

Executive Summary

The most widely recognized UNICEF contribution to shaping the policy framework for children was the development of the National Plan of Action on the Improvement of the Situation of Children and Protection of their Rights for 2012-2016. The Plan focuses on improving legislation, strengthening national planning and implementation capacities, developing a coordinated inter-agency approach towards the protection of children's rights and improving monitoring. It includes recommendations on how to overcome identified bottlenecks, those related to the CEE/CIS regional knowledge and leadership agenda as well as Committee on the Rights of the Child recommendations.

The revised Law on Social Services stipulates the delivery of respite services for families with disabled children and social contracting. Important amendments to the law were promoted by the UNCT and CSOs and informed by evidence and good practices examples from respite care services piloted by UNICEF and Children's Fund International.

The Government supported the UNICEF regional initiative to put an end to placing children under three years, including children with disabilities, in institutions. In 2012, national legislation was amended to prevent institutionalization in early childhood. It now stipulates foster care services for children under three and community-based support services for families.

UNICEF support to the Multiple Indicator Cluster Survey (MICS4) resulted in the completion of data collection and its quality assurance by the global MICS4 team. In addition to providing a clear snapshot of the current situation of women and children across the country, MICS4 data can potentially help with identifying disadvantaged children and the determinants of inequity.

In collaboration with other UN agencies, UNICEF provided substantial technical assistance on the implementation of the CRC, CEDAW and Universal Periodic Review (UPR) recommendations. UNICEF advocated persistently for the ratification of the Convention on the Rights of Persons with Disabilities which is still pending. UNICEF Belarus will accelerate its efforts to overcome this barrier to creating an inclusive society.

UNICEF also advocated for the creation of the Child's Rights Ombudsman Office. The decision to pilot the establishment of such an office in one of Belarus regions was taken at the joint meeting of the National Commission on the Rights of the Child and Commission Dealing with Minors under the Council of Ministers. The project document on setting up the Ombudsman office in Minsk was developed and agreed on with national and local counterparts and is under final consideration by the Government.

UNICEF Belarus plays a catalytic role in forging effective partnerships around the child-focused development agenda. UNICEF builds alliances with NGOs to advocate for the adoption of child protection standards that ensure a child's right to live in a family environment and to facilitate the inter-agency collaboration. However, the process has not been finalized and will require additional advocacy efforts from UNICEF in the dialogue with the Government next year.

The UNFPA/UNICEF/IOM joint project aimed at enhancing national capacity to prevent and counteract domestic violence is an excellent example of a collaborative partnership. The UN agencies have divided responsibilities, convened relevant national stakeholders and ensured compatibility and coordination in a common effort to address the multi-sectoral nature of the challenges. The network of the NGOs to address domestic violence issues was created.

Country Situation as Affecting Children & Women

In 2012, Belarus was recovering from 2011 financial crisis when national currency was devalued almost threefold, and consumer prices rose by 108.7%. Prices for housing maintenance and utility services, medicines and public transportation kept growing as well. Gross national income per capita decreased from US\$ 5,990 in 2010 to US\$ 5,830 in 2011 (<http://databank.worldbank.org/databank/download/GNIPC.pdf>).

Real value of household incomes dropped and, for the first time over last decade, the incidence of poverty increased. In 2011, the share of households with income below the national poverty line was 5.8% (3.4% in 2010) and households with children - 10.3% (7.2% - 2010) - back practically to the 2007 level (<http://belstat.gov.by/homep/en/households/main2.php>). 64.5% of low-income household are families with children compared to 22% of households without children (http://belstat.gov.by/homep/ru/indicators/doclad/2012_11/15.pdf).

In 2012, the Belarusian economy showed positive results that included trade surplus, moderate economic growth (GDP growth rate was 2.5%) (<http://export.by/en/?act=news&mode=view&id=47166>), inflation within projected limits (21.8%) (<http://news.belta.by/en/news/econom?id=703545>) and a rise in people's income.

Improved economic situation enabled the Government to meet its social obligations although some social spendings were cut. In order to cushion the effects of the economic downturn, the Government undertook some adjustments, including salary increase, scaling up social targeted assistance, price control of "socially important" consumer goods and fostered employment. To support families with children, the Government increased the state allowance for a disabled child from 65% to 100% of the minimum subsistence budget (MSB) at the beginning of 2012 and doubled the lump sum paid at the birth per child. At the end of 2012, the allowance system was revised again. Since January 2013, instead of using the MSB to calculate the child allowance, an average salary will be used - 35% for the first child, 40% for the second one, and 45% for a disabled child.

Belarus continues to suffer from population decline, low fertility, ageing, an increasing dependency ratio, and relatively high mortality from preventable causes especially among men of working age. These conditions increase the value of every child immeasurably. Nevertheless each year more than 150,000 children are injured. (http://belstat.gov.by/homep/ru/publications/children_and_youth/2012/about.php).

In 2010, injuries accounted for 28% of child deaths. Adolescents, and mainly boys are the most vulnerable. In the 15-17 age group, injuries caused 64% of all deaths in 2010, twice higher among boys (69.1%) than girls (30.9%) ([Analytical report on child injuries in Belarus, 2012](#)). Given the depopulation trend, reducing the number of child deaths from preventable causes have become a top Government priority. UNICEF advocates for a cross-sectoral response that takes into account the age and gender in the burden of injuries. UNICEF also assists in mainstreaming injury prevention into national policies and cross-cutting programmes.

Smoking, alcohol consumption and drug use are growing risk factors for adolescents' health. In 2011, 17,088 children were registered as psychoactive substance consumers for prophylactic observation in narcological dispensaries. Breaking the vicious circle of alcohol addiction requires a combination of effective prevention measures addressing social norms and behavior patterns, alcohol availability as well as effective treatment for alcohol use disorders.

The spread of HIV epidemic is characterized by a growing number of HIV positive women and newborns to HIV infected mothers (2,204 children as of 1 December 2012) ([Monthly epidemiological update on HIV, National Center of Hygiene, Epidemiology and Public Health](#)). Despite universal access to HIV testing with integrated pre- and post-test counselling services, more than 50% of HIV-infected pregnant women discovered their HIV-positive status only during pregnancy. Major efforts were made to encourage HIV testing and counselling, early detection of HIV status of women of reproductive age and access of drug dependent HIV positive pregnant women to specific health services.

Economic hardship and alcohol addiction are among key factors leading to family breakdown and children's exposure to neglect, abuse and deprivation of parental care. Annually, more than 25,000 children (25,737 in 2010 and 27,404 in 2011) face the dissolution of their parents' marriage. (http://belstat.gov.by/homep/ru/publications/children_and_youth/2012/about.php). Late identification of families at-risk and low effectiveness in rehabilitation impede the implementation of child's right to a family environment. To minimize the risks that could lead to child neglect and abuse, UNICEF assists the Government in developing integrated family-centred social services.

Strong Government's commitment to deinstitutionalization resulted in a decrease in the number of orphans and children deprived of parental care in institutions (- 2.2% in comparison with 2011). As of January 2012, there were 24 781 without parental care, 76% of which were being brought up in alternative family-type settings – this is 3% more than in 2010 ([Social orphanhood in figures. 1993-2011. Information Bulletin, Minsk, MoE, 2012, p. 20](#)). Delays in the formalization of inter-agency child protection standards remains one of the significant barriers to ensuring the child's right to a family environment.

There are almost 26,000 children with disabilities and some 120,000 children in need of special education (http://belstat.gov.by/homep/ru/publications/children_and_youth/2012/about.php). Assistance to families of children with disabilities was provided through a network of correctional and developmental education and rehabilitation centres for children with special needs and through integrated education. At the same time, children with disabilities account for 35% of all children living in institutions. Children under three, including those with disabilities, are at the highest risk of institutionalization. 1,063 of children under three were in institutions (http://belstat.gov.by/homep/ru/publications/children_and_youth/2012/about.php). The number of children under three who are orphaned and deprived of parental care increased by 1.5% since 2010 ([Information Bulletin. Social orphanhood in figures 1993-2011, Minsk, MoE, 2012, p. 34](#)). The number of Infant Homes remains the same. The major bottlenecks include inefficient gatekeeping mechanism, limited opportunities for temporary family-type placement for children under three, especially those with disabilities and weak inter-agency cooperation. To reduce barriers and guarantee the child's right to family environment, UNICEF works closely with the Government on revising legislation with a special focus on this vulnerable group, and raising awareness of service providers and the general public.

Country Programme Analytical Overview

Results for children were achieved within the overarching equity approach through a combination of evidence based policy advocacy, legislative framework development, and capacity development for professionals and local authorities to help them plan and implement programmes for children. UNICEF supported the development of family-centred and community-based services with a focus on youngest children and children with special needs.

Lack of inter-sectoral coordination and cooperation remains the main bottleneck that influences the effectiveness of programmes addressing children's needs. Thus priority was given to advocating for the formalisation of cooperation protocols to regulate referral mechanisms and multidisciplinary work.

UNICEF Belarus started work on mainstreaming MoRES principles and concepts. Three programmatic areas where deprivations are most evident, de-institutionalization, elimination of mother-to-child-transmission of HIV and adolescents' health, have been identified for in-depth determinants analysis. The intention was to assess key factors impeding progress and to agree with national counterparts on ways of removing these.

UNICEF's role in knowledge management with a special focus on the most vulnerable was strengthened over the year and supported by solid experience in collecting evidence from studies, surveys and evaluations for well-informed decision making. Particular attention was paid to influencing perceptions, attitudes and behaviours towards children with special needs, most at risk adolescents and children in conflict with the law to accumulate stronger public support for ensuring their full-fledged integration into the society.

Partnerships, networking and alliance-building were critical strategies for improved relevance, efficiency and proactive work. Cooperation with the CSOs is also evolving and includes providing assistance to families with young children, children with disabilities, and children victims of violence; promotion of healthy lifestyle and child rights; and enabling peer education at schools. Over the last two years, UNICEF has more often relied on the strategic cooperation of UN agencies, including UNDP, UNFPA, WHO to act as coherent team, speak one voice, reduce duplication of efforts, and use human and financial resources more effectively focusing on areas defined in the UNDAF where the UN can have an impact.

UNICEF continues to promote the Child Friendly City Initiative (CFCI) which introduces a children's focus into the traditionally adult-oriented governance systems and creates an enabling environment for child

development and meaningful participation. The CFCI provides the opportunity to increase effectiveness of local planning with the interest of children in mind, especially the most vulnerable ones as well as mobilize and motivate decision-makers, professionals, parents, CSOs and media to unite around child rights monitoring and implementation.

Recognizing the high incidence of injuries among children in Belarus and urgent need for public response to reduce the relentless daily loss of children's life and suffering caused by unintentional injury and violence UNICEF assisted the MoH in development of strategy aimed at giving high priority to prevention of violence and unintentional injury. This programmatic area will remain high on UNICEF agenda in the future.

Office seeks to leverage additional resources and influence in support of efforts towards social policy reform with equity focus. In the context of constrained resources, greater importance is given to resource mobilisation, contribution management and enhanced reporting.

Effective Advocacy

Mostly met benchmarks

Capacity Development

Mostly met benchmarks

Communication for Development

Partially met benchmarks

Service Delivery

Mostly met benchmarks

Strategic Partnerships

Mostly met benchmarks

Knowledge Management

Mostly met benchmarks

Human Rights Based Approach to Cooperation

Mostly met benchmarks

Gender Equality

Mostly met benchmarks

In order to promote gender equality and strengthen staff capacity UNICEF Belarus successfully used such modalities as UN Gender Theme Group and National Council on Gender Equality under the Council of Ministers. Actively participating in UN GTG work UNICEF strengthened collaboration with UNDP, UNFPA and other UN agencies. Within this group UNICEF strived to keep gender equality as a priority on the national development agenda, to develop a common approach to gender equality and to coordinate agencies' activities on gender mainstreaming issues.

UN GTG provided substantial input into the National Concept on Gender Equality developed by the Ministry of Labour and Social Protection and assistance in cross-fertilization of two strategies namely Concept Note on Gender Equality and National Gender Platform developed by CSOs


Environmental Sustainability

Mostly met benchmarks

Narrative Analysis by Programme Component Results and Intermediate Results

Belarus – 0630

PC 1 - Social policy for children

 On-track

PCR 0630/A0/04/001 By the end of 2015, comprehensive social policy securing child rights protection and monitoring is developed, resourced and implemented.

Progress: UNICEF advocacy efforts and strategic partnerships with the Government and NGOs resulted in significant progress in developing a national social policy that secures child rights. The National Plan of Action on the Improvement of the Situation of Children and Protection of their Rights for 2012-2016 was passed as a comprehensive policy document that responds to the final observations of the Committee on the Rights of the Child to the Belarus combined periodic report.

Progress was made in improving the legislative framework. The importance of a family environment served as a guiding principle in the amendments to the Family and Marriage Code, Regulation on Foster Care, Regulation on Guardianships, the Law on Social Guarantees for orphans and children deprived of parental care. The amendments to the Law on Social Services call for the development of services for families raising children with disabilities through social contracting mechanism. National legislation currently regulates foster care services, but the way in which these services are run require improvement. The lack of formalized child protection standards at the national level remain the main barrier to addressing child rights violations.

In order to reduce equity gaps, UNICEF advocated for the rights of the child focusing on children under 3 within the framework of the CEE/CIS regional campaign to end institutionalization of young children. To help destroy the stigma towards delinquent juveniles and to promote juvenile justice reform, UNICEF developed an awareness raising campaign called "Angels Never Sleep" and presented a national study on juvenile justice. To raise awareness on the need for better social integration of children with special needs, UNICEF supported the creation of a TV programme series called "Everyone Has a Right to Be Different".

UNICEF Belarus continues to cooperate with the National Statistical Committee for knowledge generation and child related data collection with an increased focus on the most disadvantaged girls and boys. BelarusInfo and TRANSformative MONitoring for Enhanced Equity databases are updated annually. As a result of cooperation on additional data collection and greater disaggregation, the data on children is available for monitoring and policy formulation. With UNICEF technical and methodological support, the National Statistical Committee conducted MICS4 (8,526 households) to obtain the latest information on the situation of children and women in Belarus with full state ownership of the process. The MICS4 report will be issued in 2013. UNICEF will advocate for use of MICS4 data to prioritize national programmatic interventions in relevant areas.

 On-track

IR 0630/A0/04/001/001 By the end of 2015, the Government addresses targeted gaps in legal and institutional frameworks related to the provision of preventive and protective services to children.

Progress: UNICEF focused more intently on a holistic approach to children's rights in response to the CRC recommendations (January 2011) and supported the Government in developing an integrated and time bound National Action Plan on Improvement of the Situation of Children and Protection of their Rights for 2012-2016. The Plan incorporated UNICEF's recommendations on creating an enabling environment for children's participation and development; ensuring the social inclusion of children with special needs; protecting children from violence and trafficking; preventing child abandonment and expanding family-based alternatives for children deprived of parental care; widening access to quality health and education services; strengthening inter-agencies cooperation; and improving child's rights monitoring.

In partnership with NGOs, UNICEF advocated for the formalization and introduction of nation-wide childcare standards on social investigation, family in crisis rehabilitation, foster care and closure of residential care institutions. UNICEF efforts towards ensuring the child's right to grow up in a family environment resulted in

the improvement of the legal framework stipulating services for families and children. The amended Law on Social Services passed in July 2012 included the respite care service on the list of services that families raising children with disabilities can benefit from.

UNICEF also advocated for the creation of the Child's Rights Ombudsman Office. The decision to pilot the establishment of such an office in one of Belarus regions was taken at the joint meeting of the National Commission on the Rights of the Child and Commission Dealing with Minors under the Council of Ministers. The project document on setting up the Ombudsman office in Minsk was developed and agreed on with national and local counterparts and is under final consideration by the Government.

The National Juvenile Justice Study on Preventive Work with Children in Conflict with the Law was presented at a high level roundtable in Minsk. The study report includes recommendations on juvenile delinquency prevention practices, introduction of diversion procedures, community based alternatives aiming at social reintegration of juvenile delinquents, strengthening inter-agencies collaboration on the basis of individual preventive work with minors and their parents. It is expected that the study findings and recommendations will facilitate national juvenile justice system reform.

UNICEF, jointly with the Ministry of Education, launched the "Angels Never Sleep" campaign (<http://ans.unicef.by> – Russian version) aimed at raising public awareness on the rights of children in conflict with law. The campaign highlighted the responsibility of parents for their children's upbringing. Within the framework of the campaign, a documentary film called "Angels Never Sleep" telling children's personal stories was produced in partnership with the national musical band J:MORS. The film was broadcast by the National TV channel "Belarus- 1".

UNICEF supported a study on the legislation securing the right of adolescents for the age appropriate and youth friendly health services. The study findings resulted in the development of an amendment to the Law on Health Care lowering the age at which teenagers can apply for the ordinary medical services including HIV testing and reproductive health counseling without parental consent from 16 to 14 years.

To overcome stigma against children with disabilities and their families, seven additional episodes of the TV programme series "Everyone Has a Right to Be Different" were produced in partnership with the Ministry of Education and broadcast on the Belarusian TV Channel "Belarus-2". The 21 episode TV programme series has been burned on CDs and will be disseminated to secondary schools and specialized institutions for the rehabilitation of children with disabilities. 23 high quality sets of the TV series will be given to local TV channels of cities that joined the Child Friendly City Initiative for local broadcasting.


 On-track

IR 0630/A0/04/001/002 By the end of 2015, local authorities, young people, children and CSOs are engaged in alliances for building child friendly cities.

Progress: 21 cities (9 in 2012) joined the Child Friendly City initiative (CFC). Local initiative groups were created and 9 CFC action plans were developed and approved by the local authorities. 98 adolescents in 9 cities gained knowledge and skills in running children's councils/parliaments, implementing creative youth initiatives and strengthening adult-youth cooperation to ensure an enabling environment for children. The comprehensive monitoring and evaluation tools for the initiative included a methodology, indicators of the status of children, and draft assessment and reporting forms. Procedures on awarding the CFC status were developed and approved by the National Coordination Council of CFC Initiative and recommended for piloting in 2013.

The Belarusian CFC model along with its main achievements and best practices in securing child rights were presented at the Regional CFC Conference in Bulgaria. The CFC initiative best practices, challenges faced and ways forward were also discussed within the framework of the National Round Table bringing youth and adults together to share experiences and providing an environment in which the opinions of the youth are heard and count.

PC 2 - System-strengthening for child well-being

 On-track

PCR 0630/A0/04/002 By the end of 2015, an increased number of vulnerable children and families benefit from quality and inclusive social services, education, health and protection.

Progress: The Government's strong commitment to deinstitutionalization has led to a stable decrease in the number of children living in residential care. The ratio of placements of children deprived of parental care in residential care versus in substitute family care in 2011 reached 25/75 in comparison to 26/74 in 2009. However, the number of children under three placed in institutions increased by 3% over the last year. Thus, additional efforts on prevention and gate keeping as well as specialized training for foster parents raising children under three and children with disabilities are needed. UNICEF in partnership with NGOs will continue targeted advocacy to ensure formalization of the child protection standards and will undertake special measures focusing on children under three.

UNICEF provided technical assistance for the institutionalization of respite care services for families raising children with disabilities as a support mechanism to ensure keeping the child within the family environment. There is a strong demand for such services in the country. Development of regulations on respite care created a solid background for its further dissemination and expansion.

UNICEF, jointly with UNFPA and IOM, supported the national counterparts in strengthening their capacity to prevent and counteract domestic violence, especially against women and children through inter-sectoral coordination and collaboration (involving the education and social protection system, police, medical service providers, NGOs) at district and local community level. Inter-agency working groups on counteracting domestic violence in three selected districts of Brest region have been created and passed initial training. UNICEF also provided technical assistance to strengthen children's hot-line services, for statistical data collection analysis and to help raise public awareness on domestic violence.

UNICEF, in partnership with UNDP, supported the Government in improving the national court system. UNICEF facilitated the discussion on how to introduce a juvenile judges' specialization as well as on other steps in the juvenile justice system reform. Recommendations from the discussion will inform the concept paper on specialization of judges in Belarus that will be drafted next year.

UNICEF continued to support efforts of the Ministry of Health to ensure the Child's Right to be Born HIV Free. In order to identify the existing constrains, bottlenecks and way forward, UNICEF supported the evaluation of prevention of mother to child transmission of HIV (PMTCT) in the country. The evaluation findings and recommendations were presented and discussed with the national counterparts at the National Round Table. The Resolution of the Round Table approved by the MoH includes the National Plan of Action on PMTCT for 2013-2015.

Promotion of HIV testing and counselling (HTC) remains UNICEF's priority to address the unsafe behavior practices of young people and insufficient level of motivation to use HTC before family and pregnancy planning. 51% of HIV infected pregnant women found out they were HIV-positive during pregnancy. To raise awareness and motivate young people to use HCT, video and audio reels on HTC were produced and broadcast nationwide. UNICEF advocacy efforts resulted in a revision of the National Protocols on Obstetrics and Gynaecology to include a recommendation for provider-initiated HTC for partners of pregnant women.

Regional on-the-job HTC training contributed to the improved knowledge and skills of 788 obstetricians, midwives and nurses. UNICEF assisted the Belarusian Medical Academy of Postgraduate Education in developing and introducing an e-learning course on PMTCT and Paediatric HIV/AIDS. The distance learning course widened the access to the thematic knowledge to all interested specialists and was recognised as the most efficient and effective way of knowledge sharing with financial resources.

Programme implementation also helped improve the capacity of the health care system to provide quality early rehabilitation services. 1,500 young children with severe developmental delays benefited from quality early rehabilitation services delivered by newly trained specialists. A UNICEF developed educational package

for parents on young child development reached more than 500,000 parents and specialists nationwide.

UNICEF encouraged the Government to sign the 'A Promise Renewed' pledge and in early 2013 follow-up actions will be determined.

 On-track

IR 0630/A0/04/002/001 By the end of 2015, local education and health authorities provide integrated ECD services for families in urban and rural areas

Progress: To facilitate communication between the education and health sectors, UNICEF advocated for the creation of an inter-sectoral Council on early childhood development and preschool education under the aegis of the Minister of Education. The Council consists of high level managers and its functional responsibilities were created in consultation with UNICEF. The Council's main objective is to agree on priorities of the state for young and preschool children. UNICEF reached an agreement with the Ministry of Education (MoE) on establishing a working group to develop a national strategy on responsible parenting and prepare amendments to the "Education standards of preschool system" based on Early Childhood and Development Standards.

In partnership with the MoE, UNICEF tracked progress in service delivery in the health and education sectors to families with young and preschool children as well as conducted the ECD KAP survey which identified bottlenecks and opportunities for promotion of responsible parenting nationwide. Results of the KAP Survey will support the development of evidence-based communication strategies and sector specific interventions for behaviour change. Recommendations from the survey will be used to formulate a plan of action to improve the quality of preschool services.

"Better parenting package" (BPP) brochures were developed with UNICEF assistance. A team of national experts revised the 42 existing brochures and developed 47 new ones. The brochures include practical recommendations for parents regarding in the cognitive, psychological and physical development of children, early intervention and rehabilitation of children with special needs. The printed version of BPP (44 brochures, 1,500 copies of each) has been supplemented with electronic versions of 89 brochures on CDs (5,000 copies). Each brochure is also available for downloading separately or as a set from various Internet sources, including the UNICEF Belarus web site (<http://bpp.unicef.by/>). The BPP was distributed through the MoE and MoH to institutions (4,098 pre-schools, 250 children's polyclinics and 143 Centers of correctional and developmental education and rehabilitation for children with special needs) working with young children for direct use by professionals and parents.

In order to overcome the existing bottlenecks, training was provided with UNICEF assistance. 2,274 special education specialists acquired new skills in early care and rehabilitation of young children with severe and multiple developmental disabilities. The professional capacity of 560 specialists from rural areas was enhanced through 98 field training sessions and 88 families were consulted during field visits. In 2013, UNICEF in partnership with the MoH will develop a new national inter-sectoral model for early detection, intervention and rehabilitation of children under three.

 On-track

IR 0630/A0/04/002/002 By the end of 2015, Ministries of Health and Education in cooperation with other line Ministries and CSOs ensure provision of comprehensive services on children and youth health and development and HIV/AIDS.

Progress: To sharpen the country programme focus on equity, a new push was made to strengthen the capacity of NGOs to provide HIV testing and counseling to most-at-risk adolescents within the multi-country project. Priority was given to improving the advocacy skills of NGO specialists, building partnerships and collaboration between NGOs and youth friendly health centers (YFHCs) and widening the access of adolescents to the group specific HTC services.

With UNICEF assistance, the NGO "BelAU" conducted a qualitative and quantitative study of adolescents' motivation and needs as related to HTC (900 adolescents surveyed). The survey results brought a better

understanding of how adolescents see their health and vulnerability to HIV and also showed bottlenecks in services delivery. The survey's findings, along with the findings and recommendations of a legislation analysis and results of an NGO and YFHC capacity assessment, were presented and discussed at two round table meetings in Minsk and Svetlogorsk. They were used to strengthen the commitment of the main stakeholders to adjusting the normative framework, improving cooperation, widening access, and adapting existing services to the needs of at-risk adolescents.

To better address adolescent mental health issues, psychologists from the Minsk Children's Psycho-Neurological Dispensary (CPND) improved their knowledge on modern diagnostic methods and treatment of children in crisis and advanced their hot-line counselling skills. The CPND received office equipment, thematic methodological literature and 328 specialists from health care institutions and schools improved their knowledge and skills on prevention and care for children in crisis.

To address the growing number of children with palliative care needs, the MoH with UNICEF assistance called for the creation of National Concept on Children's Palliative Care led by an inter-agency team of experts. Regional and local coordinators on palliative care were appointed in all regions to improve the coordination within the health care system and between health care institutions and NGOs. A register of children in need of palliative care was initiated through the joint effort of UNICEF and "Belarusian Children's Hospice". A list of palliative care services and a protocol for palliative care delivery for the patients with oncological and non-oncological diseases were submitted for MoH approval. Issues of cooperation, organizational constraints, bottlenecks and priorities were discussed at national and regional round table and working group meetings on the development of the Children's Palliative Care system.

Joint UNICEF/UNFPA advocacy efforts were directed to strengthening the commitment of the MoE and building a supportive environment for peer education in secondary schools. The methodological manuals were finalized and a range of professional meetings and round tables were conducted to determine further joint actions on peer education promotion and scaling up.

UNICEF assisted the International Sakharov Environmental University (ISEU) in running information centres on radiation safety counselling and training for schoolchildren, teachers and parents in three Chernobyl affected locations: Chechersk and Zalesye (Gomel region) and Slavgorod (Mogilev region). Thirty secondary school teachers improved their knowledge on radiation safety, radiation level measurement and monitoring. This knowledge helped the teachers conduct awareness raising, counselling and practical laboratory activities with schoolchildren. As a result, 81.6% of children and 96% of teachers in selected districts refused to consume food products potentially containing dangerous levels of radiation without prior testing of the contamination level.

 On-track

IR 0630/A0/04/002/003 By the end of 2015, authorities at all levels ensure referral systems and services for protection of children.

Progress: With UNICEF technical assistance, 65 children from 64 families benefited from pilot respite care services run by two NGOs in Minsk. Documentation regulating respite care service delivery was developed, tested and given for further approval by the state institutions in two other locations. It is expected that four different models of respite care services (two NGOs-based models and two models for state agencies) will be documented and suggested for local authorities to set up.

A newly adopted Regulation on Patronat (June 2012) and an updated Regulation on Foster Care created the platform for substitute family-type placement for U3 children and children with disabilities and supported the local education authorities' work on prevention of institutionalization.

To address domestic violence, UNICEF jointly with UNFPA, IOM and national counterparts launched a large-scale project. Analysis of national practices and statistical data collection were undertaken to define the existing bottlenecks. An overview of the international experience was conducted to identify the best practices for its further adaptation and incorporation into national practice.

UNICEF supported the Minsk Children's Psycho-Neurological Dispensary in running the hot-line for children in crisis situation as an entry point into the system of social services and assistance delivery. Four hot-line specialists developed their counseling skills during 84-hour training course at the Moscow State University of Psychology and Education. Equipment for the call-centre was installed to ensure quality of the hot-line services for children. Inter-agencies teams of specialists representing education, social protection, police and health care agencies in three pilot locations were formed to ensure collaboration on prevention and counteracting domestic violence, provision of age and gender appropriate assistance to victims of violence.

A project to improve the court system in Belarus by introducing specialist training to judges, especially those dealing with juvenile cases, was launched jointly with UNDP, UNHCR and the Institute for Retraining and Upgrading Qualifications of Judges. The current situation and prospects of introducing the specialization of juvenile judges were discussed at the first seminar with participation of 60 Belarusian judges and prosecutors from all over the country, representatives of the Ministry of Justice, Supreme Court and General Prosecutor's Office. Recommendations on the national juvenile justice system reform were formulated and will inform the Concept paper on specialization of judges in Belarus to be developed within the framework of the project.

PC 3 - Cross-sectoral costs

PCR 0630/A0/04/003 Programme efficiency and delivery enhanced

 On-track

IR 0630/A0/04/003/001 Programme implementation supported by appropriate human resources

Progress: 2012 was a period of consolidation for CO in terms of re-assessment of its business practice, streamlined work processes and capacity development.

Funds used under this IR contributed to the overall achievement of country programme goals by covering staff related expenses not funded by the "Social Policy for children" and "System strengthening for child well-being" programme components.

Training and learning priorities in terms of new skills and competencies required for deploying VISION, mainstreaming MoRES and evolving transformed engagement were discussed during the Office retreat and the training and learning plan for 2012 was finalized based on the discussion held. Training opportunities were encouraged with the aim of individual professional development and sharing gained knowledge and experience with the colleagues. Expenses related to the participation of 4 staff members in regional trainings/workshops/meetings as well as funding of Office Retreat were covered under this component.

The budget was also used to finance logistical support for various visibility and advocacy events, translation services and other miscellaneous services (advertisements, renting vehicles, etc...), contributing to the overall effective implementation of the Country Programme.

 On-track

IR 0630/A0/04/003/002 Programme implementation supported by appropriate supply and services.

Progress: Funds within IR.3.2 "Supply and Services" were spent on procurement of spare parts for office servers from Supply Division and related customs clearance, maintenance of national legal database software, purchase of programme-related statistical publications and programme-related pouch services.

 On-track

IR 0630/A0/04/003/003 Programme implementation monitored, evaluated and supported by relevant advocacy and communication activities.

Progress: Communication was extensively used to raise awareness on child rights, inform the public about UNICEF programmes and support advocacy. The major focus of UNICEF communication and advocacy efforts within the cross-sectoral component in 2012 were juvenile delinquents, children with special needs and

adolescents. Over the year UNICEF reinforced its partnerships with the main national stakeholders, media partners and celebrities. UNICEF contributed to the biggest internet portal TUT.BY by forming the children's rights agenda and providing extensive coverage of juvenile delinquency issues, domestic violence and social inclusion of children with special needs. Belarus Tele- and Radio Company devoted a lot of attention to children and young people's topics in line with UNICEF principles.

To address risky behavior patterns in adolescents, the CO escalated communication and programme efforts to compliment the country's activities aimed at promoting a healthy life style and giving young people practical, easy-to-follow suggestions on alternatives to alcohol, tobacco and drug use, as well as sedentary mode of life.

In this context UNICEF launched the communication campaign "Being Fit Is Easy" with the participation UNICEF National Ambassador Max Mirnyi, serving as a healthy life behaviour role model for young people. The campaign launch was timed to coincide with the opening of the Olympic Games 2012, where Max Mirnyi headed the Belarus Olympic Team. He addressed Belarus youth with a motivation speech (Russian <http://www.youtube.com/watch?v=zfY5eS1a8us>, English subtitles). A set of billboards targeting adolescents 14-16 years old to motivate them to do sports regularly and follow a healthy lifestyle was placed throughout Belarus. The campaign will be expanded in 2013-2014 jointly with Ministry of Education to gain wider coverage in Belarus.

UNICEF continued to promote of the Convention on the Rights of the Child and basic rights education through the "Wizard for All Children" project targeting children aged up to 6 years old and their families. The project covers all of Belarus and embodies UNICEF general principles of non-discrimination and equity.

In 2012, UNICEF in cooperation with UNFPA, UNDESA continued to provide assistance to the MoLSP in carrying out a national study on the impact of state social policy on family sustainability in Belarus aimed at development of recommendations to improve the system of social and economic support to families with children. Quantitative analysis of the trends of marriage and divorce of Belarusian population over the last 50 years based on the population censuses' data (1959, 1989, 1999 and 2009) was part of the study's second phase. Analysis shows a decline in the marriage's stability, increase in the divorce rate and in the number of incomplete families. As a result annually, more than 25,000 children face dissolved parents' marriages each year. Due to protracted process of questionnaires' approval, sample survey was postponed until spring 2013.

To raise visibility, UNICEF responded to two urgent Government requests. One was to support the Belarus Ski Union/International Ski Federation with International Snow Day in promoting healthy lifestyles for children and their families. The other was to support the Ministry of Information in its nationwide initiative to give the book "Mother's Tale" to all children without parental care and living in institutions as an educational and pedagogic tool.

PCR 0630/A0/04/800 PCR Support



On-track

IR 0630/A0/04/800/001 IR 1: Effective and efficient Governance and Systems

Progress:

The UNICEF Belarus Country Office advisory and review committees were active and functioned well throughout the year. In 2012 the Office had the same committees' list as in 2011: Country Management Team (CMT), Contracts Review Committee (CRC), Central Review Body (CRB), Joint Consultative Committee (JCC), Local Property Survey Board (LPSB), Learning Committee (LC) and Publications Review Committee (PRC). Major office objectives and priorities were regularly discussed at CMT meetings. The CMT minutes were placed on the shared drive for all staff to see and any follow up actions. The CMT continued regular monitoring of office management indicators in order to stay on track. The budget was regularly monitored and discussed at CMT meetings to ensure that close to 100% of funds were used.

Regular staff meetings were held to review office priorities and to highlight planned and on-going activities, to observe the progress in work plan implementation, to get updates from colleagues involved in UN and

external training and development, and to discuss staff concerns and other relevant issues. At the beginning of 2012, all staff took part in a Risk Assessment exercise. BCP was updated in 2012 by the Operations Manager and, after a general discussion with the office staff, signed by the Representative.

 On-track

IR 0630/A0/04/800/002 IR 2: Effective and efficient Management and Stewardship of Financial Resources

Progress:

All donor reports were submitted on time.

There have not been any outstanding DCTs over 9 months for several years. The office introduced an effective system of monitoring DCTs. If a late DCT report is spotted/forecast, the office takes immediate steps to discuss with the partner options to meet deadlines and not to lose programme priorities.

The office had problems with bank reconciliation at the beginning of the year. This was due to the introduction of the new VISION system and the lack of staff experience in managing it effectively. However, by mid-year, the office had reconciled 100% of all its accounts (bank + Cash on Hand) and reported the status to HQNY.

The bank reconciliations were done on time as required by UNICEF rules and procedures; the office did not have a single case of the late reconciliation or non-reconciled accounts. The office continues to benefit from the use of the electronic banking system, which provides security and time and cost-efficiency.

The office role mapping established effective work processes and kept role conflicts to a minimum. Currently the office is among the offices in the region with the smallest number of conflicts. Given the small size of the office, keeping to the Segregation of Duties (SOD) standards is a serious challenge. The issue has been raised with the GHD specialists.

 On-track

IR 0630/A0/04/800/003 IR 3: Effective and efficient management of Human Capacity

Progress:

Staff well-being and security, learning and development issues were discussed at general staff meetings held throughout the year and CMT meetings.

In spring the Office held a retreat to discuss plans for the year as well as strengthen team spirit and improve work relations. The retreat was organized together with UNDP and professional facilitators were hired on a cost-shared basis. The retreat consisted of two parts: one part was the training session for UNICEF staff and another was the joint session with UNDP, where both UNICEF and UNDP programme activities were presented and their achievements and challenges were discussed. Special attention was paid to the joint communication plan and progress on joint projects. The retreat was assessed by all staff as very practical and valuable. The office took this opportunity to organize a number of training sessions for the office staff on Vision priority areas. The training was done by Vision super-users. Staff Survey results were discussed, action plan drafted and approved by all staff.

Staff members are encouraged to use flexi-time mode. As per agreement between the office, the Moscow office and the Regional Office in Geneva, an Operations Manager from Minsk was seconded for a week to the Moscow Office to help resolve Vision problems. The mission was a successful with the TOR fully completed and results were reported to the Moscow office and its management (Representative).

Effective Governance Structure

2012 was a period of consolidation for CO in terms of re-assessment of its business practice, streamlined work processes and capacity development. UNICEF Belarus continues to emphasize the priorities identified within the Annual Management Review. These include improving accountability and effective risk management, striving for programme excellence, improving operational performance, and pursuing effective resources planning and implementation. Priority was given to implementing business processes in a more effective, accurate and timely manner. This was done by reinforcing the overall results-based management approach, accountability and oversight and mainstreaming MoRES principles and concepts.

An office retreat was organized in early 2012 to discuss the results of the Global Staff Survey (GSS) and follow up on "Performance management for results" training; develop a workplan to close the gaps identified by the GSS; agree on a calendar of major planned events; discuss training and learning priorities in terms of new skills and competencies required for using VISION, mainstreaming MoRES and evolving transformed engagement; and finalize training and learning plan.

The challenges in VISION's deployment were addressed through effective communication and interaction between senior management and staff, revision of work flows in accordance with VISION/SAP requirements, stimulation of staff training and internal information exchange.

Concerted efforts will target mainstreaming of MoRES principles and concepts to ensure that all the leadership and relevant staff involved in programme design, implementation and monitoring understand and internalise the concepts, and country programming process and documents are gradually aligned with the MoRES principles. Training opportunities were encouraged for individual professional development and sharing knowledge and experience with the colleagues.

Throughout the year, UNICEF Belarus advisory and review committees were active and functioned well. In 2012, the Office had the same committees' list as in 2011: Country Management Team (CMT), Contracts Review Committee (CRC), Joint Consultative Committee (JCC), Selection Advisory Panel (SAP), Local Property Survey Board (LPSB), Learning Committee (LC) and Publications Review Committee (PRC).

Priorities and objectives, regularly discussed at the CMT and Programme Meetings, were closely linked to PAS key assignments prepared by each SM with their supervisors. The CMT minutes were placed on the shared drive and each staff in the office has access to the minutes for the review and follow up actions. The CMT continued regular monitoring of office management indicators in order to stay on track. Clear accountabilities and key assignments were embedded into the PAS process.

Continuous support provided by the CEE/CIS Regional Policy and Planning section was valuable in understanding and adopting the new regional approaches as well as in preparing for the 2013 MTR.

Strategic Risk Management

At the beginning of 2012, a Risk Assessment exercise was undertaken with staff participation. Following the assessment, the Risk and Control Library was developed. It provides a baseline of the two key risks that may impact the achievement of UNICEF's objectives and results in Belarus (lack of predictability funding and the aid environment) together with associated controls and responses. Specific strategies to address these risks were identified as risk control measures, and were presented and analyzed with programme colleagues on several occasions.

This was a challenging year with the introduction of the new Enterprise Resource Planning System (VISION), new requirements to results assessment and reporting and mainstreaming of MoRES. Introduction of VISION represented a major challenge to the effective and productive functioning of both in programme and operations sections. It resulted in a significant increase in staff time and workload required for processing transactions. The transactions now require an increased number of links and people involved, which is hardly justifiable in small offices and small amounts of transactions. Discrepancies in some instructions on real life

transactions and delayed responses on service calls were the main problems during the introduction period. Added to the above, unclear reports generated by the VISION caused complications in terms of both daily system use and year-end closure procedure as well as loss of funds on expired PBA.

The process of adjustment to VISION continues with staff learning constantly. Four staff members, who have undergone VISION trainings, have become the reference points for other staff.

Belarus is a low risk country with a strong and well-developed state emergency protection system. The Ministry for Emergency is a UNICEF partner and there are several programme activities that UNICEF supports. Fortunately, threats to children and families in rural/urban areas are uncommon and protection of children in emergencies is at the top of the State agenda.

In accordance with CCC and due to EWEA system's structure, the CO crisis-management team reviewed the emergency risk assessment and monitored the development of the extreme situations in terms of its impact on families with children. Changes in Government –requested funding support in case of an emergency has been foreseen. BCP that was thoroughly discussed in the office in 2011 and signed by the Representative had no major changes; only contact adjustments were made in 2012 by the Operations Manager.

Evaluation

The importance of evaluation in the programming and strengthening of national M&E capacity is well acknowledged by CO. Each year UNICEF Belarus develops an IMEP, which is closely monitored by the CMT and reviewed during the mid-year and end-year programme reviews. Based on the Regional Director's memo (July 2012) on the decentralized evaluation management process, a draft of the Workflow of M&E process in Belarus CO was developed and will facilitate evidence-based decision making.

UNICEF commissioned the finalization of the Juvenile Justice study and the continuation 2 surveys and 1 evaluation on the impact of state social policy on family sustainability in Belarus (joint activity of UNDESA, UNFPA, UNICEF and MoLSP).

In order to ensure objectivity, country-led PMTCT evaluation was carried out by an international expert in close collaboration with the national evaluation team of the Ministry of Health (MoH) and UNICEF/UNDP Belarus. It included a desk review and analysis of the relevant policy documents, reports, existing statistical data and semi-structured interviews with health system managers, health care providers and service consumers (pregnant women or just delivered) and non-structured interviews with representatives of the MoH, WHO, UNDP, Global Fund Grants implementation unit, NGOs, researchers and academics from the Belarusian Medical Academy of Postgraduate Education (BelMAPE).

The evaluation was conducted in the most epidemiologically disadvantage regions of Belarus with the highest HIV prevalence and lowest health workers' experience in implementing PMTCT interventions. The evaluation concluded that it is necessary to revise PMTCT protocol in accordance with WHO recommendations focusing on new schemes of ARV prophylaxis and response to drug dependency of HIV pregnant women as well as to secure pre- and post- diploma training of health care providers especially nurses and midwives on PMTCT emphasizing issues of adherence to ARVs and drug addiction during pregnancy. The evaluation findings and recommendations were presented, discussed and approved by key national stakeholders at the National Round Table in December 2012. The Round Table's resolution was worked out based on consolidated evaluation results and mandated the development of the National Plan of Action on PMTCT for 2013-2015 years.

CO aimed at further developing in-country capacity for quality evaluations, which remains vitally important for UNICEF's work, providing a key management tool and better enabling CO and partners to identify bottlenecks impeding progress to the planned results. In 2013, special attention will be given to evaluation compliance with UNEG standards, utilizing findings and implementing recommendations. UNICEF Belarus, jointly with UN partners, will further look into ways of enhancing national capacities for data collection and analysis, monitoring and evaluation in 2013-15.

Belarus is taking part in a multi-country evaluation to be conducted by CEE/CIS RO in 2013-14 within the Regional Knowledge and Leadership agenda on "Child's right to grow up in a family environment".

Continuous support provided by the CEE/CIS Regional M&E was instrumental in understanding and internalising the MoRES concepts and principles as well as ensuring the quality of evaluation.

Effective Use of Information and Communication Technology

The office has provided new IT technologies, implemented the UN IT security requirements, maintained the IT infrastructures, provided IT support to programmes and e-learning.

The key issues:

- The spare parts needed to upgrade 3 Office servers from Windows Server 2003 to Window Server 2008 were procured and installed.
- The Windows Server 2008R2 was installed and Hyper-V role was deployed at 2 Servers – Virtual Hosts.
- The File&Print Server, Lotus Domino Server, ProMS Server, Symantec Server, Citrix Application Server and Citrix Gateway were converted to the virtual machines and migrated to the 2 virtual machine hosts.
- Microsoft System Center Data Protection 2010 was installed at the standalone server connected to the tape library and configured to backup the virtual hosts.
- The Primarily Active Directory was deployed to the preconfigured standalone server with the Windows Server 2008R2 Operation Systems installed. The Second Active Directory was started at the virtual machine.
- The File&Print Server and Lotus Domino Server were successfully migrated from the Window Server 2003 to the Microsoft Server 2008R2.
- The Windows Server Update Services was installed at the Virtual Machine and the WSUS Console was configured at the File&Print Server.
- The Security Gateway was received from the RO and successfully installed in the Office network.
- All necessary patches were automatically downloaded and installed to all servers, desktops and laptops in the Office through the WSUS.
- 100% of service calls from GHD and SM were resolved successfully by local IT specialist.
- Stability of the internet connection was high and there were no connection interruptions or corruptions during work time.
- MOSS standards were maintained and equipment and data were protected fully.

Fund-raising and Donor Relations

There have been no late submissions of donor reports for several years now. In 2012, five donor reports (including four quarterly reports) were provided on time meeting quality standards. The reports were prepared by Programme staff and reviewed by the Deputy Representative.

Performance management was conducted through regular programme and budget monitoring. A grants monitoring mechanism is in place and the use of funds is regularly reviewed at CMTs and programme meetings. Concerted efforts were made to maximize the use of resources and mobilization of funds. All three expiring donors' grants were fully utilized in 2012 with one no cost extension request made (PBA SC090128).

Total funding of the Country Programme in 2012 was 1,937,315.52 USD. Regular Resources (1,325,190.77 USD) expenditure level is 100% for NON-GRANT (GC) and newly received GS set-a-side funding is planned for implementation within a year.

UNICEF fundraising for Belarus continues to be a challenge and in 2012 donor interest was limited. The unfavorable fundraising environment was regularly discussed at UNCT meetings.

Fundraising activities included strengthening collaboration with the EU around children's health and rights issues; participation in the RO led multi-country project "Strengthening Capacity of non-state actors (NSA) for HIV/AIDS Testing & Counselling of Most-at-Risk Adolescents and Young People"; initiation of a dialogue with an emerging donor – Russia – through the Russian Embassy in Minsk.

UNICEF Belarus sought out information on opportunities to cooperate with the EU and donor countries, including through personal meetings with the staff of the EU delegation to Belarus and diplomatic missions as well as through UNCT meetings. Recently UNCT, primarily UNDP, UNICEF, WHO and UNFPA, developed a joint concept paper "Health promotion and prevention of non-communicable diseases at the local level in Belarus" which was submitted to the EU for funding.

Management of Financial and Other Assets

The Office has been actively applying the results-based programme planning and management approach ensuring that the available financial, HR and administrative resources meet the results planned in the Annual Management Plan. The budget was regularly monitored and discussed at CMT meetings to ensure that close to 100% of funds in programme and support budgets were used. The process became even more rigorous at the end of the year. However, it should be noted that the office encountered problems in identifying the correct budgets balances as VISION reports (both extracted from SAP by Management Reports software or direct SAP reports) were not exactly correct and reliable. To verify the real actual picture and status quo of the budgets, the office staff had to spend more time in consultation with the colleagues in the office and in HQ locations.

Regular monitoring visits were performed, which revealed no violations of rules and confirmed the effective usage of resources.

HACT has been fully implemented since 2009 and all requests for cash transfers and utilization reports were submitted using the Funds Authorization and Certification of Expenditure (FACE) form. Partner profiles and micro-assessments were prepared for new partners and updated for existing partners, and potential risks associated with future collaboration were assessed by the programme and operations sections. Assurance activities were implemented on a regular basis through spot checks and findings were shared with all staff.

There were no outstanding DCTs over 9 months. This has been a status for a number of years already, showing that the office pays attention to the status of transfers to partners. If reporting comes close to the deadline, the office does not wait but rather takes proactive measures to help partners overcome challenges. Bank reconciliations have been tuned and are an effective tool to monitor the outgoing and incoming payments. A bank reconciliation team was created without any segregation of duties' conflicts, the mechanism for the bank reconciliation was discussed with the office management and adopted. Adjusting to the Vision system was a challenge at the beginning of the year but one that the office managed to overcome quickly and effectively. Since then, the office has not had a single delay or late bank reconciliation submission.

UNICEF Belarus started conducting its cash forecasting on a monthly and quarterly basis, giving the managers an opportunity to additionally revise and adjust the payment plans. Quarterly and monthly cash forecasts, bi-weekly replenishment requests, as well as month-end positions are all carefully reviewed and monitored.

Office continues to benefit from the use of the electronic banking system, which gives added value in terms of security and time and cost-efficiency.

Use of cost-saving technologies, such as video conferences and booking travel tickets via Internet were promoted.

Supply Management

The supply component in 2012 totalled USD 150,000 and represented some 10% of the CP budget. Despite its relatively small size for a Middle Income Country, the supply provided important support to programme implementation, especially in ECD.

All procurement procedures were carried out on a timely basis and according to UNICEF rules and procedures. Most of the procurement was either low value or purchased within the joint UN LTAs framework and was subject to preliminary market research and formal commercial offers from different suppliers. In addition, 6 bidding procedures took place (4 RFQs and 2 RFPs), mostly for programme purposes. Considering the relatively small volume and value of each procurement (less USD 10,000), no research was conducted in neighboring countries to avoid additional costs for transportation and customs clearance.

The transfer of equipment to implementing partners was processed and duly documented. However, due to protracted project registration procedures by state bodies, one partner was unable to receive the necessary equipment by the end of the year.

There were two cases of off-shore procurement. Both cases were justified by cost savings and included: visibility gifts from UNICEF Croatia which saved the potential costs for design services and production/purchase of gifts in Belarus; and IT equipment from Supply Division which was justified both by lower price and full compliance with UNICEF standards. The shipments did not experience delays at customs.

A productive level of cooperation with UNDP procurement division was maintained. The joint selection procedure of the travel agent was successfully conducted in accordance with UN rules and procedures and followed by the signature of a joint LTA.

The total printing expenditures totalled some USD 50,000 and supported advocacy and communication on PMTCT, responsible parenting, promoting child's rights, as well as raising awareness on UNICEF activities during cross-sectoral events.

Human Resources

At present, the office structure consists of two sections: Programme and Operations with total of 14 staff members (1 international staff, 13 national staff, 8 professional and 5 general staff. Staff composition is gender balanced – 8 female and 6 male). The CO management encouraged active performance discussions between supervisor and supervisees. Teambuilding exercise and meeting of JCC also reflected the improvement of the supervisor-supervisee relations. 100% of 2011 PAs were completed by end February 2012. As a result of discussions held at the start of the new programme cycle and request made on the PBR 2011, the office structure is very efficient and the workload of the office programme assistants has been reduced.

In April 2012, the office had a retreat to discuss the results of the GSS and follow up on "Performance management for results" training. The retreat also consisted of learning sessions devoted to various aspects of VISION use. The retreat was assessed by staff as practical and very valuable.

The Learning Committee reviewed the training needs of the staff and made recommendations to the Representative. Refresher presentations were organized on learning opportunities and new contractual obligations. Relevant staff members participated in most of the regional trainings/workshops/meetings. The CO also supported the participation of a Child Protection Specialist in the "Personal Development Programme" in NY. As part of its learning strategy, the Office approved the participation of Communication and ECD officers in Regional C4D training in Turkey.

In order to address learning gaps, the office supported "Performance management for results" training for supervisors and supervisees as well as "Competency Based Interview" training conducted by a human resource specialist from the Regional office.

At the end of 2012, RO CEE/CIS Geneva requested the assistance of the Operations Manager to help close the UNICEF Moscow Office including posting invoices, inputting payments into the local electronic banking system, liaising with Citibank, bank reconciliation, resolving numerous HR issues including Moscow office staff payroll, MIP payments, transfer of office furniture, IT. The transfer of the Moscow office car to Sofia office was a complicated process and became a challenge but was done successfully with minimum costs involved. The Operations Manager had to travel 3 times to Moscow to complete the assignment.

The office continues to enjoy the advantages of a Staff Welfare policy with an allocation of US\$ 2,000 per annum. These funds were used by the office to organize an annual Christmas & New Year party for all staff and to purchase of tea and coffee for office use-all were appreciated by staff members.

Office is committed to UN Cares and has implemented the 10 minimum standards on HIV in the workplace.

Efficiency Gains and Cost Savings

The office continues to enjoy the advantages of a Common Services scheme, sharing common rates, often with good discounts, for the following services: 1) hotel rates 2) translators and interpreters 3) travel agent 4) mobile phone operator 5) stationery supplier 6) courier 7) bank 8) events management. Office location in one building with UNFPA, UNAIDS and UNHCR allows for sharing drivers and using one car to go to common events such as the UNCT meeting.

Common services are included into the OMT and UNCT meeting agendas on an as-needed basis.

The greatest savings were achieved through the increased use of ICT technology in 2012 (video conferencing for meetings and web-ex sessions) and reducing the travel costs by using e-learning for professional and personal development more frequently.

Changes in AMP & CPMP

In 2012, CO used a participatory process to develop a two-year rolling work and management plan for 2012-2013. 2013 will be a challenging year for UNICEF Belarus as it plans to conduct the MTR as a comprehensive and participatory process to fine-tune priorities and strategies of the country programme.

The following priorities stemming from AMR will be addressed throughout 2013:

- all job descriptions will be revised to correspond to the expectations of partners for strategic engagement and the skills of staff members will be strengthened in policy advocacy, communication for development, knowledge management and alliance building including with the World Bank, IMF and EU and will reinforce a results-orientated approach;
- concerted efforts will target the mainstreaming of MoRES principles and concepts to ensure that, all the leadership and relevant staff involved in programme design, implementation and monitoring understand and adopt the concepts, and country programming process and documents are gradually aligned with the MoRES principles;
- a Project Cooperation Agreement Review Committee (PCARC) will be established in 2013 to allow UNICEF and national partners to effectively agree on all aspects of programmatic cooperation; special attention will be given to evaluations' compliance with UNEG standards and utilization of the findings and implementation of recommendations.

Acronyms

AMP	Annual Management Plan
AMR	Annual Management Review
ARV	Antiretroviral
BCP	Business Continuity Plan
BelMAPE	Belarusian Medical Academy of Postgraduate Education
BPP	Better Parenting Package
C4D	Communication for Development
CEECIS	Central and Eastern Europe / Commonwealth of Independent States
CCC	Core Commitments for Children in Emergencies

CFCI	Child Friendly City Initiative
CMT	Country Management Team
CO	Country Office
CP	Country Programme
CPD	Country Programme Document
CPMP	Country Programme Management Plan
CPND	Minsk Children's Psycho-Neurological Dispensary
CRC	Contracts Review Committee (of UNICEF)
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
DCT	Direct Cash Transfer
DevInfo	Development Information System
ECD	Early Childhood Development
ECE	Early Childhood Education
ECI	Early Childhood Intervention
EPR	Emergency Preparedness and Response
EU	European Union
EWEA	Early-Warning / Early-Action System
FACE	Funds Authorization and Certification of Expenditure
GDP	Gross Domestic Product
GHD	Global Help Desk
GNI	Gross National Income
GSS	Global Staff Survey
HACT	Harmonized Approach to Cash Transfer
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HR	Human Resources
HRBAP	Human Rights Based Approach to Programming
HQ	Head Quarters
HTC	HIV Testing and Counselling
ICT	Information and Communication Technology
IECD	Integrated Early Childhood Development
IMEP	Integrated Monitoring and Evaluation Plan
IMR	Infant Mortality Rate
IOM	International Organisation for Migration
ISEU	International Sakharov Environmental University
IT	Information Technology
ITSSD	Information Technology System and Services Division
JCC	Joint Consultative Committee
JJ	Juvenile Justice
KAP	Knowledge, Attitude and Practice
LC	Learning Committee
LPSB	Local Property Survey Board
LSA	Local Staff Association
LTA	Long Term Arrangement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MICS	Multiple Indicators Cluster Survey
MIP	Medical Insurance Plan
MoE	Ministry of Education
MoH	Ministry of Health
MoLSP	Ministry of Labour and Social Protection
MoRES	Monitoring Results for Equity System
MOSS	Minimum Operating Security Standards
MSB	Minimum Subsistence Budget
MTR	Mid-Term Review
NGO	Non-Governmental Organization

NSA	Non-State Actors
OMT	Operations Management Team
OR	Other Resources
PAS	Performance Appraisal System
PBA	Programme Budget Allotment
PBR	Programme and Budget Review
PCA	Programme Cooperation Agreement
PCARC	Project Cooperation Agreement Review Committee
PMTCT	Prevention of Mother-to-Child Transmission
PRC	Publications Review Committee
ProMS	Programme Management System
RCO	Resident Coordinator's Office
RO	Regional Office
RR	Regular Resources
RFQ	Request for Quotation
RFP	Request for Proposal
SAP	Selection Advisory Panel
SAP	System Analysis and Program Development
SM	Service Manager
SM	Staff Member
SSA	Special Service Agreement
ToR	Terms of Reference
TransMonEE	Transformative Monitoring for Enhanced Quality (Database)
U3	Under 3
U5MR	Under 5 Mortality Rate
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nation Country Team
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
WB	World Bank
WHO	World Health Organization
YFHC	Youth Friendly Health Center

Document Centre

Evaluations

	Title	Sequence Number	Type of Report
1	IMEP 2012 draft	2012/900	IMEP
2	Country-led PMTCT Programme Progress Evaluation	2012/001	Evaluation

Other Publications

	Title
1	"Learn To Be Good Parents", CD-edition, online version (89 electronic booklets inclusive)
2	"Angels Never Sleep", Russian/English, DVD-edition, online version (documentary, timekeeping 64 minutes)
3	"Everyone Has Rights To Be Different", DVD-edition, online version (21 videos, timekeeping 26 minutes each)
4	"Facts For Life", Russian, second edition, print publication
5	"Mother's Tale", Russian/Belarus, print publication
6	"Child Rights Library", CD-edition, online version
7	Strategy on Health promotion on Children and Young People of Risks Groups", print publication
8	"Inroduction of 'Peer To Peer' Approach In General Secondary Educational Institutions", print publication
9	"Implemetation of 'Peer To Peer' Approach In General Secondary Educational Institutions", print publication
10	"Wizard For All Children", "Veselka" magazine edition (page spread, print publication)