Executive Summary

There was limited progress made in 2014 on political and economic issues, and Bosnia and Herzegovina (BiH) remains at a standstill in the European integration process. Protests in February further underlined the fragility of the socio-economic situation. General elections were held in October and marked a new political era for the country.

2014 was the last year of the current country programme. A new United Nations Development Assistance Framework (UNDAF) was finalised between the UN system and the Government of BiH and is pending signature. Throughout this process, and the during development of new Country Programme Document (CPD), endorsed by the BiH Council of Ministers and approved by the UNICEF Executive Board in September, UNICEF played a key role in leading consultations on children priorities and ensured children’s voices were taken into consideration. The UNDAF and CPD led the ground for the preparation of the 2015-16 Joint Work Plans, developed based on the United Nations Country Team (UNC)T decision to apply Delivery as One (DaO) modality and currently under finalization. UNICEF implemented four Joint Programmes in 2014.

2014 witnessed the biggest humanitarian crisis since the 1992-1995 War, with the country experiencing massive floods and more than 3,000 landslides on one-third of its territory. In May, the UNCT provided immediate assistance to an estimated 1 million affected persons, with UNICEF leading the water, sanitation and hygiene (WASH), education and child protection response in line with the Core Commitments for Children in Humanitarian Action. Donors’ significant support allowed UNICEF to deliver chlorine to most of the 81 municipalities suffering damage to their water systems, hygiene kits for 3,201 families, furniture for 75 schools in 50 municipalities to restore education facilities for some 39,000 children, safe recreational places for 3,840 children, information campaign and hygiene promotion for 15,000 persons, and restoration of social protection facilities in 19 municipalities which provided support for an estimated 30,000 children.

Although the emergency response took priority and disrupted the implementation of the regular programme, key results were achieved in 2014. A Child Poverty Analysis constituted new evidence to advocate for better allocation of resources. The Social Protection and Inclusion (SPI) programme continued supporting provision of social services for vulnerable children and families, especially children with disabilities and expanded to 42 municipalities, representing 30 per cent of the country’s municipalities. The “It's About Ability” campaign continued throughout 2014, reaching up to 500,000 people and resulted in 10 per cent increase in number of people who support the inclusion of children with disabilities. An increased number of vulnerable children (especially children with disability) benefited from quality and inclusive social services as a result of UNICEF support: 2,500 children in 32 municipalities received Integrated Early Childhood and Development (IECD) services including for early detection and intervention, the number of children enrolled in preschool education programmes increased from 11,442 to 19,103 corresponding to a 13 per cent increase during 2013/2014 school year. Two priority municipalities witnessed a steady decrease, respectively 50 per cent and 17 per cent, of the
number of juvenile offenders as a result of UNICEF supported secondary and tertiary prevention measures.

**Humanitarian Assistance**

During the third week of May 2014 heavy rains fell over Bosnia and Herzegovina causing massive flooding in northern, eastern and central parts of the country bordering Croatia and Serbia. The rainfall caused sudden and extreme flooding of several rivers, as well as landslides.

Many urban, industrial and rural areas were completely covered with water, cut off and without electricity or communications. Rural areas surrounding the two largest cities of Sarajevo and Banja Luka, as well as the urban areas around Doboj, Maglaj, Olovo, Bijelina, Tuzla, Zvornik, and Samac, suffered the heaviest flooding, affecting more than seventy municipalities. Consequently, around 3,000 landslides were registered throughout the country and about 2,000 houses were destroyed, with about 100,000 damaged dwellings. This was the most serious natural disaster in BiH in the past 120 years, affecting a third of the country and approximately one million people, more than one quarter of country’s estimated 3.8 million population.

UNICEF and the UN team, under the leadership of the Resident Coordinator, played an essential role in the emergency response by activating rapid response funding mechanisms such as UNICEF’s Emergency Programme Fund, the United Nations Office for the Coordination of Humanitarian Assistance’s (UNOCHA) Central Emergency Response Fund (CERF) and the reprogramming of regular and other resources. UNICEF mobilized its entire human resources in the first weeks to assess the situation on the ground and provide assistance as required. UNICEF received requests from 107 government units and non-government organisations (NGO) partners from more than 60 per cent of the BiH territory. Due to the unprecedented scale of the emergency, the UNICEF Regional Office for CEE/CIS (RO) supported with a regional emergency specialist and a WASH expert during the initial phase. In June 2014, the office recruited a temporary Emergency Coordinator, an Emergency Programme Assistant and a Child Friendly Spaces Consultant. Despite this additional support, until September 2014 significant staff time was dedicated to the recovery efforts.

During the initial recovery phase, the UN, World Bank and European Union (EU) estimated that total damage reached US$1.6 billion. Faced with this unprecedented disaster, UNICEF reprogrammed US$775,000 between regular and other resources and mobilized more than US$3.5 million for interventions in child protection, education, social protection, health and WASH. As part of the response, UNICEF BiH and partners:

- Opened 32 child friendly spaces across the country, providing 3,820 children, including children with disabilities, with a safe and secure alternative learning environment;
- Delivered furniture and didactic materials to more than 86 schools and kindergarten allowing close to 37,000 children to resume education in a refurbished environment;
- Re-equipped 13 centres for social welfare and three day care centres reaching more 24,000 children in need of social support;
- Repaired one safe house for victims of violence and a witness victim protection room ensuring vulnerable family members can continue accessing protection services;
- Refurbished one association of parents of children with disabilities
- Procured 40,000 doses of oral polio vaccine (OPV) and 3,000 hygiene kits;
- Delivered water treatment unit disinfection kits to key affected areas delivering safe water for children and families. Keeping in mind the vulnerability of disabled children and minorities, UNICEF specifically targeted communities vulnerable due to their composition (for example, a high Roma population).
All interventions relied on the Core Commitments for Children (CCC) in humanitarian action in order to fulfil the rights of children affected by crises. These were widely praised by municipal authorities and families that received clean water and hygienic supplies, secure child care environment and timely resumption of schooling activities.

The ongoing recovery programme will be fully implemented by September 2015. However the lessons learned were a clear reminder of the importance of disaster risk reduction (DRR) plans in BiH. UNICEF built on the floods response to initiate a more systemic approach to DRR to prepare, prevent and mitigate disaster risks in future particularly in the education, child protection and social protection.

**Equity Case Study**

UNICEF continued its efforts in promoting equity and reducing multidimensional poverty. The absence of evidence-based knowledge of the situation on children with disabilities and their families, remained a bottleneck for planning purposes this year, as well as for the development of targeted interventions.

According to UNICEF and other UN agencies’ reports, children with disabilities are still one of the most marginalized and excluded groups in BiH society. In 2014, UNICEF BiH in close cooperation with the RO, developed a terms of reference for a situation analysis on children with disabilities and their families. While this process is ongoing as of December 2014 a lesson learnt was that the definition and understanding of disability is context specific and requires extensive consultation with local partners.

To further understand the supply and enabling environment bottlenecks, UNICEF conducted a ‘Comparative Legal Analysis’ to establish the legal obligations regulating services for children with disabilities. As a result of this approach, the Federation of Bosnia and Herzegovina (FBiH) Ministry of Labour and Social Policy adopted the ‘Guidelines for establishment of day care centres’ which will enable better access to adequate service for children with disability at the municipal level. The Guidelines will be implemented until benefits for children with disabilities are regulated within the new legislation framework. UNICEF plans to use the recommendations from the Comparative Legal Analysis to support revision of the present strategy for improvement of life standards for people and children with disabilities.

To stimulate the supply of high standard services for children with developmental delays, UNICEF supported the development of a curriculum for professionals working with children to assess the cognitive development of children aged zero to three, and three to six. In 2014, 55 professionals working in early childhood development (ECD) centres received in-depth training on this method and another 300 health staff benefited from basic training on using this resource. An estimated 3,000 young children were reached in the year, benefiting from individually tailored developmental activities based on their capacities using scientifically recognized methods for early childhood development.

In education, 733 teachers, pedagogues, school directors from 108 schools from three Federation Cantons and Republika Srpska (RS) entity received training on working with children with disabilities and creating inclusive and intercultural school environments. This resulted in the creation of school inclusion teams who will for work on the inclusiveness of the children with disabilities, and integration of peaceful conflict resolution into the annual school plans. The school inclusion team coordinated and provided different types of support to a child with specific learning needs, developed strategies to support teachers in meeting student's needs and
worked on reduction of barriers to students' success in learning. Training programmes for inclusive education for children with disabilities were institutionalized in two government units (RS entity and Zenica-Doboj Canton). Training in communication, advocacy and public relations was held for the representatives of 22 schools and 10 NGOs from Bosnia and Herzegovina, aiming to address the capacity gaps of all the advocates of inclusion, especially the parents associations.

Summary Notes and Acronyms

AMP – Annual Management Plan
BCP – Business Continuity Plan
BHAS - BiH Agency for Statistics
BiH - Bosnia and Herzegovina
BOS – Business Operations Strategy
C4D – Communication for Development
CCA – Common Country Assessment
CCC – Core Commitments for Children
CEE/CIS – Central and Eastern Europe/Commonwealth of Independent states
CERF- Central Emergency Response Fund
CFS – Child Friendly Spaces
CMT – Country Management Team
CO – Country Office
CPD – Country Programme Document
CPMP – Country Programme Management Plan
CRC – Convention on the Rights of the Child
CSO – Civil Society Organisation
DaO – Delivering as One
DCT – Direct Cash Transfer
DRR – Disaster Risk Reduction
ECD – Early Childhood Development
ECI – Early Childhood Interventions
EIW - European/World Immunization Week
ESSPROS - European Statistics of Social Protection System
EU – European Union
FBiH - Federation of Bosnia and Herzegovina
FYRoM – former Yugoslav Republic of Macedonia
HACT – Harmonized Approach to Cash Transfers
ICT – Information and Communication Technology
IECD – Integrated Early Childhood Development
IT – Information Technology
JD – Job Description
MTR – Mid Term Review
OPV – Oral Polio Vaccine
OR – Other Resources
NGO- Non-Governmental Organisation
M&E – Monitoring and Evaluation
MHRR - Ministry for Human Rights and Refugees
PBR – Programme Budget Review
RKLA – Regional Knowledge and Leadership Agenda
RO – Regional Office
RR – Regular Resources
Under the social protection and inclusion intervention, multi sectoral workshops were organized aiming to promote an integrated approach to social protection across the country. Through this process, over 300 duty bearers from social, health, education and civil sectors shared the best applied solutions from integrated approach to enhance life quality of children with disability. In order to ensure sustainability, the workshops were based on strong local ownership and organized in close partnership with line ministries.

As a direct result of this approach, an informal expert Government group was established aiming to support local communities in implementation of identified approaches relevant for their local community, versus a generic approach. This methodology led to further promotion and implementation of an integrated approach with a strong focus on children with disabilities. An added value was the creation of networks of duty bearers, as there is a gap in harmonized service provision at the levels of local communities and the policy makers. All of the recommendations from the workshops were used to inform policy makers on the actual needs of children with disability, considering the effects of economic crises and natural disasters. This approach enabled empowerment of professionals from the field, and indirectly influenced creation of more efficient policy solutions.

As part of the child rights monitoring programme, statistical offices at the national and subnational levels organized and continued training in the European Statistics of Social Protection System (ESSPROS) therefore ensuring a full local ownership. The application of this training has allowed the BiH Statistics Office to collect and analyse data in full accordance with the EUROSTAT, as part of the BiH European integration process.

UNICEF conducted a Child Poverty Analysis in 2014 to better understand child poverty data. The goal was to present a multidimensional view of child poverty by measuring and comparing the poverty profile and living standards of children and their deprivations at the national level in 2011. The analysis evaluated the support children receive through social protection. It followed the methodology undertaken by the office in 2007 and provided a comparative snapshot of child poverty at these two points in time. The key issues related to equity, enabling environment and supply bottlenecks: the risks of poverty for children compared to the general population; child deprivation levels; main risk factors for consumption-based poverty and child deprivation; and the effectiveness of social transfers reducing poverty.
The conclusion, consistent with previous findings, is that social transfers had made little difference to the child poverty rate in the country, mainly due to their low coverage. Overall, the limited coverage and low targeting accuracy in reaching poor children question the effectiveness of these transfers (particularly child care allowances) as an instrument of family support, as well as child poverty reduction strategy. The analysis contributed to knowledge sharing and setting up the platform for facilitation of national dialogue on the need to better address child poverty issues.

UNICEF supported development of “The Report on the Condition of Socially Excluded Children in Bosnia and Herzegovina” in partnership with BiH Ministry of Human Rights and Refugees. This was the first report produced in BiH on the condition of socially excluded groups of children and established the base for monitoring social exclusion/inclusion of children in the country. A methodology was designed following European trends, ensuring comparability of basic indicators of social exclusion/inclusion between BiH and the EU Member States and accession countries. The overall process of methodology design was participatory and included over 200 duty bearers from BiH who provided their inputs in particular for the monitoring of indicators. This consultation enabled a national dialogue on the socially excluded children. The lessons learned demonstrated the need to improve the current data collection systems, and identified concrete actions for development of a more efficient and sustainable one.

**Partnerships**

Under the Social Protection and Inclusion programme, UNICEF engaged in a new partnership with FBiH Institute for Programing through the provision of technical support. This included social data collection from local levels of government as well as establishment of efficient network in social data exchange and production. Furthermore, UNICEF initiated a productive partnership with Association of National Organizations of Supervision in Europe and the BiH Association of Supervisors. The aim of this intervention was to strengthen local associations in provision of supervision as well as targeted support to social work under crisis. As a result of this cooperation, it was found that there is a need to develop tool kits for social workers and enable their organized response and resource mobilization during crises.

In the education programme a new partnership established with the Association of Secondary School Students in BiH. The Association has prepared a Study on Drop Out of Secondary School Students in BiH. Participatory Action Research methodology was used in the development of the study.

Throughout the Campaign “It’s About Ability”, partnerships were established with the BiH Football Association, BiH Youth Sports Games and BiH Special Olympics. The project established media partnerships with television channels within the Public Broadcasting System: with one national and two entity television channels. Formal and informal partnerships with more than 50 non-governmental organisations and associations were established. In addition, UNICEF mobilized celebrities and public figures in Bosnia and Herzegovina, all of whom used their social image and media space to share the common messages on abilities.

**External Communication and Public Advocacy**

Public advocacy and engagement, raising awareness on child rights and UNICEF’s activities in 2014 can be summarized around the key priorities which follow.

Emergency communication response included efforts to position children’s specific needs among the media priorities and to provide regular information about UNICEF’s activities in flood-
affected areas. The National Goodwill Ambassador Edin Dzeko and his team contributed to the Team UNICEF initiative, and given the timing, in the midst of the emergency response, this event was used for advocacy on children’s needs and perspectives in emergency. It involved children from affected communities and it sent messages to all children suffering after the floods.

Public information and social mobilization campaign “It’s About Ability” included high visibility events, media mobilization and inclusive creative workshops throughout the country which attracted media attention. The “Inclusion Champion’s League” was an innovative social media game to nominate and recognize the people who contributed the most to the inclusion of every child, including children with disabilities. The creative workshops in various parts of the country, inclusive children’s theatre performance and One Minute Junior Film Festival provided creative opportunities for both children with and without disabilities and gave them the voice to express their opinions.

Celebration of the 25th anniversary of the Convention on the Rights of the Child (CRC) included a series of activities in the last quarter of the year. During the pre-election campaign, results of a survey amongst children were distributed to all political parties, with an invitation to join the open discussion in the Parliament with children, organized in the week of the CRC anniversary. Media support was crucial in this endeavour and the effect on political representatives was therefore indirect, but significant. Aiming at promoting the best practices in journalism, the office presented Annual Media Awards for journalistic contribution to the promotion and protection of child right. A jury comprised of media professionals, parents, persons with disabilities, NGO representatives and UNICEF selected the best works in the print, internet and broadcast media.

The Children’s Wishes Wall was facilitated as an interactive on-line mechanism to promote children’s voices, with regular updates shared with the public via traditional and social media.

South-South Cooperation and Triangular Cooperation

Education: With the aim to further advance topic of inclusive quality education, a two-day regional conference on inclusive education for children with disabilities was held in October with more than 180 participants (education professionals, parents, civil society organisations, academia) from Croatia, Serbia, Montenegro, the former Yugoslav Republic of Macedonia (FYRoM) and BiH. The goal of the conference was to exchange experiences, establish networks and initiate dialogue among professionals on the good practices, challenges, and lessons learned in the area of inclusive education of children with disabilities.

Communication: In April, 80 television professionals, representatives of regulatory bodies, institutions for the protection of children’s rights and experts from Bosnia and Herzegovina, Croatia, Montenegro and Serbia attended the Conference “Communicating with Children”, organised by UNICEF BiH and hosted by UNICEF Montenegro. The aim of the conference was to develop guidelines and policy frameworks to support the development of media programmes which help realise the rights of children and contribute to their development. Particular attention was paid to the making of inclusive media content which promotes the potential of young people with disabilities and addresses their equal participation in society. The initiative to co-produce and exchange the media content for children, among the four countries was initiated at the Conference.

ECD: UNICEF BiH, in its role as chair of the UNICEF Regional Knowledge and Leadership Agenda (RKLA) reference group “Young Child Wellbeing” played a key role in exchanging of a
knowledge on ECD and early childhood interventions (ECI) through the provision of technical assistance and hosting the ECD Study Tour for a Serbia delegation. UNICEF BiH shared positive experiences and lessons learned in setting up legislation framework for ECD and ECI and scaling up IECD services through health centres, particularly focusing on integrated services for early detection of families with children with developmental delays and disabilities and intervention. The visit was excellent opportunity for exchanging the good practices models, as well as for grounding the further collaboration of the two countries in the region.

Support to Integration and cross-sectoral linkages

As a result of UNICEF promotion of an integrated approach to social protection and inclusion (SPI) at the local governance level, multi-sectorial Social Protection and Inclusion Commissions (SPI Commissions) were established in 15 new municipalities. The SPI integrated approach clearly demonstrated that the different social sectors can efficiently work jointly to address a common objective and thus share responsibility, leverage resources and provide effective solutions for improved social protection and inclusion of children and families.

The SPI model has seen significant changes in the policies and approaches of the local governments towards social protection and inclusion of children in their communities. Modelling new intersectoral approaches to SPI policies and services resulted in a number of new and/or improved services for children. Action plans for Social Protection and Inclusion which were adopted, contributed to strengthened focus and governance mechanisms for protection and inclusion of children. Data base systems which were established, and the institutional capacity development of local authorities and service providers delivered important contributions to the improvement of the evidence base on the needs and status of children in local communities.

The SPI Commissions have been excellent initiators of intersectoral cooperation, coordination and exchange between different actors and institutions within the social protection and inclusion system. The work within these groups resulted in development and application of referral mechanisms and mutual agreements on how to proceed in responding to needs of children. The civil society partners also brought important perspectives and ways to advocate for and extend the programme values and results to a wider community and public.

The SPI model has achieved significant shifts in mind-sets and approaches, particularly in relation to good governance, improvement of services and better coordination and synergies between service providers (centres of social work, health centres, education institutions, Police and Judiciary) and local authorities.

Human Rights-Based Approach to Cooperation

UNICEF continued to intensively promote and apply the Human Rights Based Approach to Programming. Its underlying principles of participation of right holders and capacity development of duty bearers, are mostly applied in cooperation with relevant government and non-government partners, and families with children. The Committee on the Rights of the Child issued its concluding observations on the second periodic report of BiH in October 2012 (the last CRC State Party report for BiH). Based on the recommendations, the BiH Government undertook immediate actions to address the most concerning issues. As a result of a Committee’s recommendation number, the Ministry for Human Rights and Refugees (MHRR) re-instated the Council for Children in December 2013, and began regularly meeting in 2014. BiH is preparing to report on two CRC Optional Protocols in 2015.

Prior to the development of the CPD in 2014, UNICEF developed a Situation Analysis which
was equity and human rights driven. The Situation Analysis clearly identified the bottlenecks and the barriers for the realization of children’s rights in the areas of the social inclusion, child protection, health (early childhood development, early interventions, nutrition, and immunization) and inclusive education. Building on the identified structural and systematic bottlenecks, and on the Common Country Assessment (CCA) and UNDAF respectively, UNICEF developed its CPD in close cooperation with the government and non-government partners.

**Gender Mainstreaming and Equality**

All studies, surveys and evaluations conducted in 2014 by UNICEF and/or jointly with implementing government and non-government partners respected the gender dimension both when writing the terms of reference and in the actual reports.

Gender was mostly mainstreamed throughout programmes, including all project-related matrices and monitoring and evaluation (M&E) log frames, which, whenever possible, include disaggregated data. UNICEF partners, both government and non-government, were asked to consider gender disaggregated data in collecting and analysis processes.

As part of the One UN reform, and during the development of UNDAF 2015-2019, a pillar on gender equality and mainstreaming/women’s empowerment was created. Whilst UNICEF has no specific outputs under this pillar, will actively participate and provide technical advice. The new CPD document (2015-2019) also addresses gender gaps, such as those between Roma girls and Roma boys, as well as gender and equity gaps between Roma girls and the non-Roma girls.

The office has designated a gender focal point, but has mainstreamed gender responsibility across the programme components and professionals staff.

**Environmental Sustainability**

Disaster risk reduction and climate change adaptation became highly relevant in 2014 due to the massive floods that affected BiH in May. This unprecedented disaster highlighted the vulnerability of the country to natural hazards including but not limited to floods, landslides, heavy snowfalls and fires.

To address these risks and the vulnerability of children, UNICEF BiH commissioned two Disaster Risk Analyses in the municipalities of Travnik and Prijedor to understand the risk children face in these areas and find ways of minimizing them. In order to raise awareness of children to disasters, UNICEF also conducted workshops in 30 child friendly spaces, teaching 703 affected children how to react during an emergency.

As part of its WASH response, UNICEF BiH provided essential supplies to clean infected water for safe human and animal consumption. This was achieved by the health section using CERF funding and benefiting up to 1 million affected people across the country.

UNICEF attended several conferences and seminars on lessons learned from the May floods to share experiences and knowledge on DRR in BiH. During these events UNICEF advocated for stronger land evaluation and sustainable development planning to ensure urbanisation does increase environmental related hazards.

At the end of the year UNICEF collaborated closely with the United Nations Development Programme (UNDP) in integrating DRR in the 2015/16 joint work plans.
Effective Leadership

The office developed and incorporated the annual management priorities and results in the Annual Management Plan (AMP). These priorities included planning milestones in preparation of the new Country Programme and action points to mitigate the risks identified through the Enterprise Risk Management assessment exercise, which was updated in 2014 and uploaded as per global guidelines. The AMP expected results were regularly monitored and reviewed as a standard agenda of the Country Management Team (CMT) meetings as well as during the Mid-Year review held in August. The membership of the office committees was updated and committees met regularly as per the planned target. Weekly All Staff Info Sharing Meetings were maintained. The office reviewed and updated the Early Warning Early Action, Work Flow Processes, and Business Continuity Plan (BCP) in 2014. The CMT, as a consequence of the May floods, provided leadership and acted as the Emergency Management Team. It decided on key priorities and acted as coordination mechanism for the emergency response.

The CMT played a key role in leading a broad consultation which led to the 2015-2019 UNDAF and CPD development and approval.

The CMT, in close coordination and consultation with all staff, prepared a new Country Programme Management Plan (CPMP) that was fully endorsed through the UNICEF Regional Programme and Budget Review (PBR) exercise. The CPMP section related to the office proposed structure was built on the recommendations and staff changes which resulted from the 2012 Mid Term Review. UNICEF BiH did not suggest staff changes for new country programme other than fine-tuning of profiles and job descriptions.

In 2014 the office experienced a turnover of the two senior management positions, namely the Representative and Deputy Representative.

Financial Resources Management

The CMT was held regularly to review overall funds utilization, quarterly Regular Resources (RR) utilization rate, monthly Direct Cash Transfer (DCT) monitoring of over six and nine months unliquidated balances, closure of trips, donor reporting. CMT action points were clearly identified and assigned to relevant staff who reported back on completion.

Besides the CMT, Programme meetings were used to monitor grants management. Relevant decisions were made and documented accordingly.

In 2014, UNICEF built further on investments made in implementation of the Harmonised Approach to Cash Transfers (HACT). A HACT assurance plan was well structured taking into consideration the office capacity for implementation. As a part of the plan and according to HACT rules, the office engaged a third party service provider (an audit company selected through a request for proposals) to perform an audit of two NGOs. Both audit findings were positive. UNICEF performed 25 spot checks, reported on findings and has taken and documented nine follow up actions. All of these assurance activities, combined with robust training activities for concerned international professional staff, contributed to overall good results in management of DCTs. The office fully utilised additional funds received for HACT activities from the RO.

In 2014, the office continued with excellent records related to proper and timely reconciliation of its local accounts. As part of continuous effort for improvement of work processes, UNICEF BiH
requested and was granted approval for opening local bank account for Local Staff Association purpose only. With opening of that account, better transparency of transactions is achieved, thus mitigating risks associated with any operations with cash. Local Staff Association deductions are thus automated through the payroll.

The office efficiently used Vision tools: Admin/Finance Dashboard, VISION Performance Management reports and SAP generated reports for monitoring of financial and other assets.

**Fund-raising and Donor Relations**

UNICEF continued to strengthen its strategic partnering with its donors. With 2014 being the last year of the current country programme, UNICEF successfully mobilized 95 per cent and utilized 91 per cent of the five year Other Resources (OR) ceiling, even considering the ceiling increase of US$9 million in 2012. The tireless efforts of the country team after major floods that hit the country in May paid off, as US$3.5 million was raised to help the country recover after the disaster.

Long term partnerships with the Swiss Agency for Development and Cooperation (SDC) and Swedish International Development Cooperation Agency (SIDA) were established in 2014, ensuring significant funding for the Justice for Children component until 2017. The EU continued to support the social protection programme throughout 2014, and discussions for future partnerships with the EU are ongoing.

As a part of the UNCT, UNICEF was involved in the implementation of four joint UN programmes. Two year partnerships with Dubai Cares and the United States Agency for International Development (USAID) ended in 2014, with great potential to continue cooperation in the future.

The office maintains a monthly management reports database, generated from the system, which was regularly reviewed and discussed at the CMT meetings. In addition to utilization of funds, disbursements and funding situation, these reports also include donor reports due within 120 days as an alert system. Internal quality control of reports was ensured by the requirement that programme staff submit all donor reports to Deputy Representative at least 15 days prior to the reporting due dates, for review and approval. Donor reports were approved for submission after ensuring that accurate description of results for children are provided, consistency with prior reports (if applicable), accurate and up-to-date status of funds and utilization reports. During the year, training in report writing was arranged for all project officers within the UNICEF BiH team. All grants were fully utilized before their expiry.

**Evaluation**

UNICEF maintained and used an up-to-date Integrated Monitoring and Evaluation Plan (IMEP) to strategically plan monitoring and evaluation activities. A two-year IMEP 2013-2014 was prepared in consultations with the RO, which linked each planned evaluation and study with the Regional Knowledge and Leadership Agenda.

In 2014, UNICEF BiH conducted: a Summary of the Financial Analysis of Early Education programme (RKLA: #3 children’s right to education: early learning and school readiness); Mid-Term Evaluation of Early learning programme (ECE/ECI) (RKLA: #3 children’s right to education: early learning and school readiness), and; a Child Poverty Analysis (RKLA: cross-cutting).
In addition, a Multiple Overlapping Deprivation Analysis (RKLA: cross-cutting), an Evaluation of an Early Childhood Development and Early Childhood Interventions and/or Policies including Documenting innovation on ECD/ECI (RKLA: #7 (young child well-being, zero to three), as well as an Assessment on Children’s Access to Justice (RKLA: #2 child’s right to access to justice) began in 2014 and will be finalized in early 2015.

The Mid-Term Evaluation Report on the Early Learning Programme (increasing early opportunities for children in BiH) was rated as “highly satisfactory” by an independent firm subcontracted by the RO and the related management response is under preparation.

UNICEF BiH continued to play a key role in knowledge generation for programming and advocacy.

In light of the ‘One UN’, UNICEF initiated a process to have more joint evaluations in the future, in order to save resources, expand partnerships and reduce overlapping efforts.

**Efficiency Gains and Cost Savings**

In 2014, UNICEF BiH actively pursued opportunities for rationalization in use of its resources - human resources, funding, and assets.

The office explored with UNDP the possibility to join their selection process for translators by assisting in the selection process. This was agreed and implemented, thus saving time of UNICEF staff for other important tasks, while ensuring the high quality of translators’ pool.

With the emergency situation in the country, UNICEF needed to mobilise its limited human resources in the most efficient manner. Since UNICEF was involved in reconstruction and refurbishment of a number of flood-affected facilities, such as centres for social welfare and kindergartens, the office agreed with UNDP to use their selection processes for UNICEF’s recruitment of civil engineers, reconstruction companies and quality assurance companies. All these processes, if managed by UNICEF solely, would have required additional human resources, time and logistics.

The above initiatives proved to be the strong starting models for implementation of “the light version of DaO” as defined in UNDAF 2015-2019. Respective Business Operations Strategy (BoS) were drafted by the UN Operations Management Team and adopted by the UNCT in October 2014. The BoS became operational and yielded results in 2014. One good example is the ongoing negotiation of contract arrangements for mobile phone services, conducted jointly with other UN agencies. The negotiated contract, by the economy of scale, will provide for lower cost services, including calls between UN agencies being free of charge).

The office continued to look into every possible way for consolidation of field trips in its travel plans. Field trips were consolidated between sections, and financial and human resource savings were made.

**Supply Management**

At the beginning of the year, the volume of the supply plan was US$363,819. However, the actual volume reached US$1,518,614, representing over 20 per cent of the total annual budget. This was due to the unexpected emergency and relevant procurement.

Programme supplies US$1,399,007.79
<table>
<thead>
<tr>
<th>Supplies</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational supplies</td>
<td>US$47,032.31</td>
</tr>
<tr>
<td>Construction</td>
<td>US$72,573.75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>US$1,518,613.85</strong></td>
</tr>
</tbody>
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Seventy two education institutions damaged by the floods were completely or partially furnished during 2014. Six vehicles were delivered to floods affected centres for social work, and furniture, speech therapy equipment and didactic materials for three day care centres. Various equipment and other supplies were procured as part of the Justice for Children initiative in order to equip centres for social work and court premises (furniture, surveillance equipment, didactic materials, and technical materials).

As a part of regular procurement, furniture, didactic materials, speech therapy and communication and information technology equipment was delivered to select Project Municipalities.

Printed materials and equipment for production of “One Minute Junior Movies” were delivered in the framework of Disaster Risk Reduction activities and of the “It's About Ability” campaign.

All supplies were procured from the local market, with proven records of good quality products and services thus contributing to local economy. The supply plan was completed early 2014 and was regularly reviewed and amended throughout the year to ensure proper monitoring of implementation. Monitoring of supplies, including status reports of the plan, was subject to monthly CMT review.

Procurement related activities included conducting a physical inventory of operations and programme supplies, completed in the last quarter of 2014, as part of year-end closure activities.

**Security for Staff and Premises**

UNICEF BiH continuously work on its security awareness and preparedness.

UNICEF is a member of the UN Security Management Team, and an active participant in UN security meetings and trainings. The staff were informed in a timely manner on security and safety issues. UNICEF warden lists were regularly updated and submitted to the United Nations Department of Safety and Security. Two UN warden exercises were performed in 2014 and UNICEF had an excellent response with this testing of communication tree exercise. A fire-drill exercise, involving the evacuation of UN building was also performed.

The UNICEF BiH Business Continuity Plan was updated in October. Training for all staff on BCP implementation was organized, and the actual plan was tested on 14 November and documented accordingly. Although not strictly related to the BCP itself, one part of the training was dedicated to guidance in situations of serious treats to staff and their security. Precise instructions were provided for a number of the most common threats: the points of contact and hierarchy of contacts.

In order to enhance its own internal security system network, the office decided to purchase two mobile satellite phones that will provide for secure communication of Representative and Operations Manager in any emergency.

The other staff security improvement measures included constant and repeated reminders sent to staff on the importance of safety regulations when on travel (seat belts, driving speed, and
weather conditions). This was particularly important since staff undertook a significant number of field trips in 2014, thus the risk associated with travel by road was high. Staff were also regularly reminded throughout the year that no trip outside the country should be undertaken without security clearance.

During December, all staff whose Basic Security in the Field and Advanced Security in the Field online training were due to expiry by the end of year were reminded to take and complete refresher trainings.

**Human Resources**

In 2014, a new CPMP was prepared and the PBR process completed. Given that in 2012 the office had undertaken a comprehensive Mid-Term Review of the programme and the office structure, the 2014 CPMP built on this process and therefore limited changes were proposed to the new office structure. The new staffing structure was reviewed in light of: a) an expected reduction of financial resources; b) MTR programmatic and strategic recommendations; c) regional priorities (RKLAs); d) regional “core resources for core roles” considerations, and; e) efficiency and effectiveness efforts to optimise the use of resources.

The same rationale was used for submission of the proposal in relation to Global Shared Services Centre with regards to the structure of the Operations Section. As such, the office did not submit further rationalisation of staffing, given it was already lean and just enough to sustain quality support to programme implementation. Both submissions were approved by PBR, without changes.

Following the heavy floods of May, the office had to secure adequate human resources to implement the emergency programme. The financial volume of the emergency programme was estimated at up to US$3.2 million which represented an increase of around 50 per cent of 2014 programme budget. UNICEF BiH was able to gain support from the RO support and on surge missions (Emergency Specialist and WASH consultant) while recruiting an Emergency Specialist at P4 level on a three month temporary assignment and two Emergency Assistants.

The Emergency Specialist provided overall lead and first hand guidance for emergency interventions and coordination with other UN agencies for the peak response period. The Emergency Assistants have been issued longer contracts so as to sustain technical support for implementation of emergency activities.

In 2014, the office invested in staff through a number of trainings and stretch assignment opportunities. Four staff, one General Service and three National Officers provided support to other offices through short term assignments (10 days assignment in UNICEF Albania, three weeks assignment in UNICEF Jerusalem, one week assignment in UNICEF Uzbekistan and one week assignment in UNICEF Armenia). Learning opportunities were carefully planned as part of the office 2014 learning plan. The Learning Committee met regularly. In addition to a number of UNICEF global and regional trainings, the UNICEF BiH staff pursued different online trainings. Five staff members successfully completed Dynamic Leadership Certificate training in 2014.

**Effective Use of Information and Communication Technology**

The continued availability of Information and Communication Technology (ICT) resources and efficient user support were ensured in 2014, through effective technical maintenance of ICT infrastructure and in accordance with ITSS objectives and standards.
The new UNICEF-standard cloud-based business software solution Office365 was successfully implemented, in conjunction with an upgrade of workstations and mobile devices to MS Office 2013, boosting organizational effectiveness and efficiency and creating a fully mobile workspace. The upgrade offered larger email inbox size of 50GB and extending attachment maximum size to 25MB.

One Drive allowed users to store, edit and organize individual work documents in a secure, cloud-based storage up to 1TB, to be accessible from a web browser or local devices, to synchronize documents among devices and for off-line work and to share documents with colleagues and external partners, facilitating simultaneous review and editing. Office 365 provides free access to Office Online applications and automatic backup, improving business continuity, and along with migration from Lotus local server to Microsoft cloud email solution, reduces local hardware footprint and energy consumption in server room.

Microsoft Lync, fully integrated with Microsoft Office, allowing users to organize and participate in an online meetings with other colleagues and external participants. Lync provides real-time presence status, screen/application sharing, instant messaging and voice/video calls through internet, facilitate additional cost-saving.

The office primary and backup internet connections speeds are 100Mbps/100Mbps and 30Mbps/30Mbps which is more than sufficient for centralize and cloud based UNICEF business systems, VISION with SAP and Office 365.

Obsolete but usable ICT equipment (14 desktop computers, 14 monitors and nine phones) that will be donated to implementing partners, while out-of-order equipment and printer toners were disposed in an environmental secured manner or recycled.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By end of 2014, responsible government institutions prioritise investments for children’s rights, social protection and inclusion programmes, with the participation of civil society, children and young people.

Analytical Statement of Progress:
In regards to removing barriers in the enabling environment, UNICEF supported the FBiH Ministry of Labour and Social Policy to develop and adopt “The Guidelines for development of Day Care centres in FBiH” which will serve as a benchmark for the provision of standardised services throughout the Federation of BiH entity, where currently ten cantons have un-harmonised approaches to care for children with disabilities. Furthermore, thanks to UNICEF advocacy and leverage powers BiH Ministry of Civil Affairs agreed to take full ownership of the finalization process for a country-wide strategic document ‘Social Protection and Inclusion Policy Coordination Framework’, in cooperation with the Delegation of the European Union and relevant BiH ministries.

UNICEF also supported strengthening of Government coordination mechanisms under the enabling environment cluster, by supporting the functioning of the BiH Council for Children, a State-level body led by the Ministry for Human Rights and Refugees. This was a particularly
important result, since the CRC recommendations clearly call for the “re-establishment” of a Council for Children. As part of the advocacy efforts, a survey on children’s views about their rights and expectations from political parties was conducted and shared with all the political parties and used as an evidence-based tool aimed at the BiH MPs to initiate discussions on the children’s needs and priorities.

2014 was also a year of generating important child related data. UNICEF, in cooperation with BiH Agency for Statistics and entity statistical offices, supported the development of a Child Poverty Analysis. The Analysis serves as an advocacy tool for dialogue initiations, as well as evidence to leverage better Government distribution of resources, and as evidence to build on when making policy decisions on more accurate targeting of social benefits.

In order to enhance service delivery for the most vulnerable children at the local level, where services are offered, UNICEF supported the government and CSOs on relevant scaling up efforts. Moreover, UNICEF formed strategic partnerships with UN agencies in order to assist the government with institutionalizing the social protection and inclusion local model, in order to better identify and address the needs of the most vulnerable children and families in local communities. As a result of the joint efforts, selected municipalities developed and adopted the inter-sectorial Action Plans embedded on the human rights principles with the purpose to leverage resources through integrated and comprehensive planning and delivery of inclusive services, as well as to address the social bottlenecks from a holistic approach. The total number of municipalities that introduced an integrated SPI approach at the end of current country programme is 42, which represents 30 per cent of the total number of Municipalities in BiH.

UNICEF addressed the identified supply-related bottlenecks by strengthening capacities of professionals both from the governmental and non-governmental, namely in the institutionalization of the European System of Integrated Social Protection Statistics, a human rights approach to programming and social protection and inclusion approach.

In the demand cluster of determinants, UNICEF supported the non-governmental/civil society organizations in carrying out the knowledge, attitudes and practices surveys in the areas of social protection and inclusion, justice for children, preschool education, and on children with disabilities, as a cross cutting category. The results served as an evidence-based platform for capacity building efforts aimed at the parents of children with disabilities, community based associations and relevant professionals. The communication for development strategy campaign “It's About Ability” continued throughout 2014, reaching up to 500,000 people by broadcasted TV programmes, traditional and social media reports, and social mobilization events and resulted in 10 per cent increase in number of people who support the inclusion of children with disabilities. Child participation was enhanced through numerous workshops, public discussions and events, supported by local authorities, NGOs, CSOs and media, reflecting their roles of being the agents of change.

**OUTPUT 1** By end of 2014, ministries, institutions and civil society organizations systematically monitor child rights to influence the implementation of national strategies, plans and programmes addressing poverty and exclusion of children and families.

**Analytical Statement of Progress:**
In order to tackle the supply and the enabling environment barriers, significant results were achieved in monitoring child rights. Quality data was provided to influence decision makers and better address social exclusion of children and their families.
The BiH Agency for Statistics (BHAS) continued to strengthen its capacities in regards to the institutionalization of the European System of Integrated Social Protection Statistics. The BHAS was supported in conducting a complete revision of the social protection templates/forms intended for the collection of data at municipality level. This serves as a very important step in a highly decentralized country where the mechanisms for the collection of social statistics varied across the regions, reflecting a complete lack of standardization and inability to adequately aggregate data.

UNICEF in cooperation with the BHAS and with inputs from relevant government stakeholders, initiated development of a Child Poverty Analysis, using the same methodology as in 2007 in order to allow for trends monitoring. Such valuable data on relative and absolute child poverty aims to influence the relevant stakeholders, especially the social protection line ministries, to properly direct resources and to be able to target the most vulnerable families with children in an evidence-based manner. Finally, the BHAS was supported in conducting a Country Analytical Report on the Alternative Care Provision for children in BiH, aiming at critically approaching the data collected through the Transmonee in order to identify the bottlenecks in the child protection sector.


Together with the EU, and Save the Children, UNICEF supported a network of NGOs to develop “Indicators for Monitoring Child Rights.” The NGOs worked in close cooperation with the MHRR, with the aim of assisting relevant government health, education and social protection units to develop measures for addressing child rights that are adequately monitored and reported on.

**OUTPUT 2** By end of 2014, responsible government institutions have amended social and child protection laws, have expanded integrated social protection and inclusion programmes and increased allocations of resources at municipal level.

**Analytical Statement of Progress:**
The social protection and inclusion (SPI) programme supported service providers in order to ensure continuation of social services for vulnerable children and families, especially children with disabilities. The programme supported the opening of three new Day Care centres and introduction of new services in seven Day Care centres throughout BiH. Two hundred and fifty children with disabilities and their families directly benefited from the new services which became available in their local communities.

At the same time, UNICEF supported FBIH Ministry of Labour and Social Policy in the development and adoption of “The Guidelines for development of Day Care centres in FBIH”, influencing the policy level and ensuring the legal conditions for mainstreaming of the new services into social protection system. Furthermore, a country-wide ‘Social Protection and Inclusion Policy Coordination Framework’ which was drafted in 2013, in cooperation with the Delegation of the European Union and relevant BiH ministries, was taken over by BiH Ministry of Civil Affairs for finalization and a formal Government adoption. However, as this action required political endorsement, one of the major shortfalls in 2014 was limited political will for endorsement of this important policy document.
The programme further promoted the integrated SPI approach and scaling up of the local model through inter-sectoral workshops for more than 200 professionals, which resulted in a number of follow-up actions related to enhanced provision of services for the vulnerable children. In order to further promote the local SPI model, a strategic partnership with the other UN agencies was formed through joint programmes. As a result, 15 new municipalities in BiH established the SPI governance structures aiming to better identify and address the needs of the most vulnerable children and families in local communities. Five municipalities developed and adopted the inter-sectoral Action Plans embedded on the human rights principles with the purpose to leverage resources through integrated and comprehensive planning and delivery of inclusive services, as well as to address the social bottlenecks from a holistic approach. Thus, the total number of municipalities that introduced an integrated SPI approach at the end of current country programme is 42, which represents 30 per cent of the total number of municipalities in BiH.

In addition, when the heavy flooding affected the municipalities involved in the SPI programme, emergency response support was provided to Centres for Social Work in seven extremely floods affected municipalities, through delivery of vehicles, IT equipment, furniture, office materials and small rehabilitation works. The emergency response also included psychosocial support to more than 100 social workers for prevention of burn-out and engagement of volunteers providing support to the Centres for Social Work in outreach work.

OUTPUT 3

By end of 2014, young people, children, the media, local authorities, civil society organisations, children and young people are engaged in alliances for child rights.

Analytical Statement of Progress:

Communication for Development (C4D) was an integral part of programme interventions in 2014.

The campaign “It’s About Ability” initiated in 2013, continued throughout 2014, reaching up to 500,000 people. At least 1000 children with disabilities benefited from the campaign, through direct participation in the workshops and events. The end-line knowledge, attitudes and practices survey, conducted in November, showed a 10 per cent increase in self-assessed knowledge about children with disabilities of general population. Almost 50 per cent of the population were exposed to the campaign through media. Upon direct exposure, 90 per cent of respondents showed positive change in their attitudes towards children with disabilities.

DRR activities for 2014 were adapted to respond to the emergency situation caused by floods. Behaviour change packages, including posters, leaflets, comic books and cartoons on adequate behaviours regarding hygiene promotion, health, and safety were developed and disseminated through the media and child-friendly services. The material was also shared with the neighbouring countries. A series of creative workshops on video, radio and photo production were organised for and with children from flood-affected areas, to express their views, and the outcomes were used by UNICEF for advocacy with policy makers and donors.

Five surveys were conducted to assess the knowledge, attitudes and practices in the areas of social protection and inclusion, justice for children, preschool education, and children with disabilities. Identified gaps were elaborated through formative research that served as a baseline for development of C4D related strategies.

A survey on children’s views about their rights and expectations from political subjects was shared with all political parties. As the new Government is being constituted, the results of the
survey will be distributed and discussed with the government partners. Children’s views will also be promoted by UNICEF in the new country programme to tailor demand-driven C4D interventions in the areas of violence prevention and health education. Child participation was enhanced through numerous workshops, public discussions and events supported by local authorities, NGOs, CSOs and media in 32 municipalities. The workshops aimed at increasing children’s awareness on dialogue, tolerance and social inclusion and integration of children with disabilities reflecting children’s roles of being agents of change. These workshops resulted in development of “inclusive small school projects” that were jointly implemented by the schools, municipalities and local associations.

OUTCOME 2 By end of 2014, an increased number of vulnerable children and families benefit from quality and inclusive social services in education, health and protection.

Analytical Statement of Progress:
The unrest in February, the floods in May, and general elections in October made of 2014 a year in which many of the initiated processes in the areas of health, education, and child protection were considerably delayed. Despite these delays and lack of implementation of existing policies, thanks to UNICEF support certain important results for children were achieved in different domains. When it comes to this outcome UNICEF contributed especially through providing policy and technical advice, leveraging resources, facilitating dialogues and exchanges.

When it comes to enabling environment UNICEF supported the revision and harmonization of legislations to eliminate bottlenecks to the realization of children rights, created by inconsistencies among different pieces of legislation. UNICEF supported the development of bylaws in the areas of Justice for Children and Child Care Reform to ensure implementation of the legislation. Through UNICEF technical support, and advocacy three cantonal governments adopted ECD Action Plans aiming at services for vulnerable families with young children. UNICEF played a central role in addressing the numerous challenges faced by the immunisation programme and initiated the setting of an important platform with neighbouring countries to define joint approaches to fill the gap. In order to strengthen the country’s focus on closing the equity when it comes to education of Roma children, UNICEF supported the development of the Revised Action Plan on Education Needs of Roma Children.

In the area of supply bottlenecks UNICEF focused on the development and adoption of modules for various sectoral professionals to be adopted and included in their learning curricula. This approach demonstrated to be successful in all areas of intervention, and with different professionals’ categories such as teachers, health workers, judges, and prosecutors. Additionally Training of Trainers were supported, in order to enable the training of professionals on the use of specific tools, such as the guidelines on violence against children, on working with children with disabilities, and on the developed ECD guidelines.

When it comes to the service delivery side, UNICEF provided support to 16 municipalities in developing/revising action plans to ensure alternative and diversion measures for juveniles in conflict with the law will be established. Additionally transformation of institutions for children without parental care into services for children and their families to prevent separation begun in three municipalities. UNICEF, in supporting the development of accreditation quality standards for hospitals, played a considerable role in ensuring services are delivered in a quality manner. When it comes to access to services, UNICEF provided support to ensure an increase of over 7,500 children who are enrolled in preschool: hence, the children and their families benefit from
this important service. A specific attention was given to inclusion of children with disabilities and from Roma communities.

To respond to the emergency caused by the May 2014 floods affecting close to one million people in the country, UNICEF strengthened its capacity and supported partners in the immediate emergency response in the WASH, Health, Education and Child Protection sectors. This included WASH coordination and supplies, purchase of vaccines, provision of psychosocial support, refurbishment and furnishing of schools and establishment of Child Friendly Spaces. During the recovery, UNICEF and NGO partners established 32 Child Friendly Spaces to ensure parents could focus on going back to normal while children were cared for in a safe environment. To ensure all children could go back to schools at the beginning of the school year UNICEF equipped 75 schools, with EU and other donors’ support.

The office faced challenges due to the unprecedented scale of the emergency. All staff members had to shift priorities and expand their areas of work. Considering the heavy workload and, in certain cases, lack of specific technical capacity the office recruited additional support: an international Emergency/Coordinator for three months, a CFS Manager, and an Assistant to provide support with supplies. Support was also received support from the Regional Office with emergency coordination and a surge WASH Expert deployed for several days in June.

Disaster Risk Reduction became highly relevant in 2014 as result of the emergency. This unprecedented disaster highlighted the vulnerability of the country to natural hazards. To address these risks and the vulnerability of children UNICEF BiH commissioned two Disaster Risk Analyses (DRA) in the municipalities of Travnik and Prijedor to understand the risk children face in these areas and find ways of minimizing them. In order to raise awareness of children to disasters UNICEF also conducted workshops in thirty child friendly spaces, teaching 703 affected children how to react during an emergency.

**OUTPUT 1** By end of 2014, Ministries of Health in coordination with other key Ministries, support provision of integrated, inclusive and quality services in health, nutrition, early childhood development.

**Analytical Statement of Progress:**
Progress was made in the enabling environment by supporting three cantonal governments to develop and adopt cantonal ECD Action Plans enabling provision and scale up of integrated ECD services focusing on most vulnerable families with young children.

In order to institutionalize the capacity development of professionals, a training curriculum for parenting education, ECD and ECI services for health professionals, preschool teachers and social workers was incorporated in the official training programmes of the Federal Ministry of Health. Related guidelines were disseminated to 300 professionals in 32 municipalities. As part of the health care reform in FBiH, UNICEF supported the application and the accreditation of quality standards for Baby Friendly Hospitals in nine maternity wards.

UNICEF provided technical assistance to Ministries of Health to launch the European/World Immunization Week (EIW). As an outcome of the EIW, both entity Ministries of Health developed Immunization Action Plans aiming at addressing key bottlenecks such as continued vaccines procurement and increase coverage. The EIW Initiative culminated in the organization of a joint workshop with the neighbouring countries on immunisation challenges, resulting in a joint commitment to overcome shortage of vaccines supplies.
Regarding prevention of malnutrition among preschool children, UNICEF provided technical support to the two entity Nutrition Working Groups to develop models for the Nutrition Friendly Kindergarten Initiative. The model was introduced in 12 kindergartens in partnership with ministries of health and education, NGOs and the Association of Cooks and resulted in healthier intakes attitudes among 100 preschool teachers, 2000 parents and children.

In the aftermath of the floods, UNICEF provided technical assistance to reach 250,000 families with WASH interventions. Dewatering pumps, generators, dryers and water testing kits were procured for 61 health institutions and more than two thousands kilogrammes of chlorine was distributed. UNICEF supported establishment of two public water supply spots for 100 Roma families. To maintain polio-free status, UNICEF procured 40,000 doses of OPV to vaccinate around 28,000 children.

With RO support and under the initiative of the RKLA Seven-Young Child Wellbeing, UNICEF supported introduction of the “Monitoring, Evaluation and Research Framework for Home Visiting Programmes” developed by Aga Khan University. Training on the “Framework for Home Visiting ECD Services” was provided for 60 health professionals from eight IECD health centres resulted in enhanced skills on measuring the outcomes of the ECD services.

OUTPUT 2 By end of 2014, BiH education authorities at all levels and schools ensure equitable access and quality education for all children, and promote youth employability, based on key principles defined in education reform strategic documents.

Analytical Statement of Progress:
UNICEF supported training of professionals in child upbringing and early learning, resulting in improving access to inclusive early learning programmes of children aged four to six in 46 municipalities.

As a result of UNICEF interventions, the number of children enrolled in preschool education programmes increased from 11,442 to 19,103 children during 2013/2014 school year (an increase of 13 per cent compared to school year 2012/13) in 30 per cent of the country’s municipalities. According to feedback from 14 focus groups, most parents (98 per cent) claimed that they would have not enrolled their children without the UNICEF programme support, given the inability to cover the associated costs (120-160 BAM/month: US$66-88), and due to lack of awareness of the benefits of preschool education. Furthermore, modules, guides and curricula were developed for both professionals and parents, providing a solid basis for the continuation of reforms in this area.

As part of the RKLA Three (A Child’s Right to Early Learning), BiH participated in the multi-country evaluation. The evaluation clearly identified areas for improvement and enabled for a knowledge exchange between countries. The evaluation findings will serve as evidence-based platform for facilitating national dialogue in BiH on importance of early learning.

Regarding the integration of children with disabilities in education, a total of 733 teachers, pedagogues and school directors from 108 schools received training in working with children with disabilities. As a result, School Inclusion Teams were formed with aim to creating an inclusive and intercultural school environment. Training programmes for inclusive education for children with disabilities were institutionalized in two government administrative units (RS and Zenica-Doboj Cantons).

With the aim to further advance topic of inclusive quality education, a two-day regional
conference on inclusive education for children with disabilities was held in October hosting 180 participants from five countries. The goal was to exchange experiences, establish networks and initiate dialogue among professionals on the good practices/challenges/lessons learned in the area of inclusive education of children with disabilities. In addition, UNICEF supported the Ministry of Human Rights and Refugees in developing Implementation of the Revised Action Plan on Education Needs of Roma Children.

In addition to regular programming, this outcome was disrupted by the May 2014 floods. UNICEF supported the response with a considerable amount of human and financial resources in order to ensure children were able to go back to school, by providing furniture and didactical material to 75 schools in 31 municipalities by the end of 2014. These efforts will continue in 2015 to reach 103 schools by the end of the programme.

OUTPUT 3 BiH authorities at all levels address targeted gaps in the protection systems and provide institutional resources to referral systems for the protection of children and women from violence, abuse, neglect, injuries and other risks.

Analytical Statement of Progress:
In order to remove barriers in the enabling environment, UNICEF supported the adoption of the FBiH Juvenile Justice Act, and bylaws, and the harmonization of RS Juvenile Justice Act with other laws to enable its smooth implementation. A specific training curriculum, training of trainers and guide on justice for children for Judges and Prosecutors were embedded in the FBiH and RS Judges and Prosecutors formal training programmes.

Courts and Prosecutorial data management systems have been improved to better collect data on juveniles and children in contact with the law. Seven municipalities in which the prevalence of juveniles offenses are the highest in the country, established working groups on Justice for Children with a specific focus on developing and implementing local level actions to ensure secondary and tertiary prevention measures, as foreseen by the law. UNICEF also supported working groups established in previous years in nine municipalities in the revision and implementation of their plans to sustain their actions.

‘Guidelines on violence against children and referral mechanisms’ were disseminated to professionals throughout the country and a training of trainers on the use of the Guidelines was implemented. Thirty two municipalities applied the Guidelines in 2014. Furthermore, a study on children working in the street was completed, containing recommendations on prevention mechanisms.

As part of the child care reform in FBiH, UNICEF supported development of a new foster care law in accordance with international standards and best practices, which was submitted for adoption to the Council of Ministries. The elections delayed its adoption, which is expected to take place in 2015. In RS, a new strategy to strengthen foster care is under development, and social workers were trained on applying the new rulebook. As a result of the UNICEF leveraging power, the EU included the transformation of institutions for children as one of its funding priorities for next year. UNICEF supported for the de-institutionalization programme resulted in the reduction of children in residential care in Tuzla by 58 per cent, providing a family-based care alternative. As part of the scale up initiative, similar programmes were supported in Mostar and Sarajevo.

In total, 3820 children affected by the floods benefitted from the establishment of 32 Child Friendly Spaces. Plans for their transition into long term municipal services for children were
developed and will be implemented in 2015. In RS, 148 professionals were trained on provision of psycho-social support in emergencies and were able to provide immediate services to children and their families.

OUTCOME 3 Cross Sectoral Support Costs

Analytical Statement of Progress:
This outcome was fully met by providing support to programme implementation that enabled smooth functioning of the office. As described under respective outputs below these activities included direct administrative/operational support for day to day functioning of the office, as well as programme support (HAFT-related audit, translation services, consultancy, admin support to programmes, driver’s travel, and staff retreat).

OUTPUT 1 Information and Communication

Analytical Statement of Progress:
In the first half of 2014, information and communication efforts supported child rights advocacy, dissemination of information and raising awareness about UNICEF programmes. Important occasions included: a high-visibility event with the participation of the National Goodwill Ambassador Edin Dzeko, as a contribution to the Team UNICEF initiative related to the World Cup; media events; social media activities; as well as interactive and participatory workshops.

Important highlights included:
• Public education about the polio risk and restoring public trust in immunization (production of the informative video package targeting parents; advocacy around the World Immunization Week and interactive media workshop with participation of the key immunization professionals and experts and media executives);
• Promotion and public information about the multi-country initiative to improve inclusive TV programmes for children, based on the UNICEF-supported C4D package Communicating with Children;
• Local contribution to the global violence against children (VAC) campaign (interactive media workshop with key national experts and media professionals, production of the public information materials based on protocols for addressing VAC, advocacy in relation to the drastic cases of VAC present in the media);
• Emergency response and early recovery (advocacy covering children’s needs and rights among the media top priorities, and constant information about UNICEF’s emergency response activities);
• A series of events to mark the CRC 25th anniversary and the production of Child-Friendly version of the CRC;
• Continuous social media engagement.
• Production of public information materials to promote issues related to child rights and UNICEF’s activities, encouraging public engagement for the benefit of children

OUTPUT 2. Banja Luka Sub-Office

Analytical Statement of Progress:
UNICEF BiH has a sub-office in Banja Luka. The RS Government provides office premises free of charge, while UNICEF covers 10 per cent of utilities costs (through a signed Memorandum of Understanding). While the Banja Luka sub-office does not accommodate UNICEF staff on a
permanent basis, as of 2014 two full-time consultants were based there. It is also used by UNICEF staff traveling to Banja Luka for daily business and holding of meetings.

OUTPUT 3 Cross Sectoral Support Costs

Analytical Statement of Progress:
This output directly contributed to efficient coordination, operation and administration of the country programme. UNICEF provided human resources through this output to achieve results in other programme outputs. The first payment of the national project manager for Canton 10 (a joint UN cross sectorial programme) was allocated under this output as well as the consultant for Disaster Risk Analyses in two municipalities which will be used for Disaster Risk Reduction Programming in 2015.

In 2014, the administrative staff financed under this output contributed to the compliant procurement of more than US$2 million worth of supplies and services for the emergency response. The training component of this Output was used for an all-staff retreat. Additional staff training on business writing increased the capacity of staff in writing precisely and concisely

OUTCOME 4 Effective and efficient programme management and operations support

Analytical Statement of Progress:
This outcome was fully met in 2014 through effective and efficient processing and implementation of activities which enabled smooth functioning of the office. Those activities include human resources, administrative/operational tasks to support office functioning and provision of supplies, services and knowledge required to perform administrative tasks.

OUTPUT 2 Effective and efficient management and Stewardship of Financial Resources

Analytical Statement of Progress:
Operating expenses, Furniture and Equipment: Institutional Budget funds utilized under the operating expenses component of this output contributed to the overall achievement of country programme goals through the provision of facilities in order to enable adequate office functioning.
In addition, RR funds utilized under the output two in order to supplement the shortfall and enable normal office functioning included payment of utilities, and UNICEF’s share in common UN House costs such as receptionist, security and similar personnel.

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Evaluation

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