

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Executive Summary

In a context of political and economic crises, UNICEF and partners achieved considerable progress for children.

Efforts in Social Protection and Inclusion (SPI) resulted in coordination and governance structures at all levels, including the establishment of permanent municipal commissions in 26 municipalities (out of 142). The adoption of action plans in 34 municipalities (with participation of over 6000 children) led to municipal programmes for Roma and children with disabilities and to increased budgets for SPI (in 17 municipalities). Laws on Social Protection complemented the legislative framework in both Entities.

Building on Entity policies on Integrated Early Childhood Development (IECD), a State policy was adopted (with emphasis on vulnerable children) followed by a Federal strategy with budgeted action plans. Anaemia surveys informed nutrition policies and the Pledge "A Promise Renewed" was endorsed by the Council of Ministers. IECD services operated in thirteen communities and will be mainstreamed through the health sector with a focus on early identification of developmental delays. Despite anti-vaccination movements and system gaps, immunization rates improved from 61 to 68% (2006/2009).

The extremely low level of Early Childhood Education (ECE) enrolment initiated an increase, rising from 6 to 13% (2006/09) driven by complementary strategies including: an international conference to raise awareness on ECE; leveraging of resources (4 out of 12 administrative units allocated funds to ECE) and a call for proposals for co-funding ECE municipal programmes. The primary education policy framework was strengthened (e.g. learning outcomes, standards of student achievements) and over 10,000 children and 400 teachers from 30 primary schools participated in inclusive and inter-cultural programmes. Youth employability was improved through enhanced life skills and key competencies.

Laws and by-laws on justice for children (J4C) are being developed/approved in both Entities. Training for judges and prosecutors were partly institutionalized and nine municipalities adopted J4C action plans, with a focus on alternatives and prevention. A campaign "Justice for every child" reduced prejudices towards children in conflict with the law. Other highlights include a 37% increase in the number of municipalities with referral systems, the adoption of a strategy on violence, the establishment of an NGO network to monitor violence against children and the adoption of a Federal action plan to end the placement of children in institutions.

The partnership with the EU was instrumental to including children's rights into the progress report (which guides EU plans and investments) and to achieving progress in social protection (with the World Bank) and the prevention of violence. Joint advocacy with the embassies of Switzerland and Sweden, the EU and OSCE contributed to position J4C within the justice reform.

Important challenges remaining include the high and growing ratio of children in institutions versus family-based care (1.75 to 1) and the high ratio of children with disabilities in institutions (67%). The focus of the future direction will be to build on approved action plans and laws to revert this alarming trend.

A comprehensive and participatory mid-term review resulted in fine-tuned priorities and strategies as well as a revised office structure in line with available resources and priorities.

Country Situation as Affecting Children & Women

As a potential candidate for EU membership, the EU progress report states that Bosnia and Herzegovina (BiH) "has made limited progress towards meeting the political criteria and achieving more functional, coordinated and sustainable institutional structures". Repeated political crises as well as the economic crisis affected the pace of reforms and the situation of children and their families, as illustrated through MICS4 data and the Mid-Term Review (MTR) findings.

Social exclusion, poverty and unemployment remain significant problems. Among the most vulnerable are persons with disabilities, displaced persons, Roma, families with two or more children, the elderly,

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

unemployed and low-skilled youth.^[1] Economic recovery gained some momentum in 2011 with real GDP growth accelerating slightly to 1.3%, but this positive trend was reversed in early 2012.

Unemployment rate stands at 28% overall and at 63.1% among the young population (15-24 years).^[2] An overwhelming 75% of **young people** estimate their current living standard as poor or mediocre (versus 66% in 2008), and 87% of them mentioned that during the past three years their living standard has worsened or remained the same.^[3]

While public spending on **education** is in line with comparable countries (4% of GDP for Republika Srpska - RS and Brcko District and 5% for the Federation of BiH - FBiH) the complex education administration and finance system in the FBiH leads to cost duplication and inefficiencies with 77.7% of the budget going to education wages.^[4] According to MICS4, attendance to **early childhood education** increased but remains the lowest in Europe at 13.1% and 1.5% for **Roma**. Primary enrolment is 97.6% for mainstream population but only 69.3% for Roma, which also faces high dropout rates (46.2%).^[5] Secondary school net attendance rate stands at 91.8% for mainstream and 22.6% for Roma, showing **extreme inequalities between Roma and the mainstream**. Segregated education and mono-ethnic schools remain a bottleneck as children tend to be separated along ethnic lines and are being educated according to different curriculums affecting the overall quality of education. Other bottlenecks include the insufficient preparation of teachers and the high stigmatization and discrimination of children in Roma and those with disabilities. UNICEF works closely with governments to remove barriers to expand access to quality ECE, to facilitate quality intercultural and inclusive education and to improve adolescent employability.

Spending on **social protection** is around 3.3% of GDP, which is more than two times the average for Eastern and Central Europe. However, allocations for those with very low incomes, for child benefits, and for people with non-war related disabilities are small or non-existent and vary considerably depending on where the person lives.^[6] In both entities, over 27% of the budget allocation is "captured" by the richest 20% of the population and only 5% of the poorest quintile receive some kind of cash assistance provided by the Centres for Social Work. Major identified bottlenecks include a highly fragmented configuration comprising of thirteen almost independent systems resulting in disparities in budgetary allocations, availability and accessibility; poor targeting of social assistance; status-based cash benefits allocation (war veterans benefits) and lack of competencies and resources of the Centres for Social Work. UNICEF is working jointly with the governments on harmonization of laws, revision of the legislation, capacity building and local level initiatives.

BiH expenditure on **health** is 9.5% of GDP^[7], which is similar to neighbouring countries^[8]. Only 18.5% of children under 6 months are exclusively breastfed and malnutrition remains a concern (moderate and severe stunting: 8.9% for mainstream and 21.1% for Roma; underweight: 1.9% for mainstream and 8.8% for Roma; overweight: 17.4% for mainstream). Under-5 and infant mortality rates have decreased to 8 per 1000 live births ^[9], while they are still very high for the Roma population at 25 and 28 respectively. Immunization coverage for DTP stands at 85.5% for the mainstream and a stunningly low 12.5% for Roma. Integrated Early Childhood Development (IECD) is on the agenda and policies are in place but Early Childhood Intervention (ECI) remains limited. Bottlenecks include the lack of resources allocated to IECD/ECI; insufficient awareness on existing services amongst hard-to-reach population and the limited number of qualified staff to provide these services. UNICEF is supporting policies/strategies, promoting dissemination of information on IECD/ECI and supporting ECI expansion.

Juvenile justice has been included in the EU-led structural dialogue on justice reform. Published data on offences by juveniles are scarce and fragmented.^[10] Identified bottlenecks include a negative attitude towards juvenile offenders among governments, service providers and general public, and reluctance to accept diversion and alternative measures as opposed to detention and a lack of harmonization of different laws. In order to address these bottlenecks UNICEF is working with governments on harmonization of legislation, capacity building and awareness raising.

While family care is a better and cheaper option for **children without parental care** compared to residential care, the rate of children in residential care (in 1,000s) has been increasing from 1.8 in 2000 to 2.3 in 2010, while the rate of children in the care of foster parents or guardians (in 1,000s) went down from 2.5 in 2000 to 1.3 in 2010. This trend is particularly alarming when it comes to infants and children below the age of 3 years

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

for whom institutionalization has been increasing over time from 68 per 100,000 in 2000 to over 83.3 in 2010. Another concern is that **children with disabilities** represent 67% of all children in institutions. Major bottlenecks are the insufficient budget allocated for family strengthening and development of alternatives to institutions as well as the low level of awareness among decision-makers on alternatives to institutions. In addition, there is a general stigma toward children with disabilities supported by the fact that service providers tend to advise parents to place children with disabilities in institutions.

Country Programme Analytical Overview

UNICEF and partners managed to address important barriers and bottlenecks. As part of the enabling environment, policies/strategies/plans were adopted with a focus on the most vulnerable: a) framework State level IECD policy, b) Federal law on juvenile justice, c) Federal action plan on children without parental care, d) Entity nutrition policies and e) State strategy on violence against children. BiH also signed the Pledge for "A Promise Renewed".

As regards social norms, a successful campaign "Justice for every child" succeeded in decreasing the level of stigma and prejudice towards children in conflict with the law (as measured by a KAP survey). C4D strategies also contributed to restore public trust in immunization by working with parents and service providers and to enhance social workers' and other professionals' capacities to effectively communicate on SPI.

Despite a context of crisis, the CO managed to increase budgets for children especially at the municipal and cantonal levels: 17 municipalities increased budgets for SPI; RS, Brcko District and two Cantons allocated resources to ECE; 7 municipalities allocated resources to IECD. In a fragmented political and administrative context, UNICEF and partners strengthened/established coordination mechanisms especially for SPI (State-Entity Management Board; 26 permanent cross-sectoral municipal commissions) and for ECE and IECD (working groups with representatives from State, Entity and Cantonal levels).

Continued support was provided to improve availability of data through MICS, ESSPROS, Transmonee, DevInfo and other tools, in line with European standards. UNICEF also worked with Governments and NGOs to monitor child rights.

One of the main supply related bottleneck is the lack of ECE services. Enrolment increased from 6 to 13% and municipalities were supported to increase access for vulnerable families but efforts have to be maintained to improve this low indicator. Similarly, the CP managed to ensure the provision of IECD services in 5% of BiH municipalities (35% of the services in hard-to-reach areas). As part of MTR reflections, strategies shifted from the establishment of new IECD centres to the mainstreaming of services through the health sector, with a focus on the early detection of developmental delays.

Quality of services was improved through capacity building for social workers, primary and preschool teachers, health workers, prosecutors and judges. To remove bottlenecks related to personnel qualification in a sustainable way, the CO is enhancing efforts to institutionalize capacity building through partnership with the High Judicial Prosecutorial Committee, for example.

Demand increased for ECE (but fees remain a bottleneck) and for immunization, but efforts have to continue especially to change Roma attitudes and practices towards vaccines. An NGO network was established to monitor, prevent and address cases of violence against children. A call for action was launched to prevent institutionalization but more emphasis is required to raise awareness of the public and social workers on the dangers of institutionalization. Awareness was also raised and skills strengthened on DRR.

Despite an intricate political situation and a context of on-going reforms, the CP managed to complete 89% of the planned key programme results as per the AMP.

Humanitarian Assistance

In the area of Disaster Risk Reduction (DRR) and Emergency Preparedness and Response (EPR), UNICEF played an active role and established a strategic close partnership with the BiH Ministry of Security (MoS), in collaboration with the BiH Ministry of Civil Affairs, UNDP and Save the Children.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

During the cold snap and heavy snowfall of February 2012, the CO participated in coordination meetings organized by the Ministry of Security and the UNCT.

Government officials and professionals from the education sector increased their knowledge and skills related to Education in Emergencies through a workshop organized by UNICEF, SC and the MoS in September. UNICEF provided support to raise awareness on DRR and children, particularly on the occasion of International DRR Day (13 October). The media was invited to an exhibition of children's paintings on DRR and the event was widely covered on television. UNICEF, UNDP and SC contributed to strengthen preparedness through joint pre-positioning of supplies in regional centres, to respond more efficiently to possible floods or other natural disasters.

As part of a UNICEF sub-regional project on DRR, UNICEF mobilized the MoS and the municipalities of Bjeljina (RS) and Tuzla (FBiH) to implement activities on state, entity and local levels.

Effective Advocacy

Mostly met benchmarks

Given BiH structure, specific advocacy strategies have to be adopted for each area taking into account levels of responsibility. While continuing to advocate at the State and Entity levels, the CO intensified advocacy at the Cantonal and Municipal levels. This approach resulted, for example, in the adoption of a State level IECD policy, a Federal law on Juvenile Justice (JJ), cantonal action plans on children without parental care and municipal plans on SPI.

Evidence generated through studies on anaemia informed nutrition policies (adopted in RS; under revision in FBiH). Similarly, evidence gathered through studies on SPI informed advocacy and evidence-based technical assistance provided by UNICEF together with the EU and the WB for the development of Federal laws on social and child protection (laws under review).

For ECE, the CO adopted a combination of strategies including 1) a high level international conference which was instrumental in raising awareness on ECE, 2) a call for proposals for co-funding ECE municipal programmes which attracted almost half of BiH municipalities showing their demand and commitment and 3) a partnership with the French MoE for technical assistance and capacity building.

High level advocacy with the involvement of both Swiss and Swedish Ambassadors as well as with the EU, UNDP and OSCE has been very effective in placing JJ in the overall justice reform and in starting an important partnership with the High Judicial Prosecutorial Council for institutionalized capacity building.

Advocacy led to leveraging resources. For instance, through advocacy with relevant Ministries (including with MoFs) and municipalities, allocations for IECD are being included in seven municipal budgets. By offering to partly match funds for ECE, UNICEF leveraged an investment of around US\$ 260,000 by the Canton of Zenica and specific budgets within several municipalities. Similarly, 17 municipalities reported increased allocation for SPI and 5 budgeted specifically for water subsidies to excluded families.

This year has been significant for the promotion of the CRC with the review by the Committee on the Rights of the Child of BiH reports and the issuance of concluding observations. The CO provided data and information to the Committee and supported advocacy events, including media and thematic round tables, on the CRC anniversary to promote these recommendations.

Communications is extensively used to raise awareness on child rights, inform the public on UNICEF programmes and support advocacy. Important occasions included conferences and workshops (e.g. ECE, violence, youth), launches of policies/strategies/plans (e.g. IECD, nutrition), opening of IECD/ECI services, marking of special days (e.g. DRR, international day of persons with disabilities), MTR consultations and meetings with Ministers. Social networks as well as a websites (www.zasvakodijete.ba) also contributed to the dissemination of advocacy messages.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Edin Dzeko, famous football player and UNICEF Ambassador made public statements and participated in videos and field visits to promote early learning, as well as values of tolerance and respect, with special attention to children with disabilities.

Advocacy was also instrumental for the inclusion of child rights in the EU Progress Report which informs future EU priorities and investments.

Capacity Development

Mostly met benchmarks

As highlighted by the external MTR review and by the various evaluations conducted in 2011/12, capacity development has been a strong strategy geared towards filling gaps and existing weaknesses in systems. For all areas UNICEF assessed the needs jointly with Governments, and developed capacities through structured training programmes conducted by technical experts as well as on-the-job training and handholding support. At the same time, to ensure sustainability, capacity building initiatives need to be institutionalized.

Recognizing this, UNICEF is exploring ways to institutionalize trainings and has met with some success: for instance a training on Juvenile Justice has now become part of the curriculum for the education of prosecutors and judges.

To strengthen child rights monitoring, UNICEF provided training on a number of databases such as DevInfo, ESSPROS and Transmonee resulting in enhanced collection of data. Knowledge and skills developed at the individual level (in government institutions, Ministries, civil society and private sector, such as Innova) can be expected to continue to strengthen monitoring of children's rights in the country. However, systematic consistent and harmonized monitoring of children's rights will require stronger political will and commitment at all levels. There is therefore a need for greater advocacy with governments in this area.

UNICEF also strengthened capacities of children and communities to participate in local development processes. School children enhanced their life skills and young returnees benefited from life and vocational skills. Under the regional programme on Violence Against Children (VAC), capacities of civil society organisations have been strengthened for better prevention, response, and coordination with authorities. Capacities of service providers such as school teachers have been enhanced in the area of multicultural and inclusive education.

To strengthen local governance, several training programmes have been offered on the HRBAP methodology, M&E, and the development of local action plans. Capacities were also enhanced to develop referral mechanisms, combat violence against children and promote inclusive and intercultural education. As the SPI joint evaluation shows, the programme has been remarkable in terms of ownership and participation demonstrated by government counterparts at various levels. The transformation of Municipal Management Boards into permanent Commissions for the Promotion of Social Protection and Inclusion shows how SPI is being sustained.

Training and handholding support have been provided to Ministries and municipalities in budgeting for children. This has shown results in terms of improved allocations in some municipalities towards social protection and inclusion of children, IECD and access to water. A ripple effect has also been observed whereby the Brcko District once trained used the evidence based fiscal planning tool for budgeting for children while developing the Action Plan on JJ.

However, given the current financial crisis, political commitment backed by financial allocations will be critical. For instance, Ministries should support the expansion of trainings and the allocation of resources for the expansion of social protection systems at the municipal level. In this regard, UNICEF is advocating at all levels and exploring ways to institutionalize capacity development initiatives in existing institutions, especially on HRBAP and evidence-based fiscal planning.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Communication for Development

Mostly met benchmarks

In 2012 the CO continued to intensify efforts to mainstream C4D across all programmes to promote behaviour and social changes through strategic processes based on evidence and in close partnerships with stakeholders.

As part of the Social Protection and Inclusion Programme, the CO focused on strengthening C4D skills of municipal and ministry officials and service providers in order to enhance their capacities to effectively communicate with service users. In addition, the "One Minute Junior" approach was introduced in local communities to upstream children's voices. Over a hundred movies were produced by children to advocate for community-based actions in the field of social protection and inclusion.

As part of the electoral campaign, debates were organized at the local level involving children, mayors, candidates, representatives of political parties, local media and service providers. Over 260 children facilitated these electoral debates which provided valuable inputs and questions to current and future decision makers and contributed to putting children's rights on the electoral agenda at the local level. The debates were organized around the principles of "Child Friendly Municipalities".

In order to foster interculturalism and peace building in education, 2600 children participated in interactive workshops and puppet shows, aiming at changing their perceptions of cultural differences and at prompting tolerance and respect.

The campaign "Justice for every child", which started in 2011 and culminated in 2012, consisted of TV debates, videos featuring BiH celebrities, social media campaigns, workshops with journalists and relevant stakeholders amongst others. As measured by a KAP survey, it resulted in positive changes of attitudes towards juvenile offenders and alternative measures to detention, and succeeded in decreasing the level of stigma and prejudice of those who were exposed to the campaign. However, subsequent research also revealed that negative perceptions and attitudes still persist and need to be further analyzed in terms of causality and addressed in coming years.

In Health/ECD, additional efforts were made to restore public trust in immunization by focusing on service providers and parents. In cooperation with parents associations, the CO collected the most frequent questions and doubts related to immunization and developed, together with professionals, Q&A materials to be provided to parents through health services and hospitals. Materials produced by WHO and CDC Atlanta to strengthen paediatricians' communication skills were also adapted to the local context, tested and distributed.

As part of the MTR process, the CO consulted children and adolescents to discuss the issues and challenges they face, their priorities, needs and their knowledge and expectations in relation to UNICEF. Four focus groups were held in both Entities involving 60 boys and girls aged 6-18.

Service Delivery

Mostly met benchmarks

UNICEF has been providing technical assistance and policy advice on the provision of inclusive quality services in the areas of Health, IECD, nutrition, education, child protection, social welfare, social protection and DRR. As part of MTR reflections, important lessons have been learned and can be disseminated, notably in the area of IECD, where analysis and discussions led to a significant strategic shift.

The development and modelling of integrated, inclusive and quality ECD services emerged as a flagship contribution of UNICEF and partners. UNICEF's continued leadership in this area facilitated the adoption of IECD policies. At the local level, 13 IECD centres in seven municipalities, continued to operate in vulnerable rural areas and in Roma communities. They have been providing continuous services to parents and children from preconception and prenatal education to transition to primary schools with a strong focus on parent education. To reach remote rural areas, satellite services and mobile teams have been developed. Starting

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

from non-existent IECD services, 5% of BiH municipalities are providing IECD services to a total of 2,100 children and 2,500 parents, 35% in hard-to-reach rural areas and 25% presenting or at-risk of developmental delays or disabilities.

While political commitment has been demonstrated through the adoption of State and Entity IECD strategies, the expansion of IECD services was facing important bottlenecks in terms of allocation of resources and legal identity of the centres. Hence, gains made in this very important area were at risk of becoming unsustainable.

Therefore, as part of the 2012 MTR, UNICEF BiH supported comprehensive policy discussions on the sustainability of the IECD Centres with the participation of representatives from different sectors as well as from RS and FBiH IECD working group members. Based on a bottleneck analysis, and building on the successful Tuzla example where IECD services were incorporated in the health centre, it was decided to adjust the programme strategy and, instead of establishing separated IECD centres, to focus on mainstreaming IECD services under the health sector, with a focus on children aged 0 to 3 years and the early detection of developmental delays. This new approach has been included in the IECD Entity strategies. Policies, models, mechanisms and systems of service delivery have been improved for better outcomes for children. However, given the crisis that the social sector is currently facing in BiH, continued advocacy and institutionalized capacity development efforts (e.g. on budgeting for children) are required to sustain these gains. Strong political commitment backed by financial allocations is critical to ensure sustainability of inclusive quality services.

Strategic Partnerships

Mostly met benchmarks

As highlighted by the partners survey commissioned by HQ and undertaken by *GlobeScan Incorporated*, familiarity with UNICEF's work in BiH is high among all partners, and overall performance ratings are positive at 84 % (combined for "very good" and "good").

In a context of a fragmented administrative structure, UNICEF continued to maintain strong partnerships with relevant Ministries and Agencies at the State and Entity levels. As recommended during the MTR, UNICEF intensified relationships with Cantonal Ministries, which is proving to be fruitful in advocating changes in legislation and policies and increased expenditures for children. At the local level, UNICEF collaborated with over 65 municipalities.

Strategic partnerships with right holders were formed through promotion of children and parents' participation in informing programmes. Such approach resulted in a stronger equity focus towards children with disabilities, Roma, children in rural areas and poor children. Systematic participation processes for children/adolescents were established in 23 municipalities.

Partnerships with a large array of media players were fruitful resulting in a very broad coverage of all advocacy issues raised by UNICEF.

As part of strategic coordination with the UNCT, UNICEF participated in three MDG-F programmes, funded by the Government of Spain, which were evaluated by external teams as efficient and effective. Other areas of cooperation include: immunization, Roma (UNICEF led a UN WG), Social inclusion (UNICEF chaired a EU-UN WG) and Disaster Risk Reduction. The CO also contributed to the design of joint programmes around Annex VII, gender based violence and people with disabilities.

As part of a strategic partnership with the EU, UNICEF provided inputs into the annual Progress Report and new MIPD, which guide EU plans and investments. The EU supported projects on social protection and inclusion and on the prevention of violence. UNICEF, the EU and USAID made joint statements on children with disabilities and are exploring ways to further collaborate in this area. UNICEF also started a tripartite collaboration with the EU and the World Bank to provide technical assistance to Federal and Cantonal Ministries for new laws on social protection.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

UNICEF carried on the fruitful partnerships with SIDA and SDC on J4C and also coordinated with the EU, OSCE, the CoE and UNDP to position J4C in the justice reform. Additionally, UNICEF chairs an informal international forum with main player in education (e.g. OSCE, EU, CoE, SOROS, Save the Children, Embassies).

The CO worked with specialized NGOs to provide expertise in areas such as inclusive and inter-cultural education, justice for children, prevention of violence; local CSOs to strengthen their capacities and large implementers to support project activities at the municipal level. However, as informed by the MTR, the priority is to progressively move towards sustainable institutionalization of capacity building.

The CO also partnered with local consulting firms such as Innova to develop in-country expertise on child-centred evidence-based fiscal planning. They already provided training to the RS MoE and to eleven municipalities and, as a result, budgets for children increased in 60% of these municipalities despite prevailing context.

Knowledge Management

Mostly met benchmarks

The CO promoted Knowledge Management (KM) by applying a range of different strategies, both internally and with partners, to generate, collect, disseminate, and promote the use of information, as well as important data, recommendations and lessons learned.

Six important surveys/studies were undertaken in 2012 to generate knowledge in different key areas with a focus on most disadvantaged children. A specific study on anaemia provided detailed data on the extent of this condition and informed nutrition policies and strategies. A study on the "voice of youth", which highlighted the concerns of young people, was used in workshops around the country involving youngsters and decision makers. A qualitative research on Roma will be used by governments to update Roma action plans as part of the response to the Decade of Roma Inclusion.

Additionally, a very comprehensive, MTR was carried out involving a wide range of actors (e.g. governments, NGOs, private sector, media, children). It represented an excellent way to involve UNICEF partners and to conduct a 360 degrees process of presenting achievements, seeking feedback and including partners' inputs into the adjustments for the second half of the CP. Partners appreciated the participatory aspects of this process which facilitated knowledge exchanges.

UNICEF and partners constantly try to address the lack of data. In this respect, MICS4 has been the most comprehensive survey in the field of social statistics which was developed together with governments at all levels and across all sectors. It started in 2011, has been finalized in 2012 and results will be launched and disseminated in early 2013. For the first time MICS4 also included a specific sample on Roma which will contribute to inform evidence-based policy making and programming. Through this process, MICS4 also contributed to enhance institutional capacities of relevant government representatives and to strengthen communication and coordination between entities and sectors.

In order to generate specific knowledge on key programmes, the CO undertook four main evaluations. All of them were a joint endeavour between BiH governments and UNICEF entailing a close collaboration throughout the process from the joint development of TORs towards the agreement of a final joint document, resulting in a strong ownership and valuable knowledge generation for stakeholders.

An international conference on ECE, which counted with highly recognized experts from several countries, contributed to bring new knowledge to the country in this important area. Other ways to promote exchanges of knowledge and information included the organization of round tables and debates on specific issues, workshops with international experts (on child protection, for example) and discussions with partners on the outcomes of studies/researches/evaluations.

Finally, UNICEF supported ten new municipalities to develop DevInfo databases and collect child-related

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

information and child-specific indicators.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

The CO continued to intensively promote and apply the Human Rights Based Approach to Programming (HRBAP) and its underlying principles of participation of rights holders and capacity development of duty bearers, in its partnerships with Ministries and at the municipal level. HRBAP trainings were provided in all municipalities participating in social protection and justice for children's programmes. The approach was also introduced with children and communities.

For example, as part of a holistic justice for children project, all involved stakeholders were empowered to apply HRBAP in the conduct of situation analyses and develop and implement action plans. This entailed the identification of a chain of rights holders and duty bearers, a definition of accountability and roles, as well as causality, pattern and capacity gap analyses. Authorities, professionals, civil society sector, children and their parents were involved in the process. This approach ensured ownership and adoption of the action plans by Municipal Assemblies.

While the potential for ripple effect of HRBAP training is high, there are also concerns that, in the absence of facilitation by NGOs, municipalities and Ministries may lose the essence of the methodology and commitment could wane. As a result of the MTR and a series of evaluations, suggestions were made to 'regularize' the methodology and ensure governments accountability at various levels.

The social protection and inclusion programme implemented in 21 municipalities emerged as innovative and successful in demonstrating good governance at local level, characterized by institutionalized mechanisms for multi-sectorial cooperation, and joint action planning, using the HRBAP. Municipal Management Boards were institutionalized as "Commission for the Social Protection and Inclusion of Children" and are now recognized as permanent executive bodies at the municipal level. This body, which comprises representatives of different public institutions such as schools, health centres, Centres for Social Work (CSW), police and other local services represents a good governance model for multi-sectorial collaboration on social protection and inclusion. A Joint Evaluation of the programme concluded that it contributed significantly to promoting an integrated approach to SPI for children.

As part of the justice for children programme, HRBAP was successfully applied in nine locations through joint collaborative mechanisms (Municipal Action Plans) to promote multi-sectorial planning for justice for children. Stakeholders involved were empowered to apply a HRBA to conduct situation analyses, to develop action plans and ensure the application of prevention measures and alternatives to detention.

Gender Equality

Mostly met benchmarks

All studies, surveys and evaluations conducted in 2012 by UNICEF and/or jointly with BiH governments respected the gender dimension both, when writing the TORs, and in the actual reports. Gender considerations were mostly mainstreamed throughout programmes, including all project-related matrixes and M&E log frames, which, whenever possible, include segregated data. UNICEF partners, both government and non-government, were entreated and supported to reflect gender considerations in the collection and analysis of data.

Additionally, MICS4 includes a specific module for Young Males, in order to obtain gender disaggregated data on HIV/AIDS, sexual behaviour and other socio-economic aspects of life, which are not traditionally collected within MICSs.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Environmental Sustainability

Mostly met benchmarks

The most significant progress in terms of environment sustainability is related to the work that the CO undertook on Disaster Risk Reduction (DRR) in line with UN Contingency Plan and UNICEF Core Commitments for Children in humanitarian situations (CCCs). According to a UN comprehensive Risk Assessment Report, BiH is prone to very cold winters, heavy snowfalls, floods, landslides and fires. To prevent and address such risks, UNICEF established close working relationships with the Ministry of Security (MoS), collaborated closely with UNDP and Save the Children (SC), and started to work at municipal level, as part of a sub-regional project on DRR.

During the winter, UNICEF and the UNCT closely coordinated with the MoS to monitor the very low temperatures and heavy snowfall that affected most parts of the country. As there were serious concerns about subsequent risks of floods and landslides, the UNCT was prepared to act in case support was required. In order to enhance emergency preparedness and response for future crisis, UNICEF, together with UNDP and SC, supported the procurement of supplies (e.g. driers, pumps, barriers) to be pre-positioned at Civil Protection regional centres, under the coordination of the MoS. This equipment will be mainly used in case of floods or landslides.

BiH is also part of a sub-regional project on DRR coordinated by the RO and funded by USAID / OFDA and which covers BiH, Moldova, and Montenegro. The MoS is playing a key coordinating role for this initiative, which will be implemented at the State level as well as in two municipalities. The objective is to raise awareness on DRR and to introduce a new methodology to conduct combined risk and vulnerability assessments related to natural disasters and other emergencies, with guidance from the UNICEF RO and EMOPS.

UNICEF, SC and the MoS also collaborated to strengthen the capacities of Government officials and education professionals through a two-day training Workshop on Education in Emergencies. As a result, participants increased their knowledge of DRR and agreed on a set of recommendations to further strengthen DRR in the education sector.

Finally, UNICEF supported the MoS in raising awareness of the media and the general public on DRR and children through an event organized with UNDP and SC to mark the International DRR Day around an exhibition of children's drawings and paintings related to natural disasters and their impact on children and families.

In addition to the above, the CO is part of a regional Reference Group on DRR which aims at designing a regional strategy, sharing experiences and documenting lessons learned and best practices.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Narrative Analysis by Programme Component Results and Intermediate Results

Bosnia and Herzegovina - 0530

PC 1 - Social Policies and Child Rights Monitoring

 On-track

PCR 0530/A0/06/001 By end of 2014, responsible government institutions prioritize investments for children's rights, social protection and inclusion programmes, with the participation of civil society, children and young people.

Progress:

Despite continued challenges posed by the fragmented and complex political structure in BiH, progress was made in fulfilling some CRC observations.

Following the adoption of the National Plan of Action for Children 2011-2014, UNICEF supported: i) the adoption of "Guidelines for the identification of socially excluded children in BiH" for regular reporting (April 2012); ii) capacity strengthening of government institutions in systematically monitoring child rights using tools such as DevInfo and the European System on Integrated Social Protection Statistics (ESSPROS); iii) Multiple Indicator Cluster Surveys on the general population and Roma. The RS government adopted a Law on Social Protection, and UNICEF has been assisting the FBiH Ministry of Labour and Social Policy in drafting two laws on social protection and child protection, jointly with the World Bank.

BiH institutions, UNICEF and the EC collaborated to strengthen Social Protection and Inclusion systems through: coordination and governance structures at all levels, including the establishment of 26 permanent municipal SPI Commissions; identification of vulnerable groups of children using the Human Rights Based Approach to Programming; development of action plans and signature of protocols of cooperation between social sector service providers in 34 municipalities; programmes to promote the rights and address the needs of children with disabilities and Roma children; capacity development in budgeting for children; increased budgets for SPI from 5 to 65% in 17 municipalities; application of evidence-based fiscal planning tools by the RS Ministry of Education.

UNICEF partnered with Government institutions, municipal authorities, schools, CSOs and the media to advocate, be the voice of children and adolescents, mobilize them and ensure their participation. Students learned new skills and raised concerns through One Minute Junior movies. Over 6,420 children participated in child rights monitoring and action planning.

UNICEF coordinated with partners to provide inputs into the EC progress report on BiH, and supported the BiH Ministry of Human Rights and Refugees (MoHRR) and a network of 20 NGOs to monitor child rights. A State CRC report and NGO alternative report were submitted to the Committee on the Rights of the Child.

The Committee considered the consolidated second, third and fourth periodic report of Bosnia and Herzegovina in September 2012, and adopted its Concluding Observations in October 2012. The Committee reiterates that BiH has been suffering from a **lack of reliable data** mostly due to the delayed census. The Committee addresses the need of the institution of the **Ombudsman** to set up an independent monitoring system and to ensure accessibility of children to complaint mechanisms. The Committee is concerned about the lack of equal opportunities for **Roma** children and **children with disabilities** and recommends that steps are taken to ensure their right to education, health and social protection. In the **health** domain, the Committee welcomes the progress made with the adoption of new legislations on **ECD** and recommends better inclusion of Roma children, children of internally displaced persons and children with disabilities in ECD programmes. In the **education** sector, the Committee notes with concern that discrimination in the context of education continues to be prevalent including with regards to the continued so-called "two-schools-under-one-roof" and mono-ethnic schools where classes are separated on the basis of ethnicity resulting in children only attending schools for their ethnic group. The Committee was also concerned that the harmonization of legislation with the anti-discrimination law was inadequate. There has been important progress on **family laws** in FBiH and RS and they are good examples of consistency with the provisions of the CRC. The

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Committee welcomes the "2011-2014 Strategy to Combat **Violence against Children**" and the strengthened provision of practical training on how to detect and respond to cases of domestic violence against children for professionals working with or for children. However, the Committee expressed concern about the lack of data on domestic violence against children, which prevent a comprehensive assessment of the extent, causes and nature of this phenomenon. In the area of **juvenile justice**, the Committee expressed concern that there were insufficient alternative measures to detention and forms of rehabilitation for children in conflict with the law, and in some instances children are detained together with adults.

 On-track

IR 0530/A0/06/001/004 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.

Progress:

In 2012 significant results were achieved in monitoring child rights to influence the implementation of national strategies and programmes addressing social exclusion of children and families.

Ministerial and statistical institutions gained skills to collect, process and use data for evidence-based planning through DevInfo, the European System of Integrated Social Protection Statistics (ESSPROS), Monitoring of Situation of Children and Women in Central and Eastern Europe (TransMonee), European School Survey Project on Alcohol and Other Drugs (ESPAD) and Multiple indicator Cluster Surveys (MICS). For the first time, MICS4 also covered the Roma population and expanded to include data on men, tobacco use and alcohol consumption. The BiH Agency for Statistics displayed strong ownership over ESSPROS and DevInfo (with support from a UNCT DevInfo Working Group) and took concrete steps to institutionalize training, data collection and dissemination, in cooperation with other government institutions. However, limited quantity and quality of data, resources within statistical agencies and lack of cooperation between institutions jeopardize efficient and systematic monitoring of child rights. Two studies were conducted on the situation of Roma children and families (Dec 2012) and Children in rural areas (December 2012), highlighting key bottlenecks and barriers in the enabling environment and access to services.

Following the adoption of the Action Plan for Children 2011-2014 (July 2011), the Ministry of Human Rights and Refugees (MoHRR) developed "Guidelines for identification of socially excluded children" (adopted in April 2012), which is to be used for official bi-annual reporting by line Ministries. UNICEF also supported the MoHRR and a network of 20 NGOs in preparing State Reports on the CRC and Optional Protocols, and an NGO alternative Report. The sustainability of the local NGO CRC Monitors network is challenging due to poor support by the local communities, and further skills are required to conduct in-depth child rights monitoring.

 On-track

IR 0530/A0/06/001/005 1.2 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

Progress:

During the Mid Term Review, it was agreed with Government authorities to amend this IR and its indicators to reflect a more realistic result and better define interventions related to social protection.

UNICEF collaborated effectively with policy-makers at all levels, the EC and World Bank to strengthen social protection and inclusion (SPI) systems, and leverage additional resources for children.

UNICEF's support contributed to the following achievements:

- a) Analysis of the SPI situation and systems, functions, outreach, roles, gaps, capacity and services, including bottlenecks in providing basic services for the most disadvantaged children;
- b) secondary legislation developed under new RS Law on Social Protection;

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

- c) FBiH Law on Protection of families with children, and Law on Basics of Social Protection revised, in collaboration with FBiH Ministry of Labour and Social Policy and World Bank;
 - d) Increased capacity of 200 municipal, cantonal and entity-level government officials on the HRBAP and development of adequate budgets for improved delivery of services to children;
 - e) 26 municipal Management Boards transformed into permanent Municipal Commissions;
 - f) Action Plans adopted to improve social protection and inclusion in 34 municipalities (10 AP focus on children with disabilities and other vulnerable groups, and 24 on SPI and access to water);
 - g) Protocols of cooperation signed between various social sector service providers (schools, Centres of Social Welfare, health centers, municipality, police, NGOs, water utilities companies) in 23 locations;
 - h) Programmes implemented to promote the rights and address the needs of children with disabilities and Roma children;
 - i) Increased budgets for SPI in 17 municipalities (between 5 to 65 %);
 - j) Evidence-based budgeting for children incorporated within the RS entity Ministry of Education and a number of local level institutions.
- BiH Governments asked for the continuation of the SPIS programme and the EC expressed interest in supporting a fourth phase in 2013-2014, with a focus on children with disabilities.

The strategic partnership between BiH authorities, UNICEF, the EC and the World Bank in enhancing social protection in BiH will continue to be nurtured, including through a Conference on SPI to be held in 2013.

 On-track

IR 0530/A0/06/001/006 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.

Progress:

UNICEF maintained strategic partnerships with governments, non-government institutions and the media around advocacy, social mobilization and communication for behaviour change to promote child rights and social inclusion. Seven line Ministries at the State and Entity levels were involved in communication for development initiatives, and some established regular communication with the media.

Under the Social Protection and Inclusion (SPI) project, municipal officials and service providers gained new knowledge on C4D, through trainings in strategic communication. Participatory Action Research was conducted in 32 municipalities to facilitate the participation of 6,000 children, youth and adolescents in child rights monitoring and action planning. The Wall of Children's wishes and requests reached over 13,000 children through internet. Mobilization efforts via social media resulted in 16,000 FB users daily exposed to key messages, information and stories on SPI. A trained and equipped local partner worked with children and adolescents to produce 100 One Minute Junior movies, which were used for advocacy purposes. Over 2,600 children also participated at tailored interactive workshops and puppet shows on inter-culturalism, tolerance, and peace building. An international conference on Early Childhood Education generated high visibility and interest from Governments and the general public.

A campaign "Justice for every child" resulted in positive changes of attitudes towards juvenile offenders and alternatives to detention. UNICEF worked closely with WHO, MoCA, Ministries of Health, PHIs, Parents' associations and the media to restore service providers' and parents' trust in immunization. Materials were developed for hospital waiting rooms, and to strengthen communication skills of paediatricians. Considering the persistent low immunization rates in BiH, and low coverage rates among Roma children, C4D interventions will be pursued in 2013.

During the local elections of October 2012, UNICEF sent an open letter to political parties and candidates, inviting them to include social issues and children's rights issues in the debates and to promote "Child-friendly municipalities". This generated high media interest and visibility for child rights issues. Around 260 children facilitated electoral debates in their municipalities, which resulted in political commitments at the local level. UNICEF will build on this positive experience to expand the concept of "Child-Friendly Municipalities".

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Children were included in the MTR consultation process. Around 60 girls and boys provided inputs on the causes and types of vulnerabilities, the status of child rights in BiH, and their perceptions about the agents of change and responsibilities.

PC 2 - Integrated and Inclusive Systems for Children

 On-track

PCR 0530/A0/06/002 By end of 2014, an increased number of vulnerable children and families benefit from quality and inclusive social services in education, health and protection.

Progress: As data shows, access of vulnerable children to quality and inclusive social services varies across sectors:

- 68% of children immunized in 2011 (MICS4), compared with 61.2% in 2006
- 2,100 children benefited from innovative Integrated Early Childhood Development services as of 2012;
- 16.3% of children attending first grade of primary school had attended pre-school the previous year (compared with 10.7% in 2006);
- 69.3% of Roma children attended primary school in 2012 (MICS4),
- 62% of children without parental care are placed in residential care, while foster care services remain very limited (TM 2010)
- 16.5% of children <3yrs old are placed in institutions (TM 2010),
- 67% of children in institutions are children with disabilities (TM 2010).

Despite the fragmented political structure in BiH, the legal and policy framework was strengthened in the areas of early childhood development (ECD), nutrition, education, justice for children, violence prevention, and alternative care.

At the State level, UNICEF acted as a convener for the development and adoption of: a) Framework Policy for ECD (January 2012); b) Revised Action Plan on Education for Roma (2011); c) Action Plan and instruments to monitor the quality of primary education; d) Definition of key competencies in education, Standards for Pre-school Managers, Pedagogues and Teachers, and Standards for Students Achievements and Learning outcomes; e) Strategic Plan for the Agency for Pre-primary, Primary and Secondary Education for 2012-2016 developed and submitted to the Council of Ministers.

UNICEF facilitated the adoption of inter-sectoral entity ECD policies which cover health, education and social protection, with a focus on children with disabilities, Roma and children from rural areas. Two entity governments increased investment in immunization programmes and took over the procurement of all vaccines for children, including Hib. As a result of UNICEF's brokering role, two entity education ministries prioritized early childhood education and pledged resources for ECD and early childhood interventions (ECI) in 2013. UNICEF also convened the reform of the Law on Protection and Treatment of Children and Juveniles in Criminal Proceedings in RS and BD, and Juvenile Justice Laws in RS, FBiH and BD.

At the municipal level, integrated ECD services were introduced in 13 communities; 9 municipalities adopted action plans for the prevention of juvenile offending and the application of alternative measures to detention; students from 17 municipalities benefited from programmes aimed at strengthening the quality of secondary education, life skills, entrepreneurial learning and youth employability.

In the area of Disaster Risk Reduction and Emergency Preparedness and Response, UNICEF worked with the Ministry of Security, UNDP, Save the Children and other partners to raise awareness on DRR (e.g. marking international DRR Day in October), to strengthen preparedness through the pre-positioning of supplies at regional centres, to develop Government capacities (e.g. on Education in Emergencies) and to start supporting local EPR in two municipalities (Bjeljina in RS and Tuzla in FBiH), as part of a UNICEF sub-regional project.

 On-track

IR 0530/A0/06/002/001 2.1. 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

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

development.

Progress:

During the Mid Term Review, it was agreed with Government authorities to amend IR 2.1 to remove HIV/AIDS, as many partners are already working in this area with support from the Global Fund.

In 2012, UNICEF advocated renewed Governments' commitment to accelerate declines in preventable child deaths and give every child the best start in life, with a focus on socially excluded children. Five relevant Ministries signed the Pledge that was endorsed by the Council of Ministers of BiH.

Building on a solid entity level policy framework on Integrated Early Childhood Development (IECD), a State Framework ECD policy was adopted in 2012, with emphasis on children with disabilities, Roma and children from rural areas. The FBiH Ministry of Finance adopted a specific FBiH Strategy for improving ECD in 2013-2017, with inter-sectoral action plans and budgets. IECD services were introduced in 13 communities benefited 2,500 families and 2,100 children aged 0-6 (35% in hard-to-reach areas). About 10% of children who were the most vulnerable were reached through home-based activities. As part of the MTR exercise, and building on a successful example in Tuzla, Governments and UNICEF strategically decided to mainstream IECD services through the health sector with a focus on children aged 0-3, and on Early Childhood Interventions (ECI) to detect and address developmental delays and disabilities at an early stage.

Despite a strong anti-vaccination campaign and challenges in the Governments' immunization programmes, UNICEF's technical assistance and support contributed to an increased number of immunized children (from 61% in 2006 to 68 % in 2011). However, more children should be covered, particularly in hard to reach and excluded communities. UNICEF advocated the importance of immunization for all children, made efforts to institutionalize communication through the health system and supported entity round tables to restore trust in immunization among parents, health professionals and the media. As a result, entity governments increased financial investments and took over the procurement of all vaccines for children, including Hib; a Joint statement of entity Ministries of Health and the State Ministry of Civil Affairs (MoCA) was launched on increased commitment towards improved immunization.

UNICEF supported Ministries of Health in leading participatory processes to develop intersectoral Infant and Young Child Feeding Policies in both entities. RS adopted the Policy, and FBiH launched the adoption procedure. Two entity Anaemia Surveys covering 5,000 households were conducted with a focus on Roma children and women. The Governments provided strong leadership and ownership of the survey process and results, which are informing strategic actions to improve children's nutrition and the capacity of public health professionals.

 On-track

IR 0530/A0/06/002/002 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.

Progress:

In 2012, UNICEF continued to provide technical assistance for strengthening the policy framework: a) Learning outcomes for primary education and literacy learning outcomes for all grades; b) Action Plan for the introduction of a system to monitor the quality of primary education, with Ethics Code, Intercultural Indicator, Instrument for school self-evaluation; c) Standards for Students Achievements in Math, Language and Science for 3rd and 6th grade of primary school; d) Strategic Plan for the Agency for Pre-primary, Primary and Secondary Education in 2012-2016, and e) Standardization of Roma Language (for six ex-Yu countries), developed and presented at a regional conference in November, 2012.

As a result of advocacy and policy dialogue, Education Ministries at all levels prioritized Early Childhood Education (ECE) to increase enrolment rates. 13% of pre-school age children were enrolled in ECE in 2011 (MICS4), compared with 6.4% in 2006 (MICS3). UNICEF and relevant Ministries organized an International Conference on ECE in February 2012, which resulted in increased awareness and a series of

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

recommendations. 17 school readiness programmes reached 4,000 girls and boys. A cost-analysis of ECE was conducted and will inform policy options in 2013.

Primary school enrolment databases were established in 23 municipalities. In 2011, about 15% of primary schools in BiH participated in inclusive and inter-cultural education projects, benefiting over 70,000 children. In 2012, 10,000 children and 400 teachers from 30 primary schools benefited. All primary schools received a "Learning to Live Together" Module.

In the area of secondary education, 1,000 students and teachers improved life skills and entrepreneurial learning, 46 action-learning projects were implemented in 17 municipalities, and 500 young returnees enhanced their life skills and key competences. 17% of secondary schools incorporated life-skills training in their curriculum, to improve youth employability. 150 secondary school teachers from 25 secondary schools completed accredited training programme for inclusive education.

Three BiH Universities started an innovative study programme on inter-culturalism. The Child-Friendly "School Facebook Group" gathered over 500 members, including teachers, directors, parents and CSOs. The findings of a "Voices of Youth" survey were disseminated through regional round table discussions, and recommendations were adopted on youth employment and education.

UNICEF engaged in strategic partnerships to promote quality inclusive and intercultural education in BiH. Within the "Initiative for Righteous Education", UNICEF led a Forum of International Organizations that agreed to share joint messages at high-level meetings.

UNICEF partnered with the Ministry of Security and Save the Children to strengthen the capacity of Government officials on Education in Emergencies (Workshop, September 2012). UNDP joined to mark International DRR Day (October) and strengthen preparedness through the pre-positioning of supplies. UNICEF also started implementing a sub-regional project on DRR.

In 2013-2014, UNICEF will pursue its efforts to institutionalize capacity development initiatives through relevant Ministries and institutions.

 On-track

IR 0530/A0/06/002/006 By end of 2012, BiH authorities at all levels address targeted gaps in the protection systems and provide institutional respuoto referral systems for the protection of children and women from violence, abuse, neglect, injuries and other risks.

Progress:

In the area of child protection, UNICEF worked at all levels to enhance the legal and policy framework, and to strengthen systems in selected municipalities.

UNICEF's advocacy efforts contributed to the adoption of Laws on Juvenile Justice by Brcko District and FBiH (pending adoption by the FBiH House of Peoples). A State Framework Strategy on Justice for Children is still pending adoption due to a political deadlock.

In RS, UNICEF supported the implementation of the Law and by-laws. Training for judges and prosecutors was institutionalized through the inclusion of modules in the RS in-service training programme.

UNICEF, jointly with Embassies of Switzerland and Sweden, established a strategic partnership with the High Judicial Prosecutorial Council to ensure the inclusion of justice for children in the overall justice sector reform and to strengthen data collection mechanisms. Collaboration with the EU, UNDP, OSCE and Council of Europe also helped position justice for children within the EU-led structural dialogue on justice reform.

As a result of an assessment of institutions for children in conflict with the law, both entities followed-up on the implementation of the recommendations. FBiH took actions to address issues of concern.

At the local level, nine municipalities adopted and partially implemented action plans on Justice for Children, with a focus on alternatives and prevention mechanisms.

A campaign on "Justice for Every child" contributed to reduce prejudices towards children in conflict with the law, and to raise awareness of international standards.

Initial support was provided to enhance the capacity of centres for social work and establish referral

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

mechanisms, to respond to cases of violence, abuse, neglect and exploitation. 33 municipalities have established referral mechanisms to refer children to appropriate services. UNICEF supported grants to 11 municipalities to raise awareness on child protection issues, support families and ensure outreach services for marginalized children.

BiH adopted a Strategy on the prevention of Violence in 2012. UNICEF played a key role in supporting data collection mechanisms on violence against children, at State level (Ministry for Human Rights and Refugees) and at the local level, through the establishment of the NGO Network for the Elimination of Violence against Children. The network capacity was also strengthened in relation to advocacy and strategic programming.

In BiH, the ratio of children placed in alternative, family- based care to children placed in institutions is 1 to 1.75, and 67% of children in institutions are children with disabilities. UNICEF drew the attention of the Governments to these issues of concern during various events. With UNICEF support, the FBiH and 10 cantons developed Action Plans with budgets to implement the new BiH Strategy on Children without Parental Care. A "Call for Action: Ending placement of children under three years in institutions" was launched in both entities. UNICEF and its partners supported the development of the RS Law and FBiH Action Plan to end the placement of children under three years in institutions.

PC 3 - Cross-Sectoral Costs

 On-track

PCR 0530/A0/06/003 3.3. Cross Sectoral Support Costs

Progress:

Major achievements for this PCR are the correct and timely processing and implementation of activities that enabled a smooth functioning of Banja Luka sub-office operations and of the Country Office as a whole. Those activities, as described under respective IRs below, included activities related to direct administrative/operational support for day to day functioning of Banja Luka and Sarajevo offices, as well as more direct programme support (translation services, consultancy, secretarial support to programmes, support to Mid-Term Review process, travel related to field monitoring, training for CO staff).

 On-track

IR 0530/A0/06/003/001 3.1. Information and Communication

Progress:

This IR contributed to successful External Communication.

Communications is extensively used to raise awareness on child rights, inform the public on UNICEF programmes and support advocacy. Important activities included conferences and workshops (e.g. ECE, violence, youth entrepreneurship), launches of policies/strategies/plans (e.g. IECD, nutrition), opening of IECD/ECI services, marking of special days (e.g. DRR, international day of persons with disabilities), MTR consultations and meetings with Ministers. Social networks as well as a websites (www.zasvakodijete.ba) also contributed to disseminating information and advocacy messages.

The budget was mainly used to fund (a) the production of various communications outputs (e.g. photo essays, video reportages, human interest stories), (b) the dissemination of produced communication materials, (c) logistical support for various visibility and advocacy events, (d) press clipping and media monitoring services, (e) translation and proofreading of communication materials as well as (f) official travel costs of the Communication Officer. A number of consultants and service providers were contracted for these tasks to ensure efficient communication and to strengthen advocacy. Combined with OR funds for specific external communication activities for various programmes, the objectives of External Communication have been achieved.

 On-track

IR 0530/A0/06/003/005 3.2. Banja Luka Sub-Office

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Progress:

Funds utilized under this IR contributed to the efficient operation of the sub-office based in Banja Luka. Funds were mainly used to fund travel costs, utilities and communication. To note that premises in Banja Luka are free of charge.

Banja Luka sub-office contributed to the overall achievement of results in all programme areas.



On-track

IR 0530/A0/06/003/006 3.3. Cross Sectoral Support Costs

Progress:

This IR contributed to efficient operation and administration of the CO.

UNICEF provided human resource support through this IR mainly to enable the organization contribute to the achievement of other IRs within the programme component, or across Programme components in the country programme of cooperation (staff costs – posts of 2 drivers and Operations Assistant)

Costs associated with travel of Deputy Representative have been allocated to this IR and included field visits, meetings with partners, CSOs and government institutions, external workshops and regional meetings, amongst others.

Other components of this IR include administrative support to programmes: translation services, support for the organization of events and other miscellaneous services (courier, renting vehicles, advertisements, etc.), contributing to the overall effective implementation of programmes.

The training component of this IR was used for an all-staff retreat and for training in UN languages provided to interested staff members. The staff retreat, which focused on following up on the issues highlighted by the Global Staff Survey contributed to staff welfare and morale.

Two consultants were also engaged under this IR to support the MTR process which resulted in reviewed priorities and strategies for 2013 and 2014 (the MTR final event with implementing partners and institutions is scheduled for February 2013).

Mid-year and annual Review meetings were key to assessing progress towards annual expected results and the Mid-Term Management Review resulted in a clearly defined distribution of roles and responsibilities in the office.



On-track

PCR 0530/A0/06/800 Effective and efficient programme management and operations support

Progress:

The major achievement under this PCR is the correct and timely processing and implementation of activities enabling a smooth functioning of the Country Office. Those activities, as described for each IR here below, include Human Resources to support the office, administrative / operational tasks to support office functioning and provision of supplies, services and knowledge required to perform administrative tasks.



On-track

IR 0530/A0/06/800/001 IR1: Effective and efficient Governance and Systems

Progress:

UNICEF provided human resource support through this 'Intermediate Result' with the funds utilized in this IR mainly to enable the organization contribute to the achievement of other IRs within the programme component, or across programme components.

Funds utilized under the travel component were mainly used for regional meetings, advocacy events with the EU as well as for learning and knowledge exchange initiatives. The Representative attended two Regional

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Management Team meetings, two advocacy events with the European Union in Brussels and participated in the third block of the Senior Leadership Development Programme. The Ops Manager participated in operations cluster meeting/training and the IT Assistant in the IT cluster meeting.

Hospitality funds were mainly utilized for a reception with main partners to mark the Anniversary of the Convention on the Rights of the Child to promote the concluding observations from the Committee on the rights of the child after review of BiH submissions. A reception between the Regional Director and key BiH partners also proved to be an important event in terms of networking.

 On-track

IR 0530/A0/06/800/002 IR2: Effective and efficient management and Stewardship of Financial Resources

Progress:

UNICEF provided human resource support through this 'Intermediate Result' with the funds utilized to mainly help the organization contribute to the achievement of other IRs within the programme component, or across Programme components (Staff costs – post of Operations Manager, Communication Officer, IT Assistant).

Funds utilized under the operating expenses component of this IR contributed to the overall achievement of CP goals through the provision of facilities to enable adequate office functioning. Those costs included the maintenance of office space, IT equipment and the vehicle fleet as well as the provision of office supplies and other administrative related costs.

 On-track

IR 0530/A0/06/800/003 IR3: Effective and efficient management of Human Resources

Progress:

This particular IR, as set by default for IB, was not utilized by HQ Payroll Unit for the payroll processing and therefore not used as such. Originally, IR components indicated in SAP were: overtime cost component and cost of replacements component. Overtime component of IR has been administrated by the system (SAP-payroll module) along with staff costs from IR 1 & 2. Country Office had no influence on that distribution of activities through IRs for payroll/ salaries.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Effective Governance Structure

Office committees function regularly according to Terms of Reference (ToRs) which are regularly updated. The office organized an AMP workshop in February with all staff to 1) define programme and management annual key results, 2) review programme management and coordination mechanisms (e.g. ToRs / memberships and emergency response mechanisms), 3) revise work flows in accordance with VISION/SAP requirements, 4) assess progress on enterprise risk management, and 5) review results from the Global Staff Survey. This participatory process ensured full understanding and ownership by all staff.

The key annual programme and management priorities, which are defined jointly and are spelled out in the AMP, are regularly monitored at mid-year and annual reviews as well as during CMT or head of section meetings. Key annual priorities are also captured in individual work plan outputs.

The CMT continues to be the spinal cord of the CO to monitor and improve operations and programme management performance. CMT meeting's agenda consists of standard items including monitoring of key indicators (e.g. implementation rates, management of grants, donor reporting and proposal submissions) as well as human resources and staff association related issues. Specific agenda points are decided prior to each meeting.

In 2012, the CMT met eight times. One of the main topics was the MTR and related MTMR and PBR submission. The MTR process was discussed in depth by the CMT to agree on objectives and components, monitor the overall process, define main steps (e.g. consultations with partners and evaluations), ensure a good quality report and agree on how to incorporate conclusions and recommendations in programme priorities and strategies.

As part of the MTR, the CO had to review the office structure in light of the regional leadership areas and core resources for core roles guidelines as well as to adapt it to the expected financial situation for 2013. In view of a reduction of the budget, the CMT carefully analyzed different financial scenarios and proposed adjustments to streamline the office structure. Proposed changes, and in particular post abolishments, were thoroughly discussed with the LSA as well as with each individual. An updated CPMP was submitted to the TRT and PBR and final PBR approval was received in September 2012.

Throughout the year, the CMT also regularly reviewed the status of implementation of VISION/SAP.

Significant efforts had been made to prepare for the transition with several trainings for all relevant staff. The CO was therefore able to perform in the system as of January 2012 to the maximum extent possible, taking into account overall global challenges. The CO managed to run the payroll, to undertake most payments and replenishments correctly and timely and to ensure proper bank reconciliation. The CO faced similar problems as other COs throughout the region and globally. Issues were regularly reported to the subject matter experts and staff have been very active in regional networking to solve issues.

The last audit was undertaken by the OIA in 2010 and all reviewed areas, including governance were rated as 'satisfactory'.

Strategic Risk Management

Based on the Risk and Control Self-Assessment developed end 2010 and updated in 2011, the CO continued to monitor progress during AMP workshops, mid-year and annual reviews. An RCSA report was shared with the RO and HQ in February 2012.

During the AMP Workshop (February 2012), the CO updated the Risk Profile and the Risk and control library, with changes in four areas. Under "Aid Environment & Predictability of Funding", the risk level increased from Medium-high to High. Based on this assessment, the CMT, FRC and Programme Coordination groups regularly reviewed the financial situation of the CO and redoubled efforts to raise funds for 2013-2014.

The CO followed up on updated actions in the areas of "Country Environment" and "UN Coherence", where the risk level is still Medium-High.

Under "Hazard - Natural disasters and epidemics", the risk level was downgraded from High to Medium-High. While the risk was significantly mitigated in the area of Disaster Risk Reduction (DRR) and Emergency Preparedness and Response (EPR), BiH is a country under high risk of wild poliovirus importation. UNICEF and WHO continue to support the relevant health ministries and Public Health Institutes in strengthening the systems and government capacity to implement sensitive surveillance for acute flaccid paralysis (AFP), and to prevent stock out of vaccines.

Based on the BiH National Risk Assessment (2011), the UNCT developed an UN inter-agency contingency plan

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

(December 2011), including sectoral plans. This up-to-date document guides the UNCT in case of emergency. In 2012, UNICEF coordinated closely with the MoS on the implementation of a regional project on DRR (covering BiH, Moldova and Montenegro), with funding from the USAID's Office For Disaster Assistance (OFDA). UNICEF also collaborated with the MoS, UNDP and Save the Children in raising awareness on DRR and strengthening preparedness through the pre-positioning of supplies.

The business continuity plan is up-to-date. The Warden System Tree lists was regularly updated and communicated to staff. Staff Members are aware of warden zones and collection points. In addition, in accordance with the United Nations Field Security Handbook, all appointed wardens signed a letter to confirm their understanding and acceptance of their responsibilities as wardens. A successful fire drill exercise was conducted in July 2012 and reported back to UNDSS.

All staff completed the UNDSS on-line training on Basic Security in the Field II and compliance was monitored by office.

Evaluation

UNICEF maintains and uses an up-to-date IMEP to strategically plan monitoring and evaluation activities. It is reviewed at mid-year and annual reviews.

As part of the MTR, the CO conducted four evaluations in 2012 which strategically contributed to assess results of specific programmes and to inform decision making and learning. In order to ensure fairness and objectivity, evaluations are carried out by independent expert teams, mostly comprised of one international expert with evaluation background and one national expert with expertise in the specific area and understanding of BiH context. TORs are designed with partners who actively participate in the supervision and final revision of the outcomes to ensure full ownerships and effective utilization of the evaluations.

A **"Joint Evaluation of Social Protection and Inclusion in BiH"** was commissioned by UNICEF and Government partners and undertaken by a team of external international and national experts. It included reviewing existing reports, collecting information, conducting interviews with most stakeholders, analyzing progress and making recommendations. The findings were shared with government authorities and the report was finalized based on feedback. The evaluation was rated as "confident to act" by the RO according to DAC-OECD evaluation criteria. The evaluation concluded that the programme has emerged as innovative and successful in demonstrating good governance at the local level, characterized by institutionalized mechanisms for multi-sectoral cooperation and strengthened services. Recommendations will inform the following phase of this programme. A management response was prepared in order to address and monitor recommendations. An independent evaluation of the **Justice for Children** programme was commissioned by UNICEF, SIDA and SDC and carried out by a team of external consultants (international and national). The evaluation concluded that the project's objectives and outcomes are consistent with and supportive of government policies and sectoral priorities, and have shaped the EU accession agenda. The evaluation also recommended a second phase of the programme. Although, not all recommendations were found to be relevant by partners, the child protection team prepared a management response and is planning to address all relevant recommendations in a consistent and coherent manner.

An external mid-term evaluation was carried out for the joint UN programme on **youth employability and retention**. It concluded that the programme is highly relevant, that it addresses crucial key issues in respect of BiH's socio-economic development, that the design is sound and logical and that activities demonstrate some innovative character but are not over-ambitious in scope and coverage. All relevant recommendations of the evaluation were addressed and the management response document was prepared. Recommended actions are being implemented and closely followed up.

A final evaluation was also undertaken by an external consultant for the **joint UN Culture and Development** programme. It concluded that the programme has been successful in creating awareness of the value of culture and shared heritage and in strengthening capacities related to it, and of concepts of inter-cultural and inclusive education. No management response was prepared as there is no possibility of extending this programme.

Effective Use of Information and Communication Technology

The continued availability of Information and Communication Technology (ICT) resources and services was ensured in 2012, through effective technical maintenance and prompt help-desk support, in accordance with

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Information Technology System and Services (ITSS) objectives and standards.

Special attention was devoted to the roll-out of the new ERP system (SAP) VISION as of January 1, 2012. The main focus was to support super users to ensure full understanding by all staff of (SAP) VISION "logic", to proceed with the segregation of duties cleaning exercise and to ensure adequate office workflows are in place. As part of the global virtualization project, two new host servers (Hyper-V) have been procured and installed with MS Windows 2008 x64 OS platform. All office servers (Mail, File, Citrix APP, Citrix GW, SEP, ADDC and ProMS) have been migrated to a virtual environment. Mail, File and ADDC servers are migrated to a new operating system (Windows Server 2008 R2) and a new (backup) ADDC server has been installed. As a part of the second phase of the global virtualization project, an in-house built Automated Patch Downloader System (APD) was successfully replaced with Microsoft Windows Server Updated Services (WSUS) and Eminentware Third-party Extension Pack (EP), providing a centrally managed and simplified mechanisms for efficient distribution and installation of security patches and software updates to all servers and workstation in timely manner.

The office was selected and successfully participated in a global ITSS pilot project for the migration of current Lotus Domino Mail Server to the latest and more advanced version 8.5.3. As a result of testing and implementation, valuable technical information and recommendation was provided which led to improved installation processes and guidelines prior general release to all UNICEF offices.

Special attention was given on end-user trainings and one-to-one support in order to ensure full understanding of the new ICT technologies and on how they can optimize office and staff effectiveness and efficiency. New tools were introduced and explained for internal/external online collaboration, communication and knowledge sharing and for secure and reliable remote access, through Cisco VPN (Virtual Private Network) clients, from regular computers as well as a whole range of smartphones and mobile devices. As part of the "Delivering as One" initiative, all consultants working for the BiH MDG-F funded projects are located in common premises managed by UNDP. ICT support was provided to these consultants mainly at the level of user support, due to agencies' differences in policies (Hardware, Software, ICT Admin access policies, etc.). ICT support was provided to Banja Luka project office, mainly using Cisco VPN client for office remote access enhanced with TOKEN security.

Obsolete, but still usable equipment have been donated to implementing partner(s) or used as "trade-in" option to reduce prices when purchasing new equipment, as per policies and as a regular practice in the CO. Obsolete and unusable/broken equipment was safely destroyed and disposed of, following administrative rules.

Fund-raising and Donor Relations

At the beginning of the year, the CO was faced with a peculiar funding situation with a large amount of funds to be implemented in 2012 and, at the same time, an expected drop in available resources as of 2013, because of several programmes terminating simultaneously.

Throughout 2012, the CO carefully reviewed and discussed the financial situation at CMTs and FRCs and adopted different strategies to smoothen implementation consolidate partnerships with existing donors and diversify funding sources.

Agreements were reached with main partners (EU, SDC and SIDA) to extend current programmes for a more regular implementation over 2012/13 avoiding gaps in between programmes. In parallel, based on positive external evaluations, new programmes are being designed with these three donors for starting in the second half of 2013.

Efforts to diversify funding sources were fruitful especially with the development of a new programme with Dubai Care on early childhood education to be initiated in 2013. New partnerships were also established with the French NatCom for a study on child begging which might set the stage for a longer strategic collaboration and with USAID OFDA (Office for Foreign Disaster) as part of a Regional DRR initiative. Good relations were maintained with other bilateral donors. Additionally, several joint UN proposals have been submitted to donors with potential new partnerships for 2013.

These strategies enabled the CO to have a more linear funding situation and to secure a reasonable funding base for 2013/14. The funded programme in 2012 accounted for US\$ 8.1 million. US\$ 5.3 million have been spent while around US\$ 2.8 million are being carried over. Amongst the funds spent in 2012, US\$ 1.42 million came from the EU (US\$ 1.2 for SPIS and US\$ 0.22 for a regional programme on violence); US\$ 0.65 million from SDC and SIDA for Juvenile Justice; US\$ 1.04 million from the Government of Spain for the MDG-F Programmes and US\$ 0.12 from Norway for youth participation.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Thematic funding (US\$ 1.12 million) played a significant role especially for education. Resources from the French NatCom and USAID-OFDA will mainly be implemented in 2013 but a small portion was spent in 2012 (US\$ 26,723). Local PFP funding remains symbolic in relative weight but important in terms of private companies' involvement (US\$ 47,103). The balance was covered through RR (US\$ 750,000), HQ funding for MICS (US\$ 80,771) and remaining funds from Dutch NatCom (US\$ 34,374) for flour fortification.

By early 2012, the CO had funded 98% of the actual OR CPD ceiling. A request for increasing the ceiling by US\$ 9 million was submitted and approved in April 2012.

The CMT regularly reviews management reports, which include key indicators related to a) implementation; b) funding situation c) donor reports d) DCTs and e) status of SSAs, PCAs, travel and supply. Donor reports are prepared by Programme staff and reviewed by the Deputy Representative. All donor reports were submitted in a timely manner. All grants were fully utilized before expiry.

Management of Financial and Other Assets

Last audit of BiH CO was performed by OIA in 2010. The CO was rated as "satisfactory" in all areas, including Operations.

All operational targets and indicators for 2012 were met but significant challenges were faced with SAP especially in the areas of finance and supply. All actions required more time and efforts and in some cases, jeopardized a smooth implementation of programmes (problems with processing some liquidations, for example, resulted in delays in project implementation).

Monthly financial closures continue to be done in an accurate and timely manner while year-end closure is still pending some challenges and clarifications on SAP data correctness and consistency that are being addressed by DFAM through different forums (WebEx's, service calls etc.). The CO continues with the practice introduced in 2008 of daily reconciliation of transactions which enables the CO and the bank to take immediate action to correct inconsistencies when required. The CO managed to have no outstanding non-reconciled financial accounting transactions in 2012 in SAP.

All grants were utilized before expiry date, 100% RR was spent by year-end and DCT over nine months is below 2%. The Institutional Budget was closely monitored by the CMT. Non-local posts categories, which are managed by the CO, were fully implemented.

HACT has been implemented by the CO since 2008. In 2012, the office intensified assurance activities through spot checks that are performed jointly by programme and operations staff (as recommended by Audit). Fifteen spot checks were performed in 2012, in addition to routine field visits for programmatic assurance. In 2012 the CO diversified its partners and started to provide DCT directly to several municipalities in the country. All new partners went through a group training on HACT and, additionally, participated in one-to-one training and orientation sessions before starting implementation. The training took into account the list of common HACT issues identified by HQ.

Supply Management

In the context of a Middle Income Country, the supply component continues to be relatively small at around US\$ 300,000 representing 3.7 % of total implementation. However, the strategic use of supplies has contributed significantly to key programmes especially in relation to social protection and inclusion, IECD, education and child protection. In most cases supplies were directed towards services (Centres for Social Welfare, schools and IECD services).

In order to strengthen social protection at the municipal level, supplies were used to support the implementation of social protection action plans which had been developed by local commissions to protect the most vulnerable groups. These supplies included speech therapy sets, didactic materials, sport devices, technical materials, amongst others. As part of a programme to support children's participation through small grants to respond to community or school needs, various equipment and services were purchased with the private company M-Tel funds including gutters, sanitation materials, sport and gymnastic equipment, production of video spots etc.

UNICEF provision of different printed materials was key for advocacy, C4D and external communication activities around IECD, child protection, education and social protection.

Additionally, UNDP and UNICEF established joint LTAs to reduce costs on supplies and consumables. All supplies were procured locally, thus supporting local markets and enabling procurement of quality supplies at

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

competitive prices. The Supply Volume Plan was completed in March 2012 and supplies were monitored throughout the year as part of the CMT review of the monthly management report. All programme supplies were delivered to implementing partners with small quantities kept in the office (the CO does not have any warehouses). A physical inventory was completed as a part of end year activities.

Human Resources

This year has been particularly challenging from a Human Resources (HR) perspective. Programmes were requiring special implementation efforts, while, at the same time, the CO had to review the structure of the office in light of a) an expected reduction of financial resources, b) MTR recommendations and c) regional leadership areas and "core resources for core roles" discussions.

Proposed changes were discussed with all staff and approved by the TRT/PBR. The Representative and Operations Manager had individual discussions, before submission to the PBR, with all SMs whose position would be proposed for abolishment. SMs whose posts were abolished were encouraged to apply to vacant positions and early retirement was agreed in several cases. HR also provided special support for a disability pension application which was approved by the UNJSPF in November 2012. In parallel, HR completed recruitment for new or vacant positions in a timely manner, ensuring a fully operational structure as of January 2013.

Through this process, the CO ensured that the new structure is in line with available resources and will enable the CO to respond to the priorities identified through the MTR process.

In order to strengthen accountability and focus on results, individual work plan outputs are developed for all staff members in PAS consistently with AMP priorities and annual work plans. Honest PER discussions are held for all SMs at mid and end year.

GSS results were carefully reviewed with all staff. While the GSS showed several improvements, the office identified four areas for which special attention is required: 1) work/life balance, 2) office efficiency, 3) personal empowerment and 4) culture of openness and honesty. A team-building event was organized in March to address some of these areas. An "office improvement action plan" was developed with all staff and is regularly discussed at JCC meetings.

The JCC was a particularly important forum to discuss important issues such as the MTMR process and the related revision of the office structure as well as the overall work climate and GSS follow-up. The JCC also closely monitored and discussed the transition to VISION/SAP and subsequent heavy work-load and trainings needs. Minutes were shared with all staff and with the RO.

All-staff training sessions were provided on HR and in particular on staff entitlements as well as on career development (with the Regional Chief of HR), SAP/VISION and security/wardens.

HR maintained a roster of consultants and provided guidance, assistance and support for the selection of consultants and individual contractors. HR participated in recruitment procedures for 19 announced vacancies (8 for staff and UNV positions and 11 for consultancies). Competency Based Interviewing principles were used for all staff positions.

The UNICEF BiH CO observes the minimum standards on HIV/AIDS in the workplace. PEP kits and condoms are available in the office, as well as first aid kits and basic medicines including sufficient prorated TAMIFLU doses as per WHO guidelines.

Efficiency Gains and Cost Savings

The CO is constantly looking at ways to improve efficiency and to reduce costs. Some of the actions undertaken in 2012 include 1) increasing use of Skype and video conferencing for remote meetings and recruitments generating a saving of US\$ 1,749 on telephone costs versus 2011, 2) streamlining transport through flexible working hours for drivers to reduce overtime and stronger consolidation of field trips to make the most efficient use of vehicles, fuel and drivers time; 3) using volunteer translators to reduce use of professional translators; 4) joint UNICEF – UNDP LTAs for office supplies.

As part of the constant efforts to reduce costs, future savings are expected to arise from a highly probable move to common UN premises as of early 2013. The RCO identified a brand new efficient and modern building very conveniently located, which would accommodate all UN Agencies. The cost for UNICEF would be around 10% lower than the cost in the current premises which are deteriorating and becoming unsuitable. Additionally, UNICEF would benefit from other hidden savings generated by joint UN operational synergies.

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

In a second phase, the premises could become free of charge as the RCO is negotiating for the government to take over payment of the rent as a way to amortize their debt of 6 million USD accumulated for not honouring the UNDP GLOC obligation.

Changes in AMP & CPMP

The AMP will reflect the recommendations that arose from the 2012 MTR. Programme key results will be designed around the four priority/leadership areas that were identified through the MTR (social protection, IECD/health, education and child protection) and four cross-cutting priorities (children with disabilities, Roma, adolescents and DRR).

The AMP will be designed to capture how following strategies are being fine-tuned to respond to MTR recommendations:

Monitoring child rights: Greater advocacy and further efforts will be made to ensure that reporting becomes more systematic and synergized horizontally/vertically and that adequate capacities are in place.

The 'Voice' for children and adolescents: The CO will continue advocating for key policies, strategies, plans, budgets at all levels, to communicate on social issues and child right violations, and to influence mind-sets, practices and attitudes. Given the multiple layers of governments that are responsible for various policy decisions, UNICEF will continue to target the most relevant ministries in its advocacy efforts. As a result of the MTR, the Ministries at Cantonal level in FBiH and the Ministries of Finance will be involved more rigorously and consistently.

Facilitating national dialogue towards child friendly social norms: The CO will continue to bring together governments, civil society and the private sector, as well as convening divergent forces to enhance public debate and participation around equity and child rights.

Policy advice, technical assistance and capacity development: UNICEF has been providing policy advice and technical assistance for the development of normative frameworks, policies and programmes in all sectors leading to modelling of services and policies. UNICEF will build on these strong references and get more and more involved at the policy level on reforms.

Working directly at the local level: In a country where policy consensus is hard to come by, directly working with local governments in developing solutions has been effective and has built ownership towards local interventions. UNICEF will build on these positive experiences to expand the concept of "Child Friendly Municipalities" which encompasses all areas.

Graduating from a 'models approach': An important and effective strategy has been to complement policy advocacy efforts through the demonstration of models. Even in the absence of policy frameworks, new services and mechanisms have been modelled, which in turn have influenced policy development. UNICEF will continue to work at the upstream and local levels.

Capacity development: Capacity development has been a core focus during the period and its contribution is widely acknowledged. The CO will now enhance efforts to ensure training, whether it is for service providers, local governments or Ministries, are gradually institutionalized so as to expand their coverage and sustainability.

Leveraging resources: The CP will continue to leverage resources through advocacy at all levels, and by accompanying and redirecting reforms (including those supported by the EU or the WB).

As a result of the MTR, the CPAP result framework is being slightly amended to ensure more realistic results and to omit HIV/AIDS, due to the already large number of players in this area.

Summary Notes and Acronyms

[1] UNDP National Human Development Report, 2007 and 2009

[2] Labour force survey, April 2012.

[3] Voices of Youth Survey, 2012

[4] World Bank, Education Report for BiH, 2006

[5] UNICEF Non Enrolment and School Drop Out Study, 2011

[6] World Bank BiH Partnership, Country Program Snapshot, Sep 2011

[7] WHO: Health Expenditure, 2009

[8] 8.2%, in Croatia and Serbia

[9] UN Child Mortality Report 2011

[10] UNICEF "Assessment of Juvenile Justice Reform Achievements in BiH", 2011

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Acronyms

ADDC	Active Directory Domain Controller
AMP	Annual Management Plan
BiH	Bosnia and Herzegovina
C4D	Communication for Development
CDC	Center for Disease Control and Prevention
CEECIS	Central and Eastern Europe / Commonwealth of Independent States
CMT	Country Management Team
CO	Country Office
CoE	Council of Europe
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPMP	Country Programme Management Plan
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
CSW	Centre for Social Work
DCT	Direct Cash Transfer
DevInfo	Development Information System
DFAM	Division of Financial and Administrative Management
DRR	Disaster Risk and Reduction
DTP	Diphtheria–Tetanus–Pertussis
ECD	Early Childhood Development
ECE	Early Childhood Education
ECI	Early Childhood Intervention
EPR	Emergency Preparedness and Response
ESSPROS	European System of Integrated Social Protection Statistics
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FRC	Fundraising Committee
GDP	Gross Domestic Product
GLOC	Government Local Office Costs
GSS	Global Staff Survey
GW	Gateway
HACT	Harmonized Approach to Cash Transfer
HRBAP	Human Rights Based Approach to Programming
HQ	Head Quarters
ICT	Information and Communication Technology
IECD	Integrated Early Childhood Development
IMEP	Integrated Monitoring and Evaluation Plan
ITSS	Information Technology System and Services
J4C	Justice for Children
JCC	Joint Consultative Committee
JJ	Juvenile Justice
KAP	Knowledge, Attitude and Practice
LSA	Local Staff Association
LTA	Long Term Arrangement
MDG-F	Millennium Development Goals Achievement Fund
M&E	Monitoring and Evaluation
MICS	Multiple Indicators Cluster Survey
MIPD	Multi-Annual Indicative Planning Document
MoE	Ministry of Education
MoF	Ministry of Finance
MoS	Ministry of Security
MTMR	Mid-Term Management Review
MTR	Mid–Term Review
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OFDA	Office of Foreign Disaster Assistance

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

OIA	Office of Internal Audit
OR	Other Resources
OSCE	Organization for Security and Cooperation in Europe
PAS	Performance Appraisal System
PBR	Programme and Budget Review
PCA	Programme Cooperation Agreement
PEP	Post-Exposure Prophylaxis
PER	Performance Evaluation Report
PFP	Private Fundraising and Partnership
ProMS	Programme Manager System
RCO	Resident Coordinator's Office
RO	Regional Office
RR	Regular Resources
RS	Republika Srpska
SC	Save the Children
SDC	Swiss Development Cooperation
SEP	Symantec Endpoint Protection
SIDA	Swedish International Development Agency
SM	Staff Member
SPI	Social Protection and Inclusion
SPIS	Social Protection and Inclusion System
SSA	Special Service Agreement
ToR	Terms of Reference
TransMonEE	Transformative Monitoring for Enhanced Equity
TRT	Technical Review Team
UN	United Nations
UNCT	United Nation Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNICEF	United Nations Children's Fund
UNJSPF	United Nations Joint Staff Pension Fund
UNV	United Nations Volunteer
WB	World Bank
WHO	World Health Organization

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	IMEP Bosnia & Herzegovina 2012	2012/003	IMEP
2	Evaluation of the Juvenile Justice	2012/001	Evaluation
3	Joint Evaluation of Social Protection and Inclusion	2012/002	Evaluation
4	Youth Employability and Retention Programme	2012/003	Evaluation
5	Final Evaluation of MDG-F Culture for Development Programme	2012/004	Evaluation

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

Other Publications

	Title
1	Guidelines for the Identification of Socially excluded Children
2	Voices of Youth: Survey on Youth in BiH – Quantitative Research Findings
3	NON-ENROLMENT AND SCHOOL DROPOUT STUDY: A STUDY BASED ON A SURVEY OF CHILDREN AND YOUTHS WHO DO NOT ENROL IN OR DROP OUT OF PRIMARY AND SECONDARY EDUCATION
4	Standardization of Roma Language
5	Standards of Students Achievements
6	Standards for Preschool Teachers, Managers and Pedagogues
7	Učiti živjeti zajedno (Learning to Live Together – An Intercultural and Interfaith Programme for Ethics Education)
8	Framework Policy for ECD in BiH
9	Policy for Improvement of Nutrition of Children under the Age of Five in the RS
10	Study on the Prevalence of Anaemia and Factors Causing Anaemia among General Population in RS
11	Help at Home / Support Materials for Families with Children under Age of Three
12	HELP for Preschoolers / Assessment and Curriculum Guide
13	Thematic Study Thematic Study - How to Improve Responsiveness of Service Providers in Identifying, Reporting and Referring Cases of Violence Against Children

Lessons Learned / Innovation

1 HRBA to Justice for Children in Bosnia and Herzegovina

Document Type/Category	MTSP Focus Area or Cross-Cutting Strategy	Related Links
Lesson Learned	FA4, FA5	
Contact Person	Language	Emergency Related
Paolo Marchi – pmarchi@unicef.org	English	

Abstract

BiH is a country where a specific legislation on juvenile justice is quite recent (not fully adopted in one of the entities) and there are struggles to align practices with international standards. Especially when it comes to local level service providers and authorities often lack the capacity and knowledge in developing and implementing alternative or diversion measures. The HRBAP has proved to be an effective tool to design action plans to implement such measures at municipal level. It provided a frame to advocate and mobilize, develop knowledge and capacity, design clear and transparent pattern of responsibilities and accountability, ensure meaningful child participation, ensure local ownership, and implement the normative framework at the local level.

The lessons learned through applying HRPAP to Justice for Children in BiH will be used to replicate and refine the approach in the country, and could be adapted for use in other countries.

Innovation or Lesson Learned

In a country context where the public opinion is not always prone to accept a juvenile justice approach which favors reintegration rather than punishment, and national norms promoting alternatives and diversion measures are new and not yet transformed into reality at the local level, the HRBAP provides a valuable framework to:

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

- Sensitize throughout the process service providers and local authorities on the benefits of a rights based approach to juvenile justice, which considers juveniles as right holders and not simply as offenders
- Design in a transparent manner a plan which clearly spells out roles, responsibilities and accountability for actions and omissions – using the both the causality and role/pattern analysis together with all involved duty bearers
- Ensure assumption of accountability for achieving the results set in the action plans by local authorities and professionals involved
- Ensure children voices are heard when it comes to design and implementation activities aiming at preventing juvenile offense. Throughout the design and implementation of action plans to prevent juvenile offenses and peer violence a particular attention has been given to ensuring children’s opinions were duly taken into account and were not influenced by adults’ ones
- Enable right holders and duty bearers to consider the implementation of certain measures at the local level is contributing to the realization of a national and international legal framework aiming at promoting and protecting children rights – the HRBAP provides a good framework to show how actions at the local level can assist in realization of international principles (which can otherwise appear a bit abstract)
- Provide a good example at the local level which could lead to influencing other local authorities and higher authorities to follow the example (e.g. in one of the Canton the Ministry of Education witnessing the successful design and implementation of prevention of juvenile offense and violence activities in municipal schools decided to apply the same methodology used in a specific location to the entire Canton)
- Provide a forum for dialogue and work together for the different duty bearers involved in ensuring services are in place and functioning.

In the future the CO, while expanding the model, will take into account and address specific considerations which can have an impact on the implementation of the programme.

The training of rights holders and duty bearers on HRBAP, although essential, can be quite lengthy.

When it comes to children participation at the local level, it is particularly hard to ensure participation from out of school children or children who are not fully involved in school activities.

While selecting the locations where to replicate the model, priority shall be given to municipalities where the rate of crimes involving juveniles is higher

Potential Application

This approach could be applied in other countries and tailored to each country’s specific national context. However, a few elements shall be taken into consideration from the onset of the planning phase:

- Whether the legislation allows for local authorities and services providers to implement alternatives or diversion measures or the authority lies with the centralized administration
- To ensure implementing partners have a strong know-how of the methodology, otherwise this could lead to unwanted effects
- To seek an appropriate manner to ensure most marginalized children’s opinions are heard, and out of school children are also meaningfully involved

Issue

The implementation of diversion and alternatives to detention, while foreseen in laws and by-laws, is particularly challenging because of a very limited sense of ownership of service providers, authorities and communities at local level over these legislative acts. Yet, municipalities have a major responsibility in relation to implementation of such provisions.

It is therefore essential for Government authorities at a higher level to involve the municipalities and communities and to develop their capacities in accepting and/or implementing new provisions related to justice for children. UNICEF complements these efforts through the promotion of participation and HRBAP amongst all key actors.

Strategy and Implementation

UNICEF BiH built on a HRBAP methodology applied within the Social Protection and Inclusion programme and replicated it in Justice for Children area. In coordination with partners, UNICEF applied the HRBAP in developing and implementing municipal action plans to support prevention, diversion and alternatives to detention in nine municipalities.

In collaboration with the Mayor’s office, professionals having a role in the implementation of diversion and

UNICEF Annual Report 2012 for Bosnia and Herzegovina, CEE/CIS

alternatives to detention were identified (e.g. social workers, teachers, police officers). These professionals, together with representatives of the local authorities and the NGO sector, formed Working Groups on J4C. Members of these Working Groups were trained on HRBAP and used this methodology to conduct a thorough assessment of children vulnerabilities to being in conflict with the law and of the reasons for weak application of diversion and alternatives to detention. The analysis led to the development of action plans where priority actions were identified in order to address the bottlenecks hindering the implementation of diversion and alternative measures.

Children, parents and teachers applied the same methodology to identify vulnerabilities to violence, as well as right holders' and duty bearers' responsibilities to address them. This also led to the development and implementation of action plans in schools.

Progress and Results

Municipal action plans on justice for children were developed through the HRBAP in all nine selected municipalities and were all adopted by the Municipal Councils/Assemblies, thus becoming official and binding documents for the municipalities. The nine municipalities have also already devoted resources for their implementation, which is particularly noteworthy in the current context of crisis.

The corner stone of the project at the municipal level has been the training, planning, and implementation process through the HRBAP, which led to the participatory development and implementation of the municipal action plans on justice for children, with a focus on prevention, diversion and alternatives to detention.

As of end 2012, 7,500 children have been involved in the project, increased their knowledge of justice for children, and benefitted from workshops on violence detection and prevention.

In one Canton, the MoE decided to include in the School Annual Action Plans of all schools in the territory, the development of similar action plans on the prevention of violence, using a similar methodology.

Next Steps

The CO will: i) replicate the HRBAP in the area of justice for children in additional municipalities, and ii) formulate a similar approach to be used at Cantonal/Regional level, to facilitate the sustainable expansion of the model.

The CO will implement some of the lessons learned: speeding-up - although ensuring the same quality - the capacity development of stakeholders in applying HRBAP, looking for further options and channels to include in the dialogue hard to reach and out of school children, and prioritizing municipalities where the rate of criminal cases involving juveniles is higher.