy colleagues. A joint study tour was conducted to Northern Ireland for Ministry of Finance and Social Policy colleague, providing evidence that outsourced and diversified social services are effective and efficient for family support and prevention of child separation. These initiatives results in ministry colleagues' agreement to develop a funding scheme for social services focused on individual need and establishment of a social service market. A high-level working group chaired by the two ministries has been established to oversee development of the new funding mechanism, for which a funding-agreement with the think-tank of the Ministry of Finance has been entered and signed. First results of this crucial partnership is expected for 2014. In order to boost capacities of non-governmental service providers, UNICEF raised child rights organizations' knowledge about the social service reform in various meetings and workshops. Participation of NGOs in the overall reform process still remains a critical bottleneck.

By government request, UNICEF provided technical expertise on international standards of child hotlines which contributed to the presidential initiative ordering the establishment of a national emergency hotline, a critical step to ensure children's access to the social protection system.

The CO expanded the dialogue among specialists and policy-makers on draft legislation to enable courts to require mandatory social services rather than incarceration for children in conflict with the law. UNICEF shared international good practices on justice for children among high-level decision-makers, expanding the dialogue among government partners for steps required to support families and children in contact with the law. Increased commitment to decrease numbers of children in detention together with UNICEF's advocacy with the Offices of the Presidential Commissioner for Child Rights and Human Rights Ombudsperson has resulted in the closure of four (out of six) schools of social rehabilitation for children under the age of criminal responsibility under Cabinet of Ministers Order #847, affecting some 200 children.

## PC 2 - Protective and inclusive services

 On-track

**PCR 4410/A0/04/802** Protective and Inclusive Services

**Progress:**

Overall progress in increasing availability and accessibility of health and social services for most excluded children and adolescents. The legal and policy framework for a number of marginalized groups of children such as MARA and orphans are slowly reaching satisfactory levels thanks to a high level of attention given to the subject by President and the Government.

The establishment of the envisaged concept of social services banking on non-government providers will require capacity boosting of those non-state actors as well as regional administration, which is currently pronounced unevenly throughout the country. And will require follow up of the CO in 2014.

A number of exemplary models of providing social services through non-government actors established by UNICEF will be reviewed formally in 2014 with the objective to identify a funding / budgeting mechanism for their continuous existence with government co-funding within the social service reform programme.

The number of children in institutional care vs family care did not significantly decrease in 2013. While the CO together with the country's human- and child rights ombudsperson continue to critically monitor the trend, this could also be interpreted as a shift of governmental attention towards prevention of separation of children from families, which will require further analysis.

Increased attention is being given to children in detention and a crawling decrease of numbers of children deprived of liberty has been observed. The moment to establish a formal pilot model for diversion and mediation, drawing on the baseline data established and to be formally evaluated later appears opportune, contingent on funding availability.

As expected and planned, best practices in medical and social services for PMTCT and MARA established and demonstrated by UNICEF in Ukraine have been integrated into the 2014-2018 National AIDS Programme (NAP) and nationwide roll-out will be assisted, monitored and reported by the CO.

Immunization rates show no improvements, instead latest MICS data shows worsening of a number of antigen indicators in 2012, which is a worrying trend observed over the past years. The country office has initiated countless initiatives and calls for actions through a broad variety of approaches, alliances and advocacy opportunities. The main two bottlenecks established in this context remain a) the lack of communication capacities of the MoH to mobilize demand for immunization and b) the lack of capacities to procure vaccines on a global market at competitive rates. Addressing these two bottlenecks will remain a priority of the CO in 2014.

 On-track

**IR 4410/A0/04/802/001** The Ministry of Social Policy oversees the availability of and access to selected social services for marginalized children and their families, including those services provided by non-governmental organizations

**Progress:**

Advancement of protective and inclusive services remains an interlinked strategy with UNICEF's policy work for a strong social service system for children and families.

The government of Ukraine has confirmed its commitment to gradually close institutions all over Ukraine through an array of initiatives and partnerships. The CO supports this notion through continuous advocacy at all levels and strategic partnerships with local key advocacy bodies.

At the same time, the process of building a social service sector that will ultimately decrease the number of children ending up deprived of parental care proves much more challenging for the government at central and regional levels than anticipated.

The CO is amongst the leading drivers behind the establishment of an alternative workforce of providers of social service. However, the 9-month delay in signing the long-planned project cooperation on capacity building of social service providers with the European Union has led to a significant delay in implementation of this IR in 2013. The reasons for this delay is the change in funding instruments at the EU and a subsequent negotiation at HQ level on the modus operandi.

Partnering with the Ministry of Social Policy and an NGO consortium, assessment tools to enhance social work for children and families were established, aimed at increasing the effectiveness of social workers as "case managers". Practitioners from the regions actively participated in the process to ensure relevance. Draft normative provisions for the instruments' implementation have been submitted to the Ministry. In 2013, the CO provided technical assistance to the Ministry in the testing of two standards on alternative family care in more than 5 regions, preparing the standards' content to be set for government approval in 2014.

With NGO and government colleagues, UNICEF continued to strengthen social services for marginalized children's groups, which involved cross-sectoral linkages between health, justice and social policy. In collaboration with a church partner, mediation services are being tested in a pre-pilot setting, involving community volunteers and building links with the district's state social services where mediation consultations were conducted.

Jointly with Ministry of Health and Social Policy colleagues and NGO partners, UNICEF analysed early intervention services for children with special needs to define how the service is developing within Ukraine and to advance its systemization in order to prevent institutionalization of children with special needs.

Incorporating Ministry of Health colleagues in the analysis process proved the key to success underlines again the role, UNICEF is able to play in Ukraine, by acting as a convener between different ministries, working in isolation.

The Ministry of Health has included recommendations from the research for consideration in a ministry-led working group to advance early intervention.

 On-track

**IR 4410/A0/04/802/002** Ministry of Health and Ministry of Social Policy, in collaboration with relevant NGOs, enable the provision of HIV prevention services including PMTCT, harm reduction and VCT for excluded groups and report on the groups' access to and use of the services.

**Progress:**

In 2013, Ukraine made an important step towards elimination of mother-to-child-transmission of HIV and early onset of ART treatment of children born HIV positive by finalizing the 2014-2018 National AIDS Programme (NAP).

The NAP, which still pends parliament approval, embraces the practice of integrated medical and social services for drug-injecting

pregnant women, a caseload, to which the majority of the country's remaining 4 per cent Mother-to-child-Transmission is commonly attributed to. The approach of integrated medical and social services has been established and piloted by the CO over the past few years in three sites in Ukraine. Banking on an assessment of the value added by these pilot sites, the National AIDS Programme secretariat identified the integrated medical and social services for drug-injecting pregnant women as a best practice, which will be sequentially introduced throughout Ukraine within the programme duration until 2018 with government funding, and which is expected to cater for a significant further reduction of MTCT rates in the years to come.

The 2014-2018 NAP also recognizes the significance of the "Dry Blood Spot" technology (DBS), which is another innovation, established in Ukraine with UNICEF assistance. It allows for early treatment for children through early diagnostics of HIV. The DBS method for Early Infant Diagnostics of HIV in infants born to HIV-positive mothers found endorsement and approval by the health authorities after a comprehensive review jointly carried out with CDC, Atlanta, USA. It has been adopted through the National Clinical Protocol on ART for HIV-infected children and will be made available nationwide within the duration of the NAP.

Owing to UNICEF's work over the past years, the 2014-2018 National AIDS Programme (NAP) also included provisions tailored to the specific needs of Most-at-Risk-Adolescents (MARA) and HCT (HIV counselling and testing) access for children in difficult life circumstances into the new NAP. This comes after legal bottlenecks within policies and laws hampering access of MARA to services, including HIV counselling and testing (HCT) had been analysed and reviewed by the MoH with UNICEF assistance and inputs. Anonymous HIV counselling and testing for children aged 14-18 without parental consent has been introduced legally in Ukraine less than a year ago.

UNICEF also triggered and assisted in the review of standards for the 126 Youth Friendly Clinics in Ukraine to make specific provisions for the needs of the groups of most-at-risk adolescents.

The 2013 Annual Review meeting with partners concluded that one of the most important and strategic results of the current Country Programme in the area of HIV has been achieved: *"Government ensures that the new State AIDS Programme includes evidence-based measures on respecting human rights of children and youth affected by HIV/AIDS or at risk of HIV/AIDS, including children in street situations and children suffering from substance abuse, and ensuring access to confidential and youth-friendly services."*

On-track

**IR 4410/A0/04/802/003** Health professionals mobilize demand and provide quality prevention mother and child health services

**Progress:**

Having concluded the establishment of a baseline on prevailing R-MCH knowledge, attitudes and practices in 2012, the CO moved towards introducing and establishing best practices in coaching and counselling on antenatal care and immunization in four pilot oblasts. Working Groups set up for this purpose at national level developed in-service training counselling courses and developed a concept to operationalize a course for family doctors to be introduced into postgraduate education in Ukraine.

The CO led the development of a standardized curricular and package of presentations for schools of responsible parenting for pregnant women and couples as well as draft communication strategies on the prevention of congenital malformation, prevention of adolescent pregnancies and child traumatism, closing of maternity clinics of low capacity and high cost.

Once formally evaluated in 2014, the established best practices and experiences are expected to form the base of a nationwide policy governing R-MCH communication and messaging.

Aimed at boosting capacities of primary duty bearers and to increase the demand for quality services, the CO reached more than 2 million people in 27 regions of Ukraine through radio messages on topics such as immunization, pregnancy planning, harm of smoking during pregnancy, breastfeeding, the father's role in child development, importance of iodized salt consumption, intake of folic acid before and during pregnancy and prevention of accidents in children. Findings from the MICS 4 added significance and increased credibility to these campaigns.

In a renewed attempt to push for legislation governing iodization of salt, a partnership with the office of the Vice-Prime Minister resulted in the re-submission of the draft law, this time through the Cabinet of Ministers. Baring political instability in Ukraine, this approach could bear an increased chance to finally succeed in establishing the legal base for mandatory salt-iodization in Ukraine in 2014.

Dealing with an increased risk of a polio outbreak due to an exceptional low immunization rates and seasonal migration from endemic areas, UNICEF in cooperation with WHO leveraged international technical expertise and developed a Polio Outbreak Preparedness and Response Contingency Plan and Communication Strategy Framework. Both the Plan and the Framework had been officially submitted to the MoH. As another outcome of joint UNICEF-WHO advocacy, the Working Group under SES (governmental hygiene & epidemiology authorities) was established and operationalized and formally tasked to review the National Polio Eradication Plan. Despite the above mentioned, lack of political prioritization or outright denial of the risk from the side of the Ministry of Health severely hamper an effective mitigation of the risk of a polio-outbreak in Ukraine.

**PC 800 - Cross-sectoral costs**

On-track

**PCR 4410/A0/04/800** Programme Support

**Progress:** UNICEF Ukraine has effectively implemented the Programme Management and Operations Support Strategy for 2013 that resulted in:

- Maintenance of effective and results-ensuring governance system through an effective functioning of office committees, comprehensive budget review and budgeting optimization for the CO; promoting of participatory decision-making; review and update of the risk profile actual for 2013 and onwards; ensuring the CO business continuity during the political turmoil.
- Management of key processes through VISION which continued to encounter difficulties in realizing the travel process (posting and closure of TAs), budgeting (insufficiently detailed reports, delayed performance management reports not reflecting the real data as of now; absence of the annual implementation report for grants). In order to ensure smooth financial transaction processing at the due performance level, relevant meetings on VISION, chaired by the VISION coordinator, were conducted. Respective briefings and coaching for staff have continued. Lack of knowledge and clarification of open issues were compensated through the participation in Webex sessions, usage of iLearn resources (VISION knowledge database available in the intranet) and consultations with peers in the region.
- Full completion of the CO team. However, a major HR challenge in 2013 was a lengthy recruitment of Social Policy Officer – a key CO manager – which was significantly procrastinated (11 months) due to the limited capacity of the local HR market in this area and extremely cumbersome UNICEF recruitment process.
- Introduction of resulting Effectiveness and Efficiency measures implemented through the all-staff exercise.
- Teamwork skills enhanced thanks to the effective team coaching initiative.
- Conducting an effective – receiving high positive feedback – CO retreat facilitated by the Local Staff Association, with identification of further steps for the CO attention and follow-up.

Ensuring further focus on cost savings – banking optimization, mobile tariffs review, Maintenance sustainable business continuity through renewing the IT fleet (to replace the out-of-cycle equipment).

 On-track

## IR 4410/A0/04/800/001 Governance and Systems

**Progress:** The oversight structures have been represented by mid- and end-year management reviews, the annual review of a results-based matrix in accordance with key results areas, CMT Meetings, Programme and Operations Meetings. The monitoring mechanisms were rationally distributed between the mentioned meetings, with CMT to oversee the implementation rates and accountability structures (ToA, ERM), PMM to look into grants utilization, DCT and field trip reporting, and OPS Meeting to review and address the operational components such as financial control, human resource management, supply/contracts management, IT and others separately. All the established Office Committees for 2013 functioned well as per their ToRs and Office requirements.

The CO has obtained an opportunity to take advantage of the team coaching offered by NY HQ (two team coaching for the office), which has allowed the staff to jointly reveal the strengths and weaknesses and help, under the professional guidance, develop working solutions for overcoming bottlenecks and challenges.

In 2013, the CO continuously focused on the Effectiveness & Efficiency agenda, not only in cost-saving perspectives but also looked into the improvement of teamwork and time management. Comprehensive team exercises aiming at improving the office management practice and teamwork included work process review, staff survey, team coaching and staff retreats. The recommendations of the exercises were respectively reviewed and endorsed by the CMT.

The outcomes of the exercises resulted in rationalising meeting management, to avoid duplication of information sharing and reduce the number of meetings to only those necessary. TOR has been reclassified among Weekly Management Meeting (which was transformed into Management Update Meeting after the exercise), Programme Management Meeting, Operations Management Meeting, and CMT with better coordination of meeting schedules.

The recently continuously unstable political situation in Ukraine has urged the CO to activate the business continuity plan to ensure the work-from-home mode when required by the DO, without sacrificing the planned CO objectives. Business continuity preparedness remains on due to the unpredictability of the security situation.

The CO is equipped with the team of responsive and hard-working professionals, which timely addresses major strategic risks in programme and operations. The CO sought timely support from the Regional Office and NY Headquarters relevant teams for the mitigation of risks beyond the CO control or capacity, such as the risk of polio outbreak.

 On-track

## IR 4410/A0/04/800/002 Financial Resources and Stewardship

**Progress:** The Country Office has been guided by the revised processes and control mechanisms to maintain a good level of performance and fulfilment of activities in line with the organizational mandate and objectives ensuring to safeguard the financial and other assets.

Many technical issues especially those related to year-end closure need a close interaction with the Division of Finance and Administration, which has been effectively done throughout the year.

In order to ensure smooth financial transaction processing at the due performance level, relevant meetings on VISION, chaired by the VISION coordinator, were conducted.

Respective briefings and coaching for staff have continued. Lack of knowledge and clarification of open issues were compensated through the participation in Webex sessions, usage of iLearn resources (VISION knowledge database available in the intranet) and

consultations with peers in the region.

The budget was regularly monitored using the reports in the VISION system and Performance Management Dashboard web module. The usage of Performance Management reports is challenging due to not reflecting the instantaneous data (2-day delay), therefore more reliability was put on VISION reports. However, these lacked the needed detailed breakdown of expenditure; therefore section budgeting beyond the system was still applied. This consumed additional time and HR resources.

In 2013, the Office conducted a tender to select an external partner to conduct financial assessments of Implementing Partners thus ensuring a quality micro-assessment of partners with projects over USD 100,000. The office has a regularly updated assurance plan, with programme monitoring visits and spot checks included

The Office has been continuously looking into cost savings in all possible areas, which also includes taking into account the opportunity costs. Strategic planning and qualified evaluation of ICT resources ensured their long-term usage and prospective savings. Other kinds of savings were ensured in the area of banking (installation of Client Bank software for all Office payments thus eliminating the need for paper orders and their daily delivery to the bank; bank charges rate was reduced to 0,5 per cent ), communications (optimization of mobile tariffs; use of free facilities, virtual modes of meetings, interviews, teleconferences), continuation of using the common services in procurement, HR and travel.

 On-track

#### IR 4410/A0/04/800/003 Human Capacity

**Progress:** UNICEF Ukraine has been applying the results-based model to identify and meet its human capacity needs by defining the planned results through the derivation from work plans and CO priorities for the year and onwards.

The Office continued to develop the management and leadership, partnership and relevant technical skills and competences identified to strengthen its potential. These were reflected in individual training plans based on staff performance plans. The individual plans were consolidated into the Office Training Plan, the completion rate of which as of 31.12 .2013 is 78 per cent .

Staff technical support skills were developed by involving Programme Assistants into programmatic activities, providing them with development opportunities.

The PSV function was diligently performed in 2013 with the required regular reporting to staff counsellors.

The Office has a committed, enthusiastic and qualified Local Staff Association. This has allowed them to successfully conduct an experimental retreat in staff development and teambuilding, without any external facilitator. The retreat was unanimously evaluated highly by the staff, stressing the areas addressed as very relevant.

In 2013, the CO conducted its own Staff Satisfaction survey designed by HR in collaboration with the LSA. Overall, the level of staff satisfaction by working for UNICEF Ukraine was high. At the same time, specific areas were identified deserving further investigation, such as internal communication and ethical (staff conduct) issues. In order to address the ethics/conduct issues, a decision was made to include the Integrity and Ethics Training into the Training Plan for 2014 making it obligatory for all CO staff.

In 2013, the CO also highly benefited from the teamwork coaching programmes assigned to two teams. The training proved effective by helping the staff jointly reflect on bottlenecks, catalysing open discussions leading to joint commitments, willingness to share difficulties and accountability and readiness to arrange further meetings to sustain the team spirit and the required actions.

The CO continued effectively using the flexible options to ensure work-life balance of staff. As a pioneering initiative, the CO got DHR and Donor Government approval for out posting a Japanese JPO to Bucharest working for Kiev for the staff work-life balance.

A major HR challenge in 2013 was a lengthy recruitment of Social Policy Officer – a key CO manager – which was significantly procrastinated (11 months) due to the limited capacity of the local HR market in this area and extremely cumbersome UNICEF recruitment process.

The Office is committed to UN Cares and has implemented the minimum standards on HIV in workplace.

## Effective Governance Structure

In 2013, the Ukraine CO specified its objectives and priorities in the Annual Management Plan, developed from the analysis of 2012 Annual Report and the 2012 Annual Management Review, conducted in early February, 2013. The management priorities for 2013 encompassed the seven key clusters of: representation, advocacy and external communication; programme management; human and other resources and office management; UN Coherence; knowledge generation and management; emergency preparedness and response and strategic partnership review.

The AR/AMR analysis and findings have also triggered the review of UNICEF Ukraine strategic partnerships, resulting in the design of a strategic workplan, with the Government of Ukraine and the general public managing strategic risks: 1) the notable decline in donor governments' interests to development assistance to Ukraine, combined with political tension between the international community and the Government of Ukraine, 2) Ukrainian political environment remaining unpredictable and the reform commitment of the Government at times questionable, and 3) the partnership between the UN system and the Government showing signs of fatigue, with the decrease of the Government demand.

The oversight structures have been represented by mid- and end-year management reviews, the annual review of a results-based matrix in accordance with key results areas, CMT Meetings, Programme and Operations Meetings. The monitoring mechanisms were rationally distributed between the mentioned meetings, with CMT to oversee the implementation rates and accountability structures (ToA, ERM), PMM to look into grants utilization, DCT and field trip reporting, and OPS Meeting to review and address the operational components such as financial control, human resource management, supply/contracts management, IT and others separately. All the established Office Committees for 2013 functioned well as per their ToRs and Office requirements.

In 2013, the CO continuously focused on the Effectiveness & Efficiency agenda, not only in cost-saving perspectives but also looked into the improvement of teamwork and time management. Comprehensive team exercises aiming at improving the office management practice and teamwork included work process review, staff survey, team coaching and staff retreats. The recommendations of the exercises were respectively reviewed and endorsed by the CMT.

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The recently continuously unstable political situation in Ukraine has urged the CO to activate the business continuity plan to ensure the work-from-home mode when required by the DO, without sacrificing the planned CO objectives. Business continuity preparedness remains on due to the unpredictability of the security situation.

The CO is equipped with the team of responsive and hard-working professionals, which timely addresses major strategic risks in programme and operations. The CO sought timely support from the Regional Office and NY Headquarters relevant teams for the mitigation of risks beyond the CO control or capacity, such as the risk of polio outbreak.

## Strategic Risk Management

In 2013, the CO reviewed its risk profile to make it more aligned with the current CO priorities, to comply with the global risk portfolio, and to embed the E&E principle through exercising the lighter version of the risk review. The previous approach proved heavy and cumbersome which resulted in low staff commitment and slow progress in 2012, therefore, a two-stage approach was applied for better risk analysis and management:

1. Identification of current **key** risks by the Programme and Operations Management in the following areas: CO funding, strategic positioning in the country, emergency preparedness, human resources, results-based management and reporting (quality management).
2. Update of the CO risk through the analysis of the global risk profile provided by the Office of Internal Audit. Therewith, several more risks were added. This has also allowed the CO to go beyond the country context and ensure a comprehensive and coherent coverage of risks, taking into account the place in the global UNICEF agenda.

In the course of the OIAI survey preparation, the CO contributed to the global 2014 OIAI Work Plan, having added significant risks to consider by other offices. These related to 1) emergency preparedness in non-emergency countries and 2) the decrease of the Government demand for UNICEF presence in the country.

The CO has a well-functioning system of risk mitigation control covering all layers: 1) individual accountability; 2) team accountability; 3) section – Programme, Operations - accountability; 4) risk escalation to the Management Team; 5) shared lateral/CO accountability – at CRC, PCA RC, CMT; 6) risk escalation by the CO Management to the level of the RO/HQ in case of limited capacity.

In February 2014, the CO, as agreed at the CMT will conduct a risk review exercise for all staff to focus on discussing the mitigation actions for the identified risks and look into the effectiveness of the current risk control system.

The CO maintains a standing minimum level of readiness for emergency risks; however, this is significantly challenged in case of the emergency stage growth – especially in terms of highly infectious diseases and unpredictable development of the political situation. Therefore, the emergency preparedness was reviewed in the last quarter of 2013 (in close collaboration with the RO/HQ team) to ensure the needed readiness. Respective BCP update was effected to maintain the business continuity of the Office in case of a serious deterioration of the security situation in Ukraine, which can block access to the office premises, cause mobile network disruptions, restrict access to Government buildings, prevent sustainable cooperation with the Government officials, CSOs and other partners, *i.e.* pose a threat for the CP delivery.

The EWEA for the above-stated has been updated.

## Evaluation

The CO has drafted six “Theories of Change” (ToC) for core areas of the Country Programme. Each of these ToCs banks on an established baseline and envisages the evaluation of either a best practice identified or a model established by UNICEF.

Evaluations or review / documentation of the “trajectory” of these ToCs will form the backbone of the MTR in 2014.

The CO is keeping track of the progress made within the Country Programme in RAM. Baselines and targets had been identified and disaggregated for those that were missing. CPAP indicators IRs 1.2, 2.1 and 2.3. Were narrowed down and adjusted.

IMEP implementation and quality was regularly reviewed the CMT, so as to ensure that IMEP provides the overall framework of quality M&E framework.

The CO actively participated in the preparation of the multi-country evaluations in the area of juvenile justice and family environment, with the findings of both to be fed into both the MTR process and to propel CEECIS results globally in these two specific areas.

The M&E section provided technical assistance and leadership in the areas of reproductive mother & child health, health promotion and communication in establishing baseline data disaggregated regionally and thematically.

The close interaction with RO, with open and transparent tender process identifying evaluation contractors

contributed to objective, fair and impartial evaluation conduct.

Seen as a significant boost of the understanding of RBM, five staff of the CO participated in the PPP training in Istanbul in September 2013, and participants debriefed POs on topics discussed upon return.

The CO has actively participated in the meetings of the national evaluation association, providing its expertise in RBM vocabulary for partners. To increase the number of local experts and expertise in the country, the CO continuously updated a roster for evaluation consultants. The roster is open to institutions and individuals, national and international, with thematic and evaluation expertise.

## Effective Use of Information and Communication Technology

In 2013, the ICT function was effectively performed to ensure the maintenance and enhancement of a reliable and secure infrastructure and to grant access to corporate applications. This was aimed at supporting the business continuity on the proper level in order to guarantee the effective implementation of the Country Programme.

The areas addressed in 2013:

### **1. Organizational change initiatives ensuring IT infrastructure proper functioning without interruptions and UNICEF Office modernization**

- a. Office ICT environment was updated and maintained as follows:
  - i. Regular checks of VISION and other applications connectivity: all channels testing, replacing the main fibre-optic line converter.
  - ii. Regular checks of Office Mission Control Secure Gateway and communication with the Mission Control personnel for uninterrupted access to UNICEF external communication lines and Internet.
  - iii. Supporting the Office virtual infrastructure according to the global plan
  - iv. Optimizing and simplifying the connection of organizational equipment to UNICEF network.
  - v. Upgrade of virtual machines back-up infrastructure, Office Citrix server Web interface. Renewal of the related certificate up to 2015, including access from the modern devices with Android and iOS
  - vi. Secure authorized Internet access for visitors (and staff when required) ensured.
- b. In accordance with the Global Strategy, the hardware and software replacement/updates were strategically planned. A Direct Order was placed for procuring hardware to renew the CO IT fleet for ensuring further office continuity and comply with the IT requirements.

### **2. Maintenance of Complex Infrastructure**

- a. The ICT Infrastructure was maintained by skilled staff. Contracting the qualified telecommunications support companies guaranteed stable support of the telecommunication system of UNICEF Ukraine. The mobile communication tariff plans for staff were reviewed and optimized to ensure cost-savings without sacrificing the quality.

### **3. Business Continuity, remote access**

- a. Office satellite equipment was regularly tested and occasionally checked by UN DSS. To ensure office satellite phones sustainable, uninterrupted functioning, the existing provider was replaced with the external one based on the LTA availability.
- b. Back-up of the office virtual servers was made through the external USB drive, with the respective required off-site storage.
- c. Remote access to corporate applications was maintained. Citrix remote access to office applications was ensured as a part of the Office Business Continuity Plan.
- d. The CO team continuously took advantage of the quality access to remote technologies, including the teleworking mode, which ensured a good collaboration and teamwork of colleagues as well as did not jeopardize the timely delivery on the planned milestones and objectives.

### **4. Common services and skilled resources**

The CO does not have a fully encompassing system of IT common services, however, it is progressive therein through promoting the economical approach to business continuity by contracting a cost-effective common ICT Internet provider and utilizing the IT solicitation results and signed contracts/LTAs, where benefits are visual.

Along with other UN Agencies, a common provider has been contracted to ensure disposal of equipment in an environmentally secure and safe manner.

The CO IT has a back-up by the UNDP IT team which ensures continuous skilled support.

### Fund-raising and Donor Relations

In spite of the challenging resource mobilization environment with declining donor governments' interests in ODA for Ukraine, the CO has successfully managed to generate OR funding throughout 2013. Against the 2013 OR ceiling of USD 3,600 million, an overall amount of the utilised OR was USD 3,258,412 million in 2013, which amounts to an overall success rate of approximately 91 per cent .

The CO has been successfully managed quality donor reporting with 100 per cent timely submission throughout 2013. The success is largely thanks to the established mechanism of the quality donor report submission management. The tool for donor reports, overseen by the M&E Specialist, ensures that only donor reports meeting the established criteria are released by the management.

The resource utilization are monitored at the CMT and Programme Meetings effectively as well as through regular sectional oversight. The result-oriented planning addressed in the Rolling-Work Plan has resulted in a good CO performance in funds utilization, meeting the established monitoring benchmarks. PBA expiring dates are closely monitored by respective sections as well as the budget focal point (M&E assistant) regularly – which supports the timely utilization of donor funds.

The CO has been effectively mobilizing resources locally. In 2013, three new agreements are signed with Norway Government, Estonia Government and European Commission as successful outcomes of local fund-raising efforts. The CO continues to implement the funds contributed by other key donors such as Swiss Development Cooperation, Austrian Government, UNICEF Netherlands, UNICEF Germany and UNICEF Norway, with frequent communication and information-sharing with those donor partners, in addition to the formal reporting.

Within the South-South Cooperation, the UNICEF Ukraine CO has submitted a donor proposal for USD 500,000 to the Estonian Government to support activities in the area of social policy and juvenile justice. Estonia has been already a steady and positive partner for the past years. Although small contribution in amount, they are consistent and flexible funding in the focus of human rights protection.

In terms of joint Programmes, UNICEF continues to voice the needs of children in the UNPRPD joint project with the UNDP.

Although Ukraine has not started private sector fund-raising, the CO has strategy of enhancing the advocacy and partnership with the private sector partners. Introduction of UNICEF has been made to partners such as SAP, NIVEA, and ING. The CO has continued to benefit from a small amount of locally generated funds from the Sheraton Hotel in Zaporizhzhya through the existing UNICEF-Starwood fundraising partnership "Check-out for Children".

The CO plans to file a new Resource Mobilisation Strategy in 2014 aiming at funding the post-MTR period of the Country Programme.

### Management of Financial and Other Assets

An internal audit is planned to be conducted for UNICEF Ukraine in 2014.

The Country Office has been guided by the revised processes and control mechanisms to maintain a good level of performance and fulfilment of activities in line with the organizational mandate and objectives ensuring to safeguard the financial and other assets.

The office has been applying the results-based planning and management tools. The CO has continuously ensured that financial, human resources and administrative resources are adequately available and efficiently used to deliver on the planned objectives.

Reviewing the financial processes to make them country specific within organizational rules and regulations has enabled more process awareness among the staff and helped develop more systematic knowledge base in the area of finance management. Many technical issues, though, especially those related to year-end closure need a close interaction with the Division of Finance and Administration, which has been effectively done throughout the year.

In order to ensure smooth financial transaction processing at the due performance level, relevant meetings on VISION, chaired by the VISION coordinator, were conducted. Respective briefings and coaching for staff have continued. Lack of knowledge and clarification of open issues were compensated through the participation in Webex sessions, usage of iLearn resources (VISION knowledge database available in the intranet) and consultations with peers in the region.

The budget was regularly monitored using the reports in the VISION system and Performance Management Dashboard web module. The usage of Performance Management reports is challenging due to not reflecting the instantaneous data (2-day delay), therefore more reliability was put on VISION reports. However, these lacked the needed detailed breakdown of expenditure; therefore section budgeting beyond the system was still applied. This consumed additional time and HR resources.

Effective financial management was reflected in the results of good performance on key financial indicators:

- 99 per cent of RR were spent
- Apart from 1 grant requiring extension, the rest were used within the original duration. Grant 110606 was extended for one year (from 31.12.2013 to 31.12.2014), since an additional amount of USD 64,697.04 was received on 04 July, 2013 leaving less than six months for the full-extend implementation of the project before the original expiry date.
- There were no outstanding DCTs over 6 and 9 months.

Though Ukraine is exempt from the Harmonized Approach to Cash Transfers (hereinafter referred to as HACT) implementation, as per the approval of the Chef of the Regional Directors Team, UNICEF Ukraine has been applying HACT since March 2012. In 2013, the Office conducted a tender to select an external partner to conduct financial assessments of Implementing Partners thus ensuring a quality micro-assessment of partners with projects over USD 100,000. The office has a regularly updated assurance plan, with programme monitoring visits and spot checks included. In 2014, with the mid of the Country Programme approaching, the Office plans to contract an external company for conducting audits of partners, which are required at least once per the Country Programme in accordance with HACT regulations.

The CO ensured quality planning and monitoring of resource utilisation aiming at reaching maximal efficiency of the performed activities. Given the limited availability of resources in the Country Office (in particular, HR and finance), the Office has been continuously looking into cost savings in all possible areas, which also includes taking into account the opportunity costs. Strategic planning and qualified evaluation of ICT resources ensured their long-term usage and prospective savings. Other kinds of savings were ensured in the area of banking (installation of Client Bank software for all Office payments thus eliminating the need for paper orders and their daily delivery to the bank; bank charges rate was reduced to 0,5 per cent ), communications (optimization of mobile tariffs; use of free facilities, virtual modes of meetings, interviews, teleconferences), continuation of using the common services in procurement, HR and travel.

## Supply Management

In 2013, as usual, the Office did its best to ensure the good functioning of the supply component. Throughout the year, there were no cases of low quality supplies to be reported. The supplies including both local and off-shore were delivered according to the requested deadlines. Minor delays occurred were due to the time needed for physical producing of supplies and weather conditions. Such delays had no influence on the overall accomplishment.

Local procurement prevailed in 2013. The maturity of the local market, with a varied assortment of offers, allowed the CO to conduct a competitive selection of suppliers and obtain products and services tailored to

the needs of the Ukrainian market, without compromising on quality. It also contributed to significant savings in customs clearance and freight costs, as well as considerably reduced the delivery time and effort. The only challenge the CO continued facing was suppliers' requests for advance payments due to USD rate fluctuations in Ukraine and producers' requirements.

Usually the CO orders delivery services through the producer or supplier, as a wide range of in-country suppliers provide a full cycle of services including logistics and delivery. The delivery is monitored by receiving regular feedback from beneficiaries/end-users. No poor performance has been observed over the reporting period.

Supplies procured, especially within high-value Programme Cooperation Agreements, have been thoroughly monitored by the CO. In 2013, supply monitoring visits were conducted to the sites of the Implementing Partners in Dnepropetrovsk, Poltava, Mykolaiv and Odessa. In order to ensure consistency and coherent, interactive work with the programme colleagues, making a more comprehensive follow-up on the Partner's activities, the supply and programme monitoring visits to sites are usually combined.

The office went on taking advantage of cooperation with UNICEF Supply Division. In this regard, the Direct Order LTAs were used by the CO to procure HIV test-kits, satellite and IT equipment. The orders were respectively done through VISION. The recent DO for a bulk procurement of IT equipment for the office has caused considerable difficulties due to still prevailing technical problems in the system, which produced a great deal of manual work.

With the respective CMT endorsement, the CO has reviewed its model of cooperation with conference services providers. In order to prevent excessive disbursements of funds, financial ceilings were established for LTA holders. Tendering process was still observed for non-standard types of services, whereas rotation of orders was ensured for the standard ones.

The skills development and professional growth of supply staff has been focused throughout the year. Apart from self-learning, online courses, Webex sessions and networking within and beyond the region, the CO Administrative/Supply Assistant attended the Introduction to Procurement Training in Supply Division, which has been upgraded within the VISION context to focus on the changed supply processes and address the arisen challenges. This has allowed the staff to gain valuable expertise for the Office.

In the course of 2013, the following lessons were learnt by the CO:

- A technical expert or a narrow specialist should be hired at the initial stage of the request for complicated services to help with SOW and specifications development and/or verification
- UNICEF and IPs should develop and sign common plans for establishing control points, listing the monitoring activities, defining responsible focal points and communication channels to ensure sustainable control and coordination in multilateral engagements (UNICEF-Implementing Partner-service providers-suppliers).
- A valid and up-to-date Procurement Plan would allow processing requests for goods and services more effectively and efficiently; greatly contribute to the overall office supply plan and distribution of activities through the year; ensure high response to the tenders, help in achieving best value for money; ensure delivery in a timely manner.
- The CO programme staff needs to be more supply-related knowledge, especially solicitation, as lack thereof results in delays, repetitive actions and challenges in communication within the team.

Below, one can find a table of total value of supplies received split by categories as required:

Supply category	Amount	Comment
<b>Services total including:</b>	<b>919,457.12</b>	
Conference services/Logistics	468,738.37	
Services (research, etc.)	450,718.75	
<b>Promo</b>	<b>23,668.88</b>	
<b>Programme supplies</b>	<b>159,763.88</b>	

**Operational supplies| 17,677.19|**

**IT equipment (DO)| 38,366|** committed in 2013

| |

**Total for CO supplies in 2013 (excluding IT DO):| 1,120,567.07|**

## Human Resources

UNICEF Ukraine has been applying the results-based planning to identify and meet its human capacity needs by defining the planned results based on work plans and CO priorities.

The Office continued to develop staff members' skills in management and leadership, partnership and relevant technical competences identified to strengthen their potential. These were reflected in individual training plans based on staff performance plans. The individual plans were consolidated into the Office Training Plan, the completion rate of which as of 31.12.2013 is 78 per cent.

Staff technical support skills were developed by involving Programme Assistants into programmatic activities, providing them with development opportunities.

VISION skills were further refined by staff participation in Webex sessions, interaction with SMEs and relevant networking.

The CO actively works on staff exchanges and mentoring with other country offices in the CEE/CIS region and beyond. There have been two deployments from Ukraine CO to other Cos, and one deployment from Moldova to Ukraine during 2013. These were excellent professional development and networking opportunities for staff members. Pro-active and responsive office expertise sharing within the region has also been effectively continued.

Two-way resulting performance discussions were focused all through 2013, with the official reporting at mid-year. 90 per cent of 2012 PERs were completed by end February 2013.

The PSV function was diligently performed in 2013 with the required regular reporting to staff counsellors. The committed, enthusiastic and qualified Local Staff Association has successfully conducted a successful retreat in staff development and teambuilding, without any external facilitator. The retreat was unanimously evaluated highly by the staff, stressing the areas addressed as very relevant.

In 2013, the CO conducted its own Staff Satisfaction survey designed by OPS section in collaboration with LSA. Overall, the level of staff satisfaction by working for UNICEF Ukraine was high. At the same time, specific areas were identified deserving further improvement, such as internal communication and ethical (staff conduct) issues. In order to address the ethics/conduct issues, a decision was made to include the Integrity and Ethics Training into the Training Plan for 2014 making it obligatory for all CO staff. In 2013, the CO also highly benefited from the teamwork coaching programmes assigned to two teams. The training proved effective by helping the staff jointly reflect on bottlenecks, catalysing open discussions leading to joint commitments, willingness to share difficulties and accountability and readiness to arrange further meetings to sustain the team spirit and the required actions.

The CO continued effectively using the flexible options to ensure work-life balance of staff. As a pioneering initiative, the CO got DHR and Donor Government approval for out posting a Japanese JPO to Bucharest working for Kiev for maintaining the staff work-life balance in a specific family context. A major HR challenge in 2013 was a lengthy recruitment of Social Policy Officer. The recruitment was significantly delayed due to the limited capacity of the local HR market in this area and extremely cumbersome UNICEF recruitment process.

The Office is committed to UN Cares and has implemented the minimum standards on HIV in workplace.

## Efficiency Gains and Cost Savings

In 2013, the Ukraine Office was closely focusing on the implementation of the E&E initiative in order to look into not only more possible cost-reduction options, but also to seek ways of optimizing/simplifying processes/governance elements which would allow the staff to deliver on the set objectives more effectively and efficiently.

For this, a respective team exercise for all staff, facilitated by senior professional specialists and overseen by the Management, was conducted. The exercise was preceded by an anonymous VIPP card survey to identify the bottlenecks and critical issues, which were jointly addressed during the exercise. The CO organised a half-day all staff meeting with group discussions which respectively addressed the issues related to Governance and Work Processes. The exercise resulted in concrete recommendations, endorsed by the CMT, on simplifying/reviewing some processes, rationalizing and reducing the number of meetings, taking actions on reducing the too risk-averting positions but work on more effective risk management.

Upon closer analysis, the UNICEF Ukraine efficiency gains lie as follows:

- Process simplification leading to reduced transactional workload achieved through the Work Process Review conducted in February 2013 and the team exercise in July 2013
- Teamwork efficiency reducing the excessive communication, quicker problem solving due to shared accountability, achieved through the effective team coaching in August – October 2013
- Virtual no-cost modalities for training (Dynamic Leadership Certificate, specialized online courses, Webex sessions), meetings, teleconferences, interviews and other kinds of briefings/discussions
- Visible and clear cost reductions due to banking optimization (rate decrease from 1 per cent to 0,5 per cent ; installation of Client Bank software for all CO payments); optimization of the corporate mobile tariffs for staff, limiting the number of UNICEF participants in external events/conferences; travel rationalization (using plane options to avoid the unnecessary overnight travel entailing more DSA costs)
- Avoiding the additional staff effort/load and consumption of related administrative maintenance resources through the utilization of common services (travel, procurement, consultants, etc.).

The 'best value for money' principle, reflected in the optimal combination of the whole life costs and quality, is continuously observed in procurement. In more detail, the following aspects are looked into:

- Acquiring the goods and services competitively unless there is no clear evidence to the contrary (sole source, continuation of the service, tender offer remaining valid as per the regulations)
- Avoiding unnecessary purchases (requests for goods and services certified by the Deputy Representative confirming the relevance for the CP)
- Ensuring that the beneficiary needs are met and not exceeded (receiving clear specifications from partners)
- Section collaboration, where applicable, to ensure joint orders (for events, delivery, etc.)
- Aiming at streamlining the procurement process (procurement plan) and finance process (non-delayed payment upon the confirmation of goods received)
- Aiming at no unnecessary stock held (initially planning the number of publications for beneficiaries certified by the Deputy Representative).

## Changes in AMP & CPMP

The 2014 Annual Management Plan will reflect the recommendations from the 2013 Annual Management Review and ERM review (mitigating actions to address the key risks for UNICEF Ukraine). The Office audit preparation and process will be included into 2014 AMP, highlighting the risk areas to be addressed.

The key defined seven areas will continue to be elaborated on. The Strategic Partnership focus will be strengthened.

The preparation for the Mid-Term Management Review to form further basis for the CO CPMP amendment will be flagged. The CO team composition will also be influenced by the GSSC initiative resulting from the relevant guidelines issued by the HQ. Staff morale and motivation issues are to be clearly addressed.

In 2014, the CO will conduct a Mid-Term Review (MTR) of the Programme and a Mid-Term Management Review (MTMR) of the managerial setup of the Country Office. Both processes will be reflected in the 2014 AMP.

The Mid-Term Review (MTR) aims to:

1. Assess progress in implementing the 2012-2016 CP and the extent to which its goal and expected results as described in the CPD/CPAP are being met, and to assess constraints and opportunities encountered by the CP
2. Highlight major achievements within the CP that contribute significantly to closing the equity gaps in the country as well as in the regional context
3. Review the assumptions made during the development of this CP to determine their continued relevance in light of the Situation Analysis 2014.
4. Re-assess the partnership environment. It is of critical importance to the realization of results for children in Ukraine to explore new modes of engagement and new forms of partnership, including its contribution in strengthening social mobilization and social accountability
5. Identify lessons learned so as to improve the quality of program implementation and strategies used to achieve results, and indicate how these lessons may be applied to in the future

The Mid-Term Management Review will assess the efficiency and effectiveness of business processes and staffing structure of the country in relation to the (revised) programme priorities has the objective to:

1. Analyse the administration of the Office in the first half of the CP, and identify adjustments for the remaining period of the CP.
2. Provide an analysis of the Integrated Budget (IB) and proposed adjustments in resource allocation to be implemented by the Office until the end of the CP cycle. The results of this exercise will be reflected in the MTR summary to be submitted to the CEECIS RO which will serve to modify the Country Programme Management Plan (CPMP) if required.

Suggest necessary adjustments in the key elements of the CP as established in the CPD/CPAP including programmatic results, strategies, office and staffing structure, funding allocations and management arrangements where warranted as a result of changes in the programme and country environment, including changes in the situation of children and major political, economic and social developments.

## Summary Notes and Acronyms

### ACRONYMS

- AIDS - Acquired immune deficiency syndrome  
 AMP - Annual Management Plan  
 AMSU - Academy of Medical Science of Ukraine  
 ANC - Antenatal Clinic  
 ART - Antiretroviral Therapy  
 AWP - Annual Work Plan  
 BC - Business Continuity  
 BCG - Calmet-Geren bacilli (anti - tuberculosis vaccine)  
 C4D - Communication for Development  
 CCC - Core Commitment for Children  
 CEDAW - Convention on Elimination of All Forms of Discrimination against Women  
 CEECIS - Central and Eastern Europe/Community of Independent States  
 CFCI - Child Friendly Cities Initiative  
 CMT - Country Management Team  
 CPAP - Country Programme Action Plan  
 CPD - Country Programme Document  
 CRC - Contract Review Committee  
 DCT - Direct Cash Transfer  
 DFAM - Division of Financial & Administrative Management  
 DHS - Demographic and Health Survey

DLC - Dynamic Leadership Certificate  
DO - Direct Order  
DPT - Diphtheria Pertussis Tetanus  
E&E - Effectiveness & Efficiency  
EMC - Evaluation Management Committee  
EPI - Extended Immunisation Programme  
ERM - Enterprise Risk Management  
EWEA - Early Warning Early Action  
GPEI - Global Polio Eradication Initiative  
GSSC - Global Shared Service Centre  
HBSC - Health Behaviour in School-Age Children  
HepB - Hepatitis B  
HiB - Haemophilus influenza  
HIV - Human immunodeficiency virus  
HRO - Human Rights Ombudsman Office  
ICM - Integrated Care Model  
IDU - Injecting Drug User  
IMEP - Integrated Monitoring and Evaluation Plan  
IR - Intermediate Result  
JPO - Junior Professional Officer  
KAPB - Knowledge, Attitude, Practice, Behaviour  
LSA - Local Staff Association  
LTA - Long Term Agreement  
M&E - Monitoring and Evaluation  
MARA - Most-at-risk adolescents  
MDG - Millennium Development Goal  
MICS - Multiple Indicator Cluster Survey  
MMR - Measles, mumps, rubella  
MoFIN - Ministry of Finance  
MoH - Ministry of Health  
MoRES - Monitoring Results for Equity System  
MoSP - Ministry of Social Policy  
MTCT - Mother-to-Child Transmission  
MTR - Mid-Term Review  
MTSP - Mid-Term Strategic Plan  
NGO - Non-Governmental Organization  
NPA - National Plan of Action  
OIAI - Office of Internal Audit and Investigation  
OMT - Operations Management Team  
OPS - Operations  
OR - Other Resources  
PCA - Project Cooperation Agreement  
PCR - Programme Component Result  
PFM - Public Finance Management  
PMM - Programme Management Meeting  
PMTCT - Prevention of mother to child transmission  
PPP - Programme Policy and Procedure  
RAM - Results Assessment Module  
RBM - Results-based Management  
RH/FP - Reproductive Health/Family Planning  
RKLA - Regional Knowledge Leadership Area

R-MCH - Reproductive and Maternal and Child Health

RO - Regional Office

RR - Regular Resources

SME - Subject matter expert

SMT - Senior Management Team

ToA - Table of Authority

ToC - Theory of Change

ToR - Terms of Reference

UN CEDAW - UN Committee on the Elimination of Discrimination against Women

UN CRC - UN Committee on the Rights of the Child

UNCT - UN Country Team

UNDP - UN Development Programme

UNFPA - United Nations Population Fund

UNPRPD - UN Partnership on the Rights of Persons with Disabilities

USAID - US Agency for International Development

WASH - Water and Sanitation

YFC - Youth Friendly Clinics

## Evaluation

	Title	Sequence Number	Type of Report
1	Integrated Monitoring and Evaluation Plan	2013/001	IMEP
2	Evaluation of the Current State of Early HIV Diagnostics in Children Born to HIV Infected Mothers	2013/002	Study
3	Social and demographic determinants of the risk of HIV transmission from mother-to-child in Ukraine	2013/003	Study
4	Reduction of HIV MTCT risks among pregnant IDU women in Ukraine	2013/004	Study
5	Population Size Estimate for Drug Addicted Women at Reproductive Age in Ukraine and Drug Addicted Pregnant Women	2013/005	Study
6	Cost of integrated service model for drug using pregnant women in Ukraine	2013/006	Study
7	Legal review and recommendations on the access of MARA and general adolescents to medical and social services with the focus on HIV services	2013/007	Study
8	Comprehensive Study on Motivation and Accessibility of voluntary counselling and testing (VCT) on HIV for Children and Youth	2013/008	Survey
9	An analysis of the project stakeholders, mapping and capacity assessment of service providers working with most-at-risk children and adolescents (case studies of selected cities)	2013/009	Study
10	Mapping of Key Populations, Services and an HIV Epidemic Appraisal in Zaporizhzhya, Ukraine	2013/010	Study
11	Knowledge, Attitudes, Practices and Behaviour (KAPB) Survey on Reproductive, Maternal and Child Health (conducted in 4 pilot project regions: AR Crimea, Ivano-Frankivsk, Zhytomyr, Rivne oblasts).	2013/011	Survey
12	A survey of children experiences placed in schools and college(s) of social rehabilitation operated by the Ministry of Education, Science and Sports of Ukraine	2013/012	Survey
13	Research on torture and ill-treatment of children in the context of juvenile justice: prevalence, impact, prevention, detection, assistance and accountability	2013/013	Study
14	Report of the Child Rights Commissioner on Analysis of Data of Residential Institutions for Children	2013/014	Study
15	Multiple Indicator Cluster Survey 2012 in Ukraine	2013/015	Survey

## Other Publications

	Title
1	Evaluation of the Current State of Early HIV Diagnostics in Children Born to HIV Infected Mothers (in Ukrainian and English)
2	Social and demographic determinants of the risk of HIV transmission from mother-to-child in Ukraine (in Ukrainian)
3	Clinical Guideline on Treatment for HIV-positive Children (in Ukrainian)
4	Regulatory and legal review on HIV/AIDS prevention and access of adolescents, including most-at-risk adolescents, to medical and social services (in Ukrainian)
5	Recommendations for service providers based on regulatory and legal review on HIV/AIDS prevention and access of adolescents, including most-at-risk adolescents, to medical and social services (in Ukrainian and English)
6	Comprehensive study on motivation and accessibility of VCT on HIV for children and youth (Ukrainian and English)
7	An analysis of the project stakeholders, mapping and capacity assessment of service providers working with most-at-risk children and adolescents (case studies of selected cities) (in Ukrainian and English)
8	Torture and Ill-Treatment of Children in Conflict with the Law in Ukraine (overview) (in English and Ukrainian)
9	The OneMinutesJr workshop in Ukraine. Melitopol and Kuryazh detention facilities for youth

## Lessons Learned

	Title	Document Type/Category
1	Country Office Team Building with Business Processes Review	Lesson Learned