

## Croatia

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### Executive summary

The partnership between the Government of Croatia and UNICEF Croatia in 2017 addressed a number of goals established in the national child rights agenda. As the first year of the 2017–2021 partnership cycle, 2017 served to set a solid start for addressing the remaining child rights challenges and equity gaps and to maximizing UNICEF Croatia's contribution to the protection and realization of child rights at home and abroad. As a partner of choice for Croatia's domestic and international child rights agenda, UNICEF continued to support the Government in developing its policies and practices to achieve full realization of the Convention on the Rights of the Child (CRC).

Political stability throughout 2017 created a supportive environment for planning and implementing joint actions. At the beginning of the year, very successful cooperation was established with the newly formed Ministry for Demography, Family, Youth and Social Policy (MDFYSP). Key priority areas were determined and specific multi-year programmes developed in cooperation with implementing partners, focused on: (1) improving individual interventions with biological families at risk, including capacity building of professionals and building inter-sectoral cooperation of the social welfare, education, health and justice sectors; (2) strengthening the quality of foster care for children; and (3) developing and expanding support programmes for parents of young children within the social welfare system. This initiative ('For a Stronger Family'), undertaken with UNICEF Croatia support, contributes to the realization of the long-term MDFYSP commitment to build a strong, community- and family-based social welfare system to support to the most vulnerable children and families.

Together with the Ministry of Health (MoH), UNICEF Croatia led successful social mobilization for improved care for premature infants and establishment of the country's first human milk bank. More than 2.500 individuals contributed to this cause by running in the first UNICEF-organized race in the country (the Milky Way). Croatian companies supported the initiative through corporate sponsorships and/or in-kind donations.

In 2017 UNICEF continued to support capacity strengthening for the screening, diagnosis and treatment of autistic spectrum disorders in young children. The national framework for early screening and diagnosis of autism spectrum disorder (ASD) in children ages 0-7 years was recognized as a national priority within the national strategy for equalizing possibilities for persons with disabilities 2017-2020. Furthermore, in December 2017 the leading ministries involved in Croatia's early childhood intervention (ECI) – health, education and social policy – committed to developing an overall policy framework for a more effective national ECI system. UNICEF Croatia partnered with the Ombudsperson for Persons with Disabilities, the Ombudsperson for Children and relevant civil society organizations (CSOs) to support this goal. More than 200 stakeholders, both national and local, were engaged in the policy dialogue on integrated ECI, which resulted in the establishment of an initial two-year roadmap.

A think tank on child rights and corporate social responsibility (CSR) was formed in 2017;

UNICEF serves as convener and secretariat of this innovative platform, which engages a number of prominent Croatians and a child representative. UNICEF Croatia developed, initiated and completed the first cycle of its CSR Academy, a comprehensive training programme for businesses focused on integrating child rights into business processes.

Horizontal cooperation and knowledge exchange was facilitated with Slovenia's Ministry of Justice (MoJ) in the area of child-friendly justice systems, and with Serbia's MoH for the implementation of neonatal-baby/family-friendly programmes. UNICEF Croatia also facilitated horizontal cooperation between Croatian and Montenegrin audio-visual industry regulators on media literacy.

Some 82,000 Croatian citizens supported UNICEF programmes in Croatia and worldwide during 2017 by donating or volunteering. International solidarity and support for vulnerable children beyond Croatian borders was promoted. More than 88,000 Croatian children and 2,000 teachers inspired and mobilized their communities to support education for children in Bangladesh and Burkina Faso in the framework of the Schools for Africa and Schools for Asia programmes.

## Humanitarian assistance

According to available data from the Ministry of the Interior, during 2017 some 4,737 migrants illegally entered Croatia (of which 891 were children – 719 boys and 172 girls); 495 children were registered as unaccompanied. A total of 1,880 individuals requested international protection (504 children), and asylum and subsidiary protection was granted to 478 persons (158 children). At the end of December 2017, Croatia accommodated 552 asylum seekers, of whom 79 were women and 143 children (30 unaccompanied children) in two open reception facilities (in the towns of Zagreb and Kutina). The absence of safe, legal pathways for onward movement has led increasing numbers of people to resort to irregular means to continue their journey, including families with young children.

In line with UNICEF's Core Commitments for Children in Humanitarian Action (CCCs), UNICEF Croatia advocated during 2017 for child-friendly reception and protection of women and children and supported direct service provision, as well as providing technical assistance to the Government to addressing children's needs in several areas:

**Child protection.** Through existing and new partnerships (with the CSOs Society for Psychological Assistance and Jesuit Refugee Service), UNICEF Croatia continued to support children on the move and their families by providing psycho-social support and organizing child-friendly spaces (CFS). An average of 40 children participated daily in activities held at the CFS.

UNICEF also provided technical assistance to the Government for developing a protocol for unaccompanied children, and will continue supporting Government to develop models of alternative care for unaccompanied children.

**Nutrition.** Through the presence of skilled lactation counsellors (in partnership with CSO Roda – Parents in Action) assistance was provided during the first quarter of 2017 to women who were pregnant or lactating, and UNICEF Croatia actively supported and promoted breastfeeding at reception facilities. During that time, 52 women received support, and all 11 infants younger than six months were exclusively breastfed.

A publication documenting Croatia's experience in the area of infant and young children feeding

(IYCF) during the refugee and migrant crisis response in 2015-2016 was prepared and published (in Croatian and English) in partnership with NGO Roda, to support knowledge management and systematic gathering of experiences and lessons learned during the emergency response, as well as to support preparedness in the area of IYCF for future humanitarian actions.

**Education.** To ensure inclusion/integration of children in the regular education system, UNICEF Croatia, in partnership with Open Academy Step by Step, supported capacity development of teachers in two towns (Zagreb and Kutina). Six primary schools and three kindergartens attended by refugee and migrant children were included in the activities. Teachers and educators participated in specific modules developed to support successful integration of children seeking international protection, migrant children or children who were granted asylum. UNICEF Croatia also provided children with school equipment and learning materials.

**Health.** In partnership with Médecins du Monde, UNICEF Croatia provided support to ensure availability of health services for women and children at two asylum reception facilities. On average, 350 medical consultations were carried out monthly at reception facilities in Zagreb and Kutina. Health services were provided to 275 children and 138 women between April and December 2017.

## Equity In practice

Early childhood education (ECE) has been identified as one of the most important means to reduce equity gaps and mitigate the risk of child poverty. Croatia's average preschool participation rate in 2018 was just 73.8 per cent – well behind the European Union (EU) member state average of 94,8 per cent. Additionally, major geographic disparities can be observed; in some counties (such as Brod-Posavina and Vukovar-Srijem) preschool participation is estimated at less than 30 per cent. Moreover, several vulnerable groups of children face significant challenges for accessing early childhood education; Roma children's participation is estimated at 30,4 per cent.

UNICEF Croatia's cooperation over the past few years with the city of Sisak has resulted in making this city one of the trailblazers for inclusion and the promotion of equity in the country.

Sisak is a small town in central Croatia, and the capital of one of the poorest Croatian counties. Having limited resources, but with devoted local self-government and support from UNICEF Croatia, Sisak has evolved into a town unswervingly committed to supporting the needs and development of every child.

From 2014 to 2016, UNICEF collaborated with Sisak's primary schools to improve and sustain Roma children's access to primary school. This involved a multifaceted, collaborative approach with different stakeholders, such as school staff, the municipality, Roma leaders, parents, NGOs, and, of course, the children. The programme not only strengthened knowledge and skills on diversity and inclusion, but also contributed to an atmosphere of possibility and enthusiasm within the city administration.

Teachers' rating of anti-bias and inclusive education training was very high, with average grades falling between 4.2 and 4.7. Training sessions for 133 parents of Roma and other vulnerable groups of children (such as children with a disability, children living in poverty) focused on application of pre-literacy and pre-mathematical strategies with their children, and received extremely high satisfaction ratings (4.9). Also, 70 children were included in the workshops (53

Roma and 17 non-Roma). These workshops proved to be a very successful model for building cooperation among parents, communities and schools and local communities/school found their way of making 'Supporting parenting workshops' sustainable. One school did this by integrating it into the school curriculum and another by keeping it as an extracurricular activity but with assured additional financial support from the local government.

The values and perspectives generated through this first programme swiftly bolstered the partnership between UNICEF Croatia and the city of Sisak, which translated into the joint programme Colourful Inclusion. This programme addressed the different dimensions of child deprivation, focusing on a collaborative approach to education, culture and health services in the community. This was achieved through sharing of experience and raising awareness in the local media about activities geared toward equal access. The programme not only provided a chance for Sisak's vulnerable children to be included in education and community life, but contributed to creating a long-term vision for inclusion, which today is stronger than ever.

This vision informs local policy, budgeting and legislation to benefit children, particularly those who are most vulnerable. The change, initiated through a partnership with UNICEF Croatia in 2014, is also reflected in increased investment in education. Sisak has also increased its investment in pre-primary and primary education by 25 per cent over the last five years.

Although UNICEF Croatia still supports Sisak in its drive for inclusion and equity, the city itself has taken ownership of promoting equity, inclusion and diversity. Sisak is an inspirational and reciprocal partner, acting independently, for example when seeking ways to fund the establishment of new kindergartens, improving curricula at local schools to better align with a human rights perspective (e.g., the recent introduction of a citizenship education curriculum), and generally work to sustain settings that increase the life chances of all – but particularly vulnerable children and their families.

## Emerging areas of importance

**Refugee and migrant children,** Since the beginning of the refugee and migrant crisis in 2015, UNICEF Croatia and its implementing partners have continuously supported the Government to respond to the needs of migrant children and realize their rights. In 2017 UNICEF Croatia provided technical support in the areas of child protection, education, nutrition and health and continued to implement a two-fold approach, whereby humanitarian assistance and service delivery were interlinked with enhancing the capacities of national response systems in these areas. While in 2017 their numbers were considerably lower than at the height of the refugee crisis in 2015, the children and their families who come to Croatia require continued support. Together with the Government and implementing partners, UNICEF worked with all relevant stakeholders to map out responsibilities and find ways to improve institutional procedures to make the inclusion of migrants more efficient.

A website aimed primarily at schools and kindergartens, but also useful to other stakeholders working on integrating refugee and migrant children, was launched in 2017. Over the course of the year, teachers from six schools and three kindergartens working directly with migrant children received extensive training (for non-bias, teaching children whose native language is not Croatian, child-centred pedagogies, evaluating institutional readiness for inclusion and to preparation for participation in sustained professional development communities), which they were able to apply directly in their work with migrant children.

**Early childhood intervention (ECI)** is one the key national priorities in Croatia's national

strategy for the rights of children 2014–2020 and national strategy of equalization of possibilities for persons with disabilities (2017–2020).

Awareness among key stakeholders of trans-disciplinary and family-centred approaches to the delivery of ECI services has increased steadily in Croatia. The leading ministries relevant for ECI (health, education, and social policy) are committed to developing an effective national ECI system. Efforts were made to connect more than 200 different stakeholders, both national and local, and to start a dialogue on integrated ECI. In December 2017 a national cross-sectoral conference was held to help delineate the legal framework for ECI. UNICEF partnered with the Ombudsperson for Persons with Disabilities and the Ombudsperson for Children, as well as with relevant CSOs to convene an intersectoral committee on ECI, to ensure that currently fragmented services become more integrated and benefit every child in the country. At the conference key national actors committed to the development of a national strategic plan and action plan for ECI.

### Strategic Plan 2018-2021

UNICEF Croatia's country programme 2017–2021 (CP) directly contributes to the UNICEF Strategic Plan 2018-2021 and the 2030 Agenda. The CP is focused on closing equity gaps and grounded in human rights and CRC principles. Throughout the CP cycle, UNICEF's efforts will be focused on policy dialogue, strengthening national capacities for delivering child-oriented and gender-sensitive results for the most disadvantaged boys and girls and for providing non-discriminatory, high-quality and accessible services and practices at both national and community levels. Moreover, UNICEF Croatia will promote inter-sectoral cooperation, partnerships and the generation and sharing of knowledge. Alliances and platforms for change will be promoted among all relevant stakeholders: Government, CSOs, the media, private sector, academia and children. The CP envisions expanded collaboration with the business sector and Croatian citizens.

The Office will also focus on further enhancement of internal and partner capacity for effective and efficient programme management, and for timely and accurate situation and performance monitoring. Given the ongoing humanitarian/migrant crisis, UNICEF Croatia will further support the Government and implementing partners to provide a more effective response and protect children in humanitarian situations.

Key gender stereotypes and norms that hamper gender equality results will be systematically analysed and addressed, particularly within parenting programme activities and work in the area of access to justice. Gender-responsive trainings, particularly on gender-based violence in emergencies (GBViE) will be an integral part of partner capacity development, as part of preparedness for humanitarian response.

Regarding SP goal area 1 (every child survives and thrives) UNICEF Croatia will focus on further advancing the national ECD system, especially for the most disadvantaged and excluded children, by addressing existing barriers and bottlenecks and supporting Government efforts to ensure implementation of resourced and inclusive services, such as multi-sectoral ECI for children at risk of developmental delay and children with developmental delays and disabilities. Maternal and neonatal development care within maternity wards and neonatal care units will also be strengthened.

For SP goal area 2 (every child learns), particular focus will be placed on strengthening education system to ensure that most marginalized children (Roma children, children with

disabilities, children affected by poverty and children in hard-to-reach areas) have access to quality, inclusive ECE and to support their successful transition to primary school.

In line with SP goal area 3 (every child is protected from violence and exploitation), UNICEF Croatia will focus on further strengthening the country's child protection system, with emphasis on enhancing national capacity to protect the rights of children to live free from violence, neglect, abuse, exploitation or social exclusion; to live in a caring and supportive family environment; to be adequately protected in emergencies; and to benefit from a child-friendly justice system.

SP Goal area 5 (every child has an equitable chance in life) is an integral part of all UNICEF and Government of Croatia efforts and was the guiding principle for developing the CP 2017–2021. With the aim of ensuring equal opportunities for all children, particular attention will be paid to the most disadvantaged boys and girls and their families such as children with a disability or at risk of developmental delay; children without adequate parental care; families at risk of child separation; children at risk of violence, abuse or neglect; children in contact with the justice system; Roma boys and girls and other children at risk of poverty and social exclusion; children from isolated areas; and children facing emergency situations such as natural disasters or armed conflicts.

The well-being of these vulnerable groups of children will be reflected within a set of national children's well-being indicators. To better understand the root causes of existing inequalities, and to prioritize and shape its programmatic approach, UNICEF Croatia and its partners will conduct relevant analyses, studies and research on ECD and cross-cutting areas such as gender and child participation. Adolescent engagement and empowerment, with a specific focus on adolescents belonging to vulnerable groups, will be facilitated and supported by the Office and its partners.

## Summary notes and acronyms

AAC - augmentative and alternative communication  
AMP – annual management plan  
AWP – annual work plan  
ASD – autism spectrum disorder  
BFHI – baby-friendly hospital initiative  
BCP - business continuity plan  
C4D – communication for development  
CCCs – core commitments for children in humanitarian action  
CFS - child-friendly spaces  
CMT - country management team  
CP – Country programme  
CPD – Country programme document  
CRC – Convention on the Rights of the Child  
CSO – civil society organization  
CSR – corporate social responsibility  
CRBP – Children's Rights and Business Principles  
CRPD – Committee on the Rights of Persons with Disabilities  
CWBI - child well-being indicators  
DCT – direct cash transfer  
DFAM - Division of Financial and Administrative Management

DRP - Division of Data, Research and Policy  
 ECD – Early childhood development  
 ECE – early childhood education  
 ECI – early childhood intervention  
 ERM – enterprise risk management  
 FSC - fundraising strategy committee  
 GAP – gender action plan  
 GBViE – gender-based violence in emergency  
 GSS – Global staff survey  
 GSSC - Global Shared Services Centre  
 HACT- harmonized approach to cash transfers  
 HRBA – HUMAN RIGHTS-BASED APPROACH  
 ICT – information and communication technology  
 IP – Implementing partner  
 IPSAS - International Public Sector Accounting Standards  
 IYCF – infant and young child feeding  
 J4C – justice for children  
 JCC - joint consultative committee  
 LC – local currency  
 LoA – letter of agreement  
 LLP - lifelong learning programme  
 MoDFYSP – Ministry of Demography, Family, Youth and Social Policy  
 MoFEA – Ministry of Foreign and European Affairs  
 MoJ – Ministry of Justice  
 MoH – Ministry of Health  
 MoSE – Ministry of Science and Education  
 MoU – memorandum of understanding  
 NFI – non-food items  
 Neo-BFHI - The baby-friendly hospital initiative for neonatal wards  
 NGO - non-governmental organization  
 ODA - official development assistance  
 OIAI – Office of Internal Audit and Investigations  
 OR – Other resources  
 ORE – Other resources-emergency  
 PCA – Programme cooperation agreement  
 PCT – Programme coordination team  
 PSA – PUBLIC SERVICE ANNOUNCEMENT  
 RR – Regular resources  
 SfA – Schools for Africa  
 SMT – security management team  
 SMEs – Small- and medium-size enterprises  
 ToA - table of authority  
 UN – United Nations  
 UN CRPD – United Nations Convention on the Rights of Persons with Disabilities  
 UNICEF – United Nations Children’s Fund

## Capacity development

Implementing augmentative and alternative communication (AAC) at an early age is vital for children's interactions with others, learning, education and participation in everyday activities.

UNICEF Croatia partnered with the Faculty of Education and Rehabilitation Sciences to build the capacity of healthcare, education and social institutions and CSOs. Through 58 in-service trainings and 45 mentoring sessions on the ACC and early childhood intervention concepts, 122 professionals from nine healthcare and 11 education and social institutions, as well as 12 CSOs, increased their skills and knowledge for implementing AAC as an early intervention method for children aged 0-8 years. Five thousand benefitted from this in 2017.

In the area of child-friendly justice, UNICEF Croatia continued to work closely with the MoJ, Judicial Academy, State's Attorney Office, Ombudsperson for Children and courts by conducting assessments of training and institutional needs of justice professionals dealing with children in contact with the law in criminal proceedings. Guided by the need for specialization and a multidisciplinary approach by these justice professionals, the training and institutional needs assessment provided valuable baseline information about existing training programmes for justice professionals, as well as data on the number of juvenile justice professionals covered by training so far, as well as information on relevant national training institutions and recommendations for training curricula and capacity-building for national institutions to implement the proposed curricula.

To strengthen country capacity for disaster risk reduction, emergency preparedness and emergency response, UNICEF Croatia partnered with the national protection and rescue directorate and the Croatian Red Cross – two key actors in humanitarian situations. A training package (Working with Children in Emergencies) was developed and 47 frontline workers were trained in 2017.

### **Evidence generation, policy dialogue and advocacy**

Evidence-generation, policy dialogue and advocacy are among the crucial strategies of the country programme. All UNICEF Croatia-supported research/studies/evaluations served to inform advocacy activities and facilitate policy dialogue. Based on the knowledge generated in 2016 through the study on children's participation, UNICEF Croatia facilitated a broad public debate on barriers and bottlenecks related to the subject. Based on previous positive experiences, UNICEF Croatia continued to engage the public through innovative exhibitions of data in the form of the 'museum of reality'. Interactive use of data showcasing real life experiences has been a powerful tool for raising awareness and accelerating further public engagement.

In partnership with the Union of Societies Our Children, capacity of local communities to support the realization of child rights was strengthened in 2017. A new quality, equity-focused, child-oriented and gender-sensitive methodology for assessing progress achieved by towns and districts on child rights was developed.

One of the most important achievements related to the national child rights monitoring framework refers to the set of national child well-being indicators, which were publically presented and officially endorsed by the Ministry of Demography, Family, Youth and Social Policy (MDFYSP) in 2017.

To address the issue of unequal distribution of ECI services, as well as lack of coordination and of quality and monitoring standards for service delivery, UNICEF Croatia and partners sought to connect national and local stakeholders through a dialogue on integrated ECI. In late 2017 the Office organized a high-level conference, involving three ministers and over 150 professionals across sectors and disciplines to support the development of a strategic plan for integrated ECI

services and a national ECI system. More than 20 professional associations have expressed support for developing such a system and committed to network and advocate around this issue.

## Partnerships

UNICEF Croatia developed and implemented the first cycle of its CSR Academy in Croatia, a comprehensive training programme for businesses focused on integrating children's rights into their business processes. Representatives of 16 leading companies attended five full-day sessions, organized in cooperation with the Croatian Employers' Association and experts in the area of Children's Rights and Business Principles (CRBP).

A think tank on child rights and CSR was formed, with UNICEF Croatia serving as convener and secretariat. This innovative platform engaged a number of influential members and a representative from the young advisors network of the Office of the Ombudsperson for Children. The aim of this platform is to support the business sector's positive contribution to child rights in the workplace, marketplace and community and to advocate with the Government and/or other stakeholders to improve CSR strategies and policies.

During 2017 UNICEF Croatia initiated cooperation with the Zagreb Stock Exchange (ZSE), in order to mainstream CRBP within the financial sector. The full potential of this collaboration will be explored in coming years, with the expectation that the ZSE will serve as a platform for reaching more than 150 companies listed on the Exchange.

The partnership with IKEA was expanded beyond its earlier contribution, related to foster care, resulting in an additional grant dedicated to the establishment of the first human milk bank in Croatia. Samsung continued to support UNICEF Croatia via technology applications, leveraging its core business expertise and contributing to assistive communication programme activities.

Cooperation with corporate sponsors was established to support the first UNICEF Croatia race. Partnership with RTL Hrvatska resulted in an in-kind contribution and increased knowledge among TV editors and journalists on children's rights and media.

## External communication and public advocacy

In 2017 UNICEF Croatia recorded growing trends in voice, reach and engagement indicators that peaked around four key initiatives: humanitarian and emergency theme, improving conditions for premature infants, kids' takeover day and the museum of reality.

Communication played a key role in mobilizing private sector resources for famine in Nigeria, Somalia, South Sudan and Yemen. UNICEF Croatia implemented a successful media strategy, followed by successful digital and direct mail campaign that resulted in increased individual engagement. Through extensive media coverage, an audience of 1 million was reached. Some 13,266 donated for this emergency and 143 joined as regular donors through digital channels.

The combined strategy of external communication and public advocacy contributed heavily to awareness-raising and mobilization of citizens to improve conditions for premature infants and establish the country's first human milk bank. More than 2,000 individuals participated in the Milky Way race, 9,653 individuals donated to the cause and almost 2 million people were reached through extensive media coverage. UNICEF Croatia engaged more than 10 national influencers who supported this initiative on the day of the event and through social media.

The Global UNICEF initiative 'Kids Takeover Day' was amplified locally by engaging corporate and media partners in promoting child participation. As a result, children edited one part of the evening news on Nova TV, selecting stories relevant to their peers. This programme was watched by 757,000 viewers.

To promote early childhood development in 2017, UNICEF Croatia used its innovative external communication, public advocacy and personal experience platform – the Museum of Reality. In three days, 2758 visitors visited this interactive exhibition of early years and 128 of them have committed to support UNICEF Croatia through regular giving. Media coverage of the Museum reached 2,8 million persons.

### **South-South cooperation and triangular cooperation**

In 2017 UNICEF Croatia strengthened its role in horizontal cooperation and knowledge exchange by documenting several child rights-related good practices and models that could be of use to other countries. The Croatian Good Practices Portfolio was created and shared with a number of actors.

Following adoption of Croatia's 2017–2021 national official development assistance (ODA) strategy in 2017, the Ministry of Foreign and European Affairs (MoFEA) and UNICEF Croatia identified synergies in their priorities and started to outline the modalities of a partnership to support vulnerable children beyond Croatian borders.

The Office facilitated a sharing of good practices in Croatia with the MoJ of Slovenia. This resulted in the translation, adaptation and dissemination of manuals on child-friendly court procedures developed by UNICEF Croatia for use in Slovenia. Gaps in training curricula were addressed during trainings conducted by consultants from Croatia.

Since Croatia has successfully implemented baby-friendly and neonatal/family-friendly programmes, UNICEF Croatia facilitated involvement by the leading Croatian health expert in that field, who conducted a seminar for the 11 largest maternity and neonatal departments in Serbia (47 participants), as well as sharing relevant protocols, lists and equipment specifications for maternity/neonatal hospitals with Serbia's health ministry.

Another successful horizontal cooperation practice facilitated by UNICEF Croatia took place in the area of media literacy, involving an exchange of public service announcements (PSAs) and local websites, between audio-visual regulators in Croatia and Montenegro.

To strengthen capacities at Croatia's Special Hospital for Chronic Diseases of Children, UNICEF Croatia organized a study visit to Austria for 53 hospital staff, where they learned how to promote health and development outcomes for children during long-term stays in special hospitals.

### **Identification and promotion of innovation**

In 2017 UNICEF Croatia developed a SharePoint-based tool for internal planning and monitoring that enables staff members to easily access key information on implementation of the country programme document (CPD). The tool contributed to internal information-sharing on programme planning and implementation and to enhancing management efficiency in strategic planning and monitoring of resources needed to implement CP outputs, identify bottlenecks and develop contingency strategies.

By bringing together arts, data, innovation and storytelling, UNICEF Croatia produced an interactive tool called the 'birth lottery', to encourage empathy for the world's most vulnerable children and fuel individual engagement with child rights. It was produced and tested at the Museum of Reality, an interactive exhibition platform that became one of UNICEF Croatia's flagship projects, combining communication, public advocacy and resource mobilization. The tool gives museum-goers random destinies, encouraging them to imagine, explore and experience the inequities faced by some young children from birth. Each lottery chip features a story of a young child in a different part of the world. More than 2,000 visitors were engaged and awakened to different realities of young children around the world in this way. UNICEF Croatia plans to expand the concept in 2018 into an offline and online engagement campaign.

### Support for integration and cross-sectoral linkages

A comprehensive programme focused on improving capacities among professionals working with at-risk families was initiated in 2017, in partnership with the Croatian MoDFYSP. A key feature of the programme was the initiation of a protocol on intersectoral cooperation, with the main purpose of overseeing cooperation among social welfare, health and education sectors in assessing children's safety and vulnerability in family settings. With technical support from UNICEF Croatia and the implementing partner, the Ministry established two levels of intersectoral working groups: a task-group of high-level decision-makers from relevant sectors to provide a policy framework, and an expert working group to draft a protocol. Successful networking with high-level officials in the earliest stages of programme development was crucial for this initiative, which will continue in 2018.

A draft protocol and guidelines are expected to be finalized in 2018, accompanied by training activities for professionals in relevant sectors. National child well-being indicators were endorsed by the Ministry in April 2017 and supported by UNICEF Croatia. Relevant sector representatives, experts and civil society representatives engaged in discussions on the selection of indicators of child well-being in a given national context. The indicators will be used as markers, based upon which children's situations and needs, as well as the implementation of policies for fulfilling children's rights, will be assessed.

### Service delivery

To address the needs of children seeking international protection in two asylum reception facilities, UNICEF Croatia supported direct service provision in the areas of child protection, nutrition and health. Through partnerships with two NGOs (the Society for Psychological Assistance and Jesuit Refugee Services) UNICEF Croatia continued to support children on the move and their families by providing psycho-social support and organizing child-friendly spaces. On average, around 40 children participated daily in activities organized at CFS. Skilled lactation counsellors provided assistance to 52 women, including those pregnant and lactating, in the first quarter of 2017.

UNICEF support was also extended to ensuring the availability of health services for women and children at two reception facilities for asylum seekers. Partnership with Médecins du Monde was established in March, and on average, 350 medical consultations were carried out monthly at the two facilities. From April to December, health services were provided to 275 children and 138 women.

## Human rights-based approach to cooperation

The human rights-based approach (HRBA) is a principal framework of the CP 2017-2021, underpinning UNICEF's and the Government's efforts to fulfil equity goals and ensure supportive and inclusive environment for children. Implementation of treaty bodies' recommendations was one of the guiding approaches during formulation of the country programme document (CPD).

A critical area to be addressed, based on recommendations of the Committee on the Rights of the Child, is the family environment and a need to strengthen support services for caregivers in their child-rearing role. UNICEF Croatia and MDFYSP agreed to a set of comprehensive actions within the 'for a stronger family' initiative, which includes development of a parenting support programme for the social welfare sector, strengthening capacities of professionals working with families at risk and quality improvements in foster care. The initiative will also contribute to results relevant to recommendations made on community-based care for children, the promotion of foster families to ensure regional distribution, strengthening systems of specialized foster care, and establishing criteria based on best interest of the child for determining the most adequate type of child care.

Additionally, in 2017 UNICEF Croatia participated in addressing the Committee recommendations on further promotion of diversion and alternative measures, and strengthening the capacity of professionals involved in juvenile justice. To ensure adequate assistance and child-friendly centres for asylum-seeking/refugee children, UNICEF Croatia provided technical assistance to the Government.

Recommendations for ensuring equal access to education were also addressed in 2017, by the ECD programme, particularly with regard to preschool education of Roma and refugee/migrant children.

During 2017, UNICEF Croatia also provided support for follow-up actions to the Committee on the Rights of Persons with Disabilities (CRPD) recommendations related to ensuring access to ECI services for children with a disability, particularly those with autism spectrum disorder (ASD). UNICEF's support was directed towards development and implementation of a national framework for screening and early diagnosis of ASD in young children. Further activities will focus on providing assistance for the development of an integrated ECI policy.

## Gender equality

In 2017, UNICEF Croatia used a mainstreaming strategy to address gender issues, but also directly contributed to addressing gender-based violence in emergencies. Working with four implementing partners, UNICEF ensured adequate psychosocial support and referrals for victimized women at reception facilities for migrants and asylum seekers. In addition, gender-based violence in emergencies (GBViE) was integrated into an extensive emergency preparedness training of trainers for Red Cross front-line staff and their trainers; as a result, 24 trainers and 23 staff members gained knowledge and skills to address this violence.

To improve the availability of gender data critical for identification of disadvantaged children and good gender programming, a set of national child well-being indicators endorsed by the MDFYSP and supported by UNICEF Croatia envisaged disaggregated data collection whenever applicable. The newly developed methodology for assessing the status of cities involved in Croatia's UNICEF-supported child-friendly cities programme also envisages gender-related data

collection.

To accelerate progress on gender equality, all programme partnerships established to support families with children (including foster care families and families in risk) integrated issues related to gender; e.g., parenting support programme addresses traditional division of parenting roles to increase fathers' involvement in children's upbringing.

UNICEF Croatia actively participated in the global '16 days of Activism against Gender-Based Violence' initiative, promoting campaign materials on its social media platform.

Through the SfA programme, supported by 382 schools and kindergartens in Croatia in 2017, more than 66,000 Croatian children increased their knowledge about barriers to education faced by disadvantaged children in Africa, especially girls.

To further enhance gender-responsive programming and adequately address gender-related barriers, UNICEF Croatia initiated a gender programme review process in 2017. With support from the regional gender advisor, a first-round of consultations with stakeholders was completed and areas for in-depth analysis were identified. To fully meet organizational commitments on gender results, UNICEF Croatia strengthened its own capacity through an all-staff gender training conducted by regional advisor.

## Environmental sustainability

In 2017 UNICEF Croatia continued to reduce its climate footprint with the aim of becoming climate neutral by 2020.

Various activities and measures were taken to reduce the office's environmental footprint:

- Greening the Office through a waste management system to pre-sort and recycle trash, and whenever possible usage laptops/projectors instead of printing material, reducing printing, and turning off all electronic devices when not in use
- Climate change mitigation, including: purchase of two bicycles, allowing staff an alternate way to travel to meetings, and consequently reducing air pollution; "GO Green tracker" initiative, motivating staff to use environmentally friendly means of transportation to commute (walking, cycling, using electric tram). Staff with the highest number of points reflected in the Tracker received certificates and small gifts. In 2017 the initiative convinced staff to travel a total of 913 km on foot and over 5,000 km by bicycle.
- Climate change education/outdoors activities, including educational presentations as part of quarterly staff meetings, to inform, educate, motivate and further discuss environmental issues in the UNICEF office and beyond. To mark Earth Day in April 2017, staff and migrant children cleaned outside and planted flowers at the Asylum Seekers Reception Centre in Zagreb.
- Data collection, including UNICEF Croatia's environmental footprint assessment 2016, which was completed and submitted to UNICEF HQ in August, 2017
- Advocacy by UNICEF Croatia's partnerships section, through meetings and workshops related to child rights and environmental issues targeting Croatia's corporate sector. By

promoting CRBP, the Office raised awareness and promoted due diligence related to the impact of corporate actors on the environment.

## Effective leadership

In 2017 the country management team (CMT) led staff through the successful beginning of a new 2017–2021 cycle of partnership in Croatia. The CMT focused on strategic direction and overall management, establishing and monitoring the key management priorities defined in the annual management plan (AMP). Major tasks addressed by the CMT during 2017 included: strengthening programmatic and financial planning; monitoring and internal inter-sectoral cooperation through the establishment of programme coordination team (PCT); undergoing an internal audit; supporting the integration of a significant number of new staff members (from 20 staff members in 2016 to 25 in 2017); and establishing an emergency preparedness and response plan, among other duties.

A thorough risk assessment exercise was conducted by the CMT at the beginning of 2017 and reviewed periodically. With support from the human resources development committee (an upgrade of the local staff development committee), the CMT endorsed and supported a number of development initiatives in the office, including three-level child rights training for all staff and several learning activities to strengthen performance management. In coordination with the joint consultative committee and in consultation with all staff, the CMT adopted an initial action plan in response to the results of the 2017 Global Staff Survey.

## Financial resources management

Effective use of financial monitoring tools and regular review of financial indicators, standing CMT agenda items, resulted in excellent financial performance by UNICEF Croatia. In addition to the Scorecard and Dashboard, UNICEF Croatia developed another SharePoint-based tool for improved and more efficient monitoring of financial performance, per activity and per responsible manager, with a focus on budget utilization, activity progress tracking and reporting to the Head of Office and PCT.

In July 2017 the Office of Internal Audit and Investigations (OIAI) conducted an internal audit of the UNICEF Croatia, which reconfirmed that internal financial controls were functioning well.

In addition to in-house software (UNICEF Croatia Business Planner and HACT Manager) developed and fully implemented in 2016 (to ensure tracking of incoming invoices, projects, events, absence lists, roster, automated processing of VAT exemption forms, chrono in/out, planning and monitoring implementation of HACT assurance activities), in 2017 UNICEF Croatia launched its SharePoint page for documentation/information-sharing, planning of activities and budgets, tracking and documenting evaluations of internal trainings and presentations, keeping address books with an updated warden system and many other functionalities.

UNICEF Croatia submitted all bank reconciliations before deadlines. All financial closure activities were successfully completed and in full compliance with prescribed deadlines, including on-going 2017 account closure activities.

Expenditure rates for 2017 were 100 per cent for regular resources (RR), 98 per cent for other resources (OR) and 98 per cent for other resources-emergency (ORE). All expiring programme budget allotments were fully utilized prior to their expiration.

Due to the limited UN presence in Croatia, HACT was adopted only by UNICEF. The Office managed all direct cash transfers to implementing partners, as per the HACT framework and procedures. UNICEF Croatia did not have any outstanding direct cash transfers (DCTs) for more than nine months in 2017.

## **Fundraising and donor relations**

During 2017 gross private sector income grew by over 16 per cent in US dollars, from around US\$3,091 million to around US\$3,616 million, excluding soft credit.

These results represent income from individuals and small and medium enterprises (SMEs), primarily pledges and one-off donations, making up 96 per cent of total private sector income. Income from pledges, totalling US\$2,296,000, increased by 5 per cent compared to 2016, with more than 43,000 active pledge donors at the end of 2017. One-off income compared to 2016, demonstrated record growth of 41 per cent, and reached US\$1,157,000, mainly due to highly successful appeals to existing donors and an increased number of corporate co-mailings.

Croatian private sector donors also contributed with US\$830,000 to international priorities for children, 23 per cent of total income raised representing an increase of 64 per cent over 2016. This included a contribution of US\$474,000 to global RR, a 48 per cent increase over 2016; US\$71,000 contributed to the Schools for Africa campaign (OR-global), remaining at the 2016 level; and US\$281,000 for the global emergency fund (OR-emergency) to support UNICEF's emergency response activities in Nigeria, Somalia, South Sudan, Syria and Yemen.

In 2017 regular donors received 12 offline and online communications aimed at engaging, acknowledging support, reporting on donations and educating them on child rights concepts and priorities; one-off donors received 10 communications.

For the ninth year, more than 88,000 Croatian children and 2,000 teachers joined efforts to raise funds, mobilize their communities and advocate for the right to education through SfA programme.

Continuously aiming to integrate its work, UNICEF Croatia created a new platform for public mobilization, the first UNICEF Croatia race event carried out in September, which served as an effective vehicle for promoting UNICEF programmes, advocacy and fundraising.

## **Evaluation and research**

By completing two comprehensive evaluations within the last two years, UNICEF Croatia further strengthened its overall evaluation function. Newly gained knowledge and insights significantly contributed to informing programme and advocacy activities, while at the same time promoting the evaluation function. These evaluation processes contributed to overall better understanding among national stakeholders and decision makers about the purpose of evaluations.

The formative and summative external evaluation on strengthening justice system in matters involving child victims and witnesses in criminal proceedings in Croatia was completed in 2017. Evaluation processes were conducted by a team of highly qualified independent international and national evaluation experts.

The evaluation used standard OECD-DAC criteria, and applied the United Nations Evaluation Group's quality standards, as well as norms and standards on independence, objectiveness, impartiality and inclusiveness. Equity, gender and human rights were analysed as cross-cutting

topics. UN ethics guidance was a guiding principle. Since the final evaluation report was rated as satisfactory, its recommendations already served to improve programmes and strengthen sustainability mechanisms of the evaluated programme component.

The evaluation’s conclusions and recommendations were shared and discussed with all relevant stakeholders. A management response was developed and is being implemented. The same approach was applied for the management response to the formative evaluation of parenting support programmes (growing up together and growing up together plus) finalized in December 2016.

In addition to evaluations, all other PRIME activities were regularly monitored and updated.

### Efficiency gains and cost savings

To improve the use of time and resources, UNICEF Croatia incorporated in its daily business various efficiency and effectiveness initiatives: monthly payment schedule, printing plan and purchasing plans and combining invoices to reduce of number of payments, which all led to a reduction in the overall volume of transactions.

Efficiency gains and savings were also achieved in 2017 with extensive and advanced use of the Office 365 package and use of Skype for Business and Polycom Video-Conferencing for free of charge international calls, video calls, meetings, web-ex sessions for recruitment purposes, which replaced traveling and use of expensive landlines or office mobile phones. Thorough market research was conducted in 2017 for the land line, mobile phone and Internet provider, resulting in 45 per cent savings compared to 2016.

UNICEF Croatia conducted market research for printing equipment and concluded that it is more efficient to rent a copy/multifunctional machine; the office continued to phase out the single printer per room scenario to save funds on expensive cartridges and maintenance costs.

UNICEF Croatia migrated to the IT LIGHT environment and reduced its ICT footprint by removing all servers, except for Donor Perfect DB, from the server room. It is estimated that the savings amounts to US\$25,000 per lifecycle of server (four years). Donor Perfect DB is scheduled for transition to Donor Perfect Online in early 2018, which will further reduce the office’s ICT footprint, with no servers in the server room.

Support from a partnership with a top-tier media outlet enabled 540 airings of UNICEF public service announcements.

### Supply management

Total value of procured goods and services amounted to US\$1,452.595. Procurement of goods in total amount of US\$350,635 was related to programme activities (35 per cent), fundraising activities (28 per cent), and miscellaneous operating items (14 per cent).

Description	Amount (in US\$)
Programme supplies	US\$167,047,66
Operations supplies	US\$69,449,72
Fundraising supplies	US\$114,138,13

Programme-related procurement activities consisted of AAC equipment and IT and communication equipment for early intervention activities in the field. Operational supplies consisted of direct mail material for fundraising activities and operating needs such as fuel, furniture and IT equipment. Eighty-seven per cent of procured goods were purchased locally, while 13 per cent were ordered from UNICEF's Supply Division.

The total value of institutional service contracts amounted to US\$594,228: 32 per cent for programme, 11 per cent for emergency programme, 49 per cent for fundraising and 8 per cent for operational services.

Description	Amount (in US\$)
Procurement of services – programme	US\$324,176,48
Procurement of services - operations	US\$81,544,03
Procurement of services - fundraising	US\$491,758,37

The total value of inventory in UNICEF Croatia's warehouse on 21 December 2017 was US\$12,844. Programme supplies were regularly processed using the VISION warehouse module. Two physical counts were conducted, in addition to a year-end inventory count conducted in December 2017.

In compliance with IPSAS-based UNICEF policies, mandatory activities were performed to control country office assets, including physical counts, random checks, monitoring and reporting of all activities related to assets.

As part of optimization and effective use of resources, the office established long-term agreements for office supplies, postage delivery service, multi-media messaging and production, and finalized a two-year agreement for printing services.

No building repairs, maintenance costs or construction projects were required in 2017, nor were there requests from the Government or other partners for support in procurement services.

### Security for staff and premises

In 2017 the security management team (SMT), in coordination with the regional security advisor, reviewed and updated the country-level security risk assessment and security plan. UNICEF Croatia's BCP was updated to reflect staff changes, the introduction of a new SMS warden system and updated risk assessment. BCP was also activated for two days in August. Emergency lists, contact points and warden system lists were updated regularly.

UNICEF Croatia is a member of the SMT and an active participant in UN security meetings and trainings. A regular fire drill exercise was conducted 2017 and the evacuation plan was tested at that time as well as several times during false fire alarms.

UN House continues to be compliant with minimum operating security standards and Croatia remains at Security Level 1.

## Human resources

In 2017 UNICEF Croatia initiated or continued a number of human resources (HR) initiatives to further strengthen its performance in several domains, particularly performance management, individual coaching, recruitment, office efficiency and effectiveness, inclusive workplace, professional development, HR reform and joint interpretation of new HR policies.

The new cycle of partnership 2017-2021 was initiated with a new staffing structure carefully crafted to ensure availability of adequate capacities for the implementation of this CP. During 2017, the staffing structure was further strengthened as a result of the global programme budget review, where several new positions were proposed and approved.

In order to secure a smooth start for the new CP 2017–2021 UNICEF Croatia developed an ambitious recruitment plan for filling staff positions. Six posts were advertised in 2016, three selection processes finished in 2016 and three in early 2017. In addition, two new positions were advertised in November 2017 (HR assistant and ICT assistant) for which recruitment will be finalized in early 2018.

The results of the global staff survey (GSS) in 2017 showed diverse trends in UNICEF Croatia in comparison with the 2014 and 2011 results. The senior management team and the local staff association engaged with all staff to discuss and agree on follow-up steps to be undertaken.

An all-team retreat in June received highly positive feedback from participants.

All performance discussions were held regularly and maintained through the new performance portal “ACHIEVE”. Individual staff members’ responsibilities in work plans are linked to annual work plans (AWP) and AMP key results, and to the overall achievement of CP priorities and goals.

## Effective use of information and communication technology

All ICT resources and services were upgraded in 2017, in line with UNICEF policies. The major change in ICT, migration to WIN10, started in late 2017 with full effect in 2018 Q1. The Office already utilizes IT LIGHT services, which further boosted organizational efficiency and effectiveness and created a fully mobile workspace, with all resources available using only an Internet connection. UNICEF Croatia used the advanced features of Office 365, namely SharePoint, OneDrive, Tasks, Sway, Forms and other features offered by the application’s enhanced collaboration. Skype for Business was utilized, allowing users, including external parties, to organize and participate in online meetings. These steps resulted in a reduction of the ICT footprint, and UNICEF Croatia was using only one physical server in 2017. The Office is slowly transitioning towards a paperless office, using laptops during meetings instead of printed materials.

In 2017 UNICEF Croatia changed its Internet service provider, but retained primary Internet connection speed at 130Mbps/130Mbps. To ensure business continuity, an additional ADSL backup link (4096/512kbit) is available and was tested throughout 2017 as a WiFi guest account.

Backup procedures were additionally streamlined and automated, using OneDrive on all user

accounts to protect and secure data. All backups were kept on an external hard drive and stored outside the office for easy restoration of all ICT resources at a remote location, in case of emergency.

In 2017 UNICEF Croatia initiatives were supported regularly by three digital influencers, while the Milky Way humanitarian run was supported online and offline by 15 national influencers who helped increase its reach to 24,984 persons.

The number of Facebook followers grew by 11.9 per cent, while on Instagram the number of followers grew from 43 in 2016 to 991 in 2017.

## Programme components from RAM

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** By 2021, the Government implements appropriately resourced inclusive early childhood education (ECE) and multi-sectoral early childhood intervention (ECI) policies at national and subnational levels, with special focus on the most vulnerable children.

#### Analytical statement of progress

During 2017 UNICEF continued to provide support for the development of integrated national policies and strategies in sectors relevant to ECE and ECI, with a particular focus on the most vulnerable young children and their families. The implementation of activities was somewhat delayed due to the formation of a new coalition government in late 2016, resulting in a new person at the helm of the Ministry of Science and Education (MoSE) since June 2017. Through UNICEF's strong engagement over the course of 2017, the initial plans were upheld and the Office continues work with the new Government.

In line with Croatia's national strategy for the rights of children 2014 to 2020, and the national strategy of equalization of opportunities for persons with disabilities (2017-2020), in 2017 the ministers of health, education and social policy, with support from UNICEF and its partners, began planning activities to develop a national strategic plan and action plan for ECI, a priority for 2018. In partnership with key stakeholders, UNICEF made significant efforts to increase awareness and capacities of key stakeholders on integrated, trans-disciplinary and family-centred approach to delivering ECI services.

However, intersectoral cooperation, the national framework and the Protocol for implementing early intervention services have not been finalized. It is essential to develop a national integrated ECI system that will be family-centred, based on the community and the child's life context, and conducted by a team with cross-disciplinary experience. Investing in ECI will help Croatia ensure that child and parental rights guaranteed in the Convention on the Rights of the Child, fulfil the mandates of the Convention on the Rights of People with Disabilities, and meet target 4.2 for ECD, the SDGs and the framework for education action 2030.

In 2017, UNICEF's efforts concentrated on drawing attention to the importance of ECE for social and demographic change in the country. To that end, linkages between different government and non-government partners were reinforced; for example between the MDFYSP and the MSE. The collaboration with MSE is still mainly at the administrative level, as ECE access is not currently a ministry priority. In 2017 the MDFYSP announced that it had secured additional funds

to expand access to ECE.

The Government agreed to undertake two studies, with support from UNICEF, with the aim of analysing the bottlenecks to inclusive ECE, in particular focusing on issues such as financing and governance and encouraging and sustaining evidence-based policy making.

The MDFYSP's vision of expanded access to ECE has a relatively narrow focus, mainly on allowing greater ECE access for children of working parents. Yet it is a step forward, indicating that the issue of universal ECE access has gained prominence among some government partners. Nonetheless more work needs to be done to promote inclusive teaching methods and to meet the diverse needs of children and their parents, particular the most vulnerable.

Partnerships with the Ombudsperson for Children, Ombudsperson for Persons with Disabilities, CSOs and academia were buttressed and intensified around shared values for universal ECE access.

Parallel to efforts to increase ECE access at the national level, UNICEF Croatia teamed up with the implementing partner Open University Step by Step and a kindergarten in the city of Slavonski Brod to achieve better educational inclusion of Roma, refugee and migrant children in selected communities.

In 2017 the Government of Croatia established a project to deliver new and more accurate baselines on the state of affairs of the country's Roma population. Until now the only data available were for absolute numbers of Roma children enrolled in ECE provided by the MSE, with no baseline available for this year to allow for comparisons. The most recent figures from Eurostat (accessed on January 2, 2018) show 73.8 per cent enrolment for children aged 4 to 6, which is in line with the target set for 2017.

**OUTPUT 1** Models of inclusive ECE services (equal accessibility and quality education) as well as integrated ECI policies (timely multidisciplinary and multisector intervention) are identified established, tested, documented and validated.

### **Analytical statement of progress**

UNICEF Croatia continued to work on improving screening, diagnosis and treatment capacities for addressing autistic spectrum disorders in young children during 2017. Although the implementation process was somewhat delayed due to changes in Government, the national framework for early screening and diagnosis of ASD in children aged 0-7 was recognized as a national priority in the national strategy of equalization of opportunities for persons with disabilities 2017-2020. To provide evidence-based policy options for scaling-up the national framework, UNICEF agreed with the MoH, MDFYSP, MoSE and partners to develop and implement a model for early screening, diagnosis and intervention of ASD in children aged 0-7 in one county. The piloting or modelling approach will be a key strategy to demonstrate results on a small scale, with a view to generating evidence to influence national policies and programmes and leverage state budgets and local funding for scaling-up the framework. In agreement with the ministries, piloting of the one regional diagnostic centre for ASD was initiated in Osijek-Baranja County, with the county's hospital as the key partner. Piloting the national framework will be a key UNICEF priority in 2018.

In 2017 UNICEF Croatia supported national and local governments by providing technical support for the creation of models for the inclusion of refugee and migrant children, as well as

Roma children, into regular schooling. The focus was not only on professional development for teachers and kindergarten educators, but also on creating links with parents and local communities. To that end, in 2017, links with different institutional (the ministries of interior, health, justice, education and municipal departments working in these fields) and civil society partners (such as the Red Cross, Jesuit Refugee Service and local NGOs) were strengthened, for example by organizing multi-sectoral platforms for exchange of experiences, resource mapping and development of more efficient solutions.

A self-evaluation tool for educational inclusion was prepared in 2017 for use by schools and kindergartens – to apply, share and learn from – particularly those with populations of refugee and migrant children. Since 2017 schools and kindergartens also have access to a website with comprehensive information on including refugee and migrant children.

**OUTPUT 2** National and local authorities have evidence, best practices and technical advice on driving legislation, improving financial resourcing and implementing the inclusive ECE and integrated ECI policies for the most vulnerable children.

### **Analytical statement of progress**

UNICEF Croatia continued to provide support for the development of national policies and strategies in sectors relevant to ECE and ECD. In 2017 integrated ECD was an important focus area. Despite the great need, high-quality ECI services are not available for all Croatian children and families. The significant steps forward in recent years, were largely a result of the work and cooperation of motivated experts and parents' associations rather than state, regional and local authorities. To that end, UNICEF partnered with the Ombudsperson for Persons with Disabilities and the Ombudsperson for Children, as well as with CSOs, to bring together the ministers of health, education and demographics to begin building strong ministerial leadership for developing the national ECI system.

UNICEF and partners connected with more than 200 different stakeholders, both national and local, to start a policy dialogue on integrated ECI. In late 2017 a number of consultative and working meetings across sectors and disciplines took place to begin the process of convening a Government ECI committee and developing a national ECI strategic plan. As a result, the Prime Minister acknowledged the importance of forming a Government committee to further address ECD/ECI issues in 2018. Furthermore, in agreement with the key ministries of social protection, health and education, an initial two year roadmap laying out key steps for ECI strategic planning was drafted for the Government committee's consideration. In the long run this process will establish the basic principles of state policy on young children with developmental delays and their families, and the work plan and the implementation mechanism necessary to reach the objectives and create the standards for linking different sectors, as well as establishing quality standards for the provision of early intervention services and methods for monitoring and evaluating these services.

To ensure that national and local authorities have evidence, technical advice to drive legislation, and the financial resources required to create settings for implementing inclusive ECE and integrated ECI policies, wide consultations were held in 2017 with national and local authorities, as well as with eminent national and international scholars in the field. These helped to narrow down the understanding of barriers and bottlenecks in ECE, including financing and governance on the one hand and parental attitudes and perspectives on the other. Conversely, consultations on ECI uncovered a need to better understand process-related dimensions of the failure to integrate services. Terms of reference for the ECI and ECE studies are nearly complete. The

two studies will be crucial for providing evidence to local and national authorities on inclusive ECE services.

**OUTPUT 3** National capacities are strengthened to promote and support inclusive ECE and integrated ECI policies for the most vulnerable children.

### **Analytical statement of progress**

In the field of ECE, ministries of education and social policy have been interested in gaining UNICEF support for applying inclusive pedagogies, particularly where children from the most vulnerable groups are concerned. The programmes led by UNICEF and its implementing partners were created to support national capacities to provide holistic, comprehensive solutions to the issue of increased access and quality for the most vulnerable groups of children (Roma, migrant/asylum seeking).

In 2017 UNICEF and its partners took initial steps to open a dialogue among different professionals and disciplines with the aim of building a common understanding and approach to developing an integrated ECI system. Through consultative meetings and workshops more than 20 professional associations and 200 professionals have expressed support and commitment to advocate for this issue in 2018.

In partnership with the Croatian Medical Association, UNICEF supported capacity building of paediatricians in the use of the 'Guide for Monitoring Child Development' tool for timely identification of children at risk for developmental delays, resulting in more than 70 health care professionals with increased awareness of the importance of early detection and monitoring child's development, and 30 paediatricians from Slavonija-Baranja County with improved competency in early detection of delay/risk and monitoring child development.

To support continued professional education of home visiting nurses, UNICEF partnered with the universities of Split and Rijeka and developed an accredited one-year life-long learning programme (LLLLP) on young child well-being and partnering with families. The LLLL curriculum was based on resource modules developed by the regional key leadership area 6-7 initiative. However, due to limited interest by nurses in attending LLLL, the programmes will not run in academic year 2017/18. In agreement with universities, some of the modules will be incorporated into existing coursework at the pre-service level.

Implementing AAC at an early age is vital for child's development, interaction and learning. Yet not all professionals in Croatia understand that AAC is one element of early intervention and a path to achieving functional communication and better inclusion. Therefore, UNICEF partnered with the Faculty of Education and Rehabilitation Sciences to build the capacity of the professional and institutions in AAC. Through 58 in-service trainings and 45 mentoring efforts, 122 professionals from nine healthcare, 11 education and social institutions, and 12 CSOs increased skills and knowledge for implementing AAC as an early intervention for children aged 0-8 years, benefitting more than 5,000 children.

UNICEF Croatia supported the MoH to develop and pilot mother-and baby-friendly initiatives at Croatian maternity hospitals. In 2017 UNICEF developed programme implementation tools that were piloted at four maternity hospitals. The MoH also requested UNICEF support for establishing the first human milk bank in Croatia, complementing baby-friendly hospital initiatives in neo-natal wards. An expert working group was appointed by the MoH, and the location of the milk bank was agreed upon. To support these steps, UNICEF printed and

distributed a brochure on “Breastfeeding preemies in NICU’s – Tips for mothers”, the first such brochure in Croatia.

**OUTCOME 2** By 2021, innovative partnerships and child rights platforms enable the increased commitment, cooperation and contribution of various stakeholders to the protection and realization of child rights in Croatia and beyond its borders.

### **Analytical statement of progress**

In 2017 UNICEF identified and documented good practices and models that could be used in or adapted by other countries. The Croatian Good Practices Portfolio was shared with the Regional Office and UNICEF’s Division of Data Research and Policy (DRP). Adoption of the national official development assistance (ODA) strategy in late 2017 helped to establish synergies between Croatian priorities and UNICEF priorities, as well as to mobilize/leverage resources for children via a partnership with Croatia’s MoFEA, the potential of which will be fully explored in coming years. In 2017, horizontal cooperation was initiated with Slovenia’s Ministry of Justice, in order to strengthen their system’s capacities and support the development of the justice for children concept in Slovenia. Partnership with Serbia’s Ministry of Health for implementing neonatal/baby/family-friendly programmes, and among audio-visual regulators from Croatia and Montenegro on media literacy also took place in 2017.

An informal platform established around cooperation between UNICEF Croatia and the MDFYSP on developing national child well-being indicators supported identification of existing limitations of child rights monitoring mechanisms and provided insights for overcoming these obstacles. The process also engaged administrative data providers in analysing internal challenges regarding the quality and reliability of data, and to focus on improvements in coming years.

Local authorities’ awareness and knowledge about their roles and responsibilities in fulfilling child rights and monitoring the situation of children have generally increased, manifested in their orientation toward stronger community engagement and more integrated approaches.

In 2017 UNICEF Croatia introduced the concept of a new platform specifically for inclusive and meaningful children’s participation. Key objectives of the platform, relevant stakeholders and promoters, including child and adolescent representatives, were identified; the official launch is planned for 2018.

All partnerships and platforms reflect an equity focus and confirm joint commitment to addressing bottlenecks and barriers that compromise full realization of children’s rights. These alliances, which also anticipate leveraging the power of media and the private sector to improve children’s situation, are foundations for the realization of CP goals and contributing to SP 2018–2021 goals.

**OUTPUT 1** Sustainable platforms for the exchange of knowledge and best practices between Croatia and other countries are established.

### **Analytical statement of progress**

In 2017 UNICEF identified and documented good practices and models that could be used in or adapted by other countries. The Croatian Good Practices Portfolio was shared with the Regional Office and UNICEF’s Division of Data Research and Policy (DRP). Adoption of the

national official development assistance (ODA) strategy in late 2017 helped to establish synergies between Croatian priorities and UNICEF priorities, as well as to mobilize/leverage resources for children via a partnership with Croatia's MoFEA, the potential of which will be fully explored in coming years.

Horizontal cooperation with Slovenia was initiated to strengthen systems' capacities to respond to the needs of the most vulnerable children and to support the development of the justice for children concept in Slovenia. The Slovene Ministry of Justice translated, adapted and reprinted manuals on child-friendly court procedures developed by Croatia's MoJ, with support from UNICEF Croatia, and distributed them to 11 district courts, 62 centres for social work and relevant CSOs in Slovenia. The gaps in Slovenian training curricula were addressed during training conducted by two consultants from Croatia, to ensure high-quality training in compliance with the highest professional standards and the Convention on the Rights of the Child. Three three-day trainings were implemented with 45 participants from justice sector (judges, state prosecutors and other justice professionals).

Since Croatia has successfully implemented baby-friendly and neonatal/family-friendly programmes, UNICEF Croatia facilitated engagement of the leading Croatian health expert in that field, who provided a seminar for the 11 largest maternity and neonatal departments in Serbia (47 participants), as well as sharing relevant protocols, lists and specifications for the equipment used in maternity/neonatal hospitals' with Serbia's MoH.

Another successful practice emerged in the area of media literacy, involving the exchange of PSAs and materials from the local website, which was shared between audio-visual regulators in Croatia and Montenegro.

To strengthen capacity at the Croatian Special Hospital for Chronic Diseases of Children, UNICEF Croatia organized a study visit to Austria for 53 hospital staff, where they learned how to promote health and development outcomes for children on long-term stays in special hospitals.

The Norwegian concept of 'children's houses' refers to interdisciplinary measures for children suspected of having been exposed to violence or sexual assault. All children's houses reflect the same basic idea: the professionals involved in such cases offer their services in one place that provides a child-friendly environment. The Nordic countries are at the forefront in Europe in terms of establishing children's houses as an integrated model for support to children exposed to violence and sexual assault. UNICEF shared this model with Croatia's MoJ, so that it could be integrated into a project proposal for funding from the European Economic Area and Norway Grants.

**OUTPUT 2** Public and private (corporate and individual) sectors are supported to increase their engagement and investment in the protection and realization of child rights in Croatia and abroad.

### **Analytical statement of progress**

In 2017 UNICEF developed, began and completed the first cycle of its CSR Academy in Croatia, a comprehensive training programme for businesses focused on integrating children's rights into their business processes. Over the period of eight months (April-November 2017), representatives of 16 leading Croatian companies attended five full-day sessions, organized in

cooperation with the Croatian Employers' Association and experts in the area of CRBP.

At the end of 2017 a think tank on child rights and CSR was established, with UNICEF serving as convener and secretariat. This innovative platform involves a number of prominent members, including: board presidents of several leading Croatian companies, directors of the Croatian Employers' Association, Croatian Banking Association, Croatian Chamber of Commerce, Croatian Business Council for Sustainable Development, members of academia and a child representative from the young advisors network of the Office of the Ombudsperson for Children. The aim of this platform is to support the business sector's positive contribution to child rights in the workplace, marketplace and community and to advocate with the government and/or other stakeholders to improve CSR strategies and policies.

During 2017 cooperation with the ZSE was initiated to mainstream CRBP in the financial sector. The full potential of this collaboration will be explored in coming years, when it is hoped that the ZSE will serve as a platform for reaching more than 150 companies listed on the Exchange.

Partnership with IKEA was expanded beyond their 2016 contribution to programme delivery on foster care, resulting in an additional grant dedicated to the establishment of the first human milk bank in Croatia. Samsung continued to support UNICEF via technology applications, leveraging its core business expertise and contributing to assistive communication programme activities. Cooperation with corporate sponsors was established to support the first UNICEF marathon in Croatia (e.g. HEP, Kaufland, Zagrebački holding, P&G). The partnership with RTL Hrvatska resulted in the in-kind contribution of PSAs and increased knowledge among TV editors and journalists about children's rights and the media.

UNICEF contributed to capacity development of selected implementing partners, in order to successfully mobilize resources from public donors (via two full-day sessions, implemented through collaboration with external experts). The challenge of building the capacity of implementing partners/CSOs is often compounded by a difficult political and operational environment. Capacity development serves as an opportunity to nurture the growth of CSOs with technical and organizational competencies to address child-focused programmes and policies.

In the area capacity building on child rights for individuals, training packages were developed during 2017, and implementation and full exploration of all opportunities will continue in 2018.

**OUTPUT 3** National capacities are strengthened for developing evidence-based policies and for effectively monitoring their implementation.

### **Analytical statement of progress**

In 2017 UNICEF Croatia was deeply engaged in strengthening national child rights monitoring mechanisms, particularly through its long-term cooperation with the MDFYSP, establishing a set of national child well-being indicators (CWBI) and a baseline. The indicators were widely discussed and publicly endorsed by the Ministry in April 2017, with extensive support from an international expert engaged by UNICEF. The process enabled identification of critical gaps and weaknesses in data collection and reporting mechanisms, and consequently shaped future cooperation plans with the MDFYSP to improve social protection data quality and reliability.

Partnership with the Croatian Bureau of Statistics resulted in joint efforts to update and promote the TransMonEE data system and its utilization. UNICEF Croatia supported the Bureau by

providing an opportunity to gain and share knowledge and experiences at a regional meeting of UNICEF and national statistics offices, which sought to enhance the capacity of national statistical systems to generate quality data on key indicators of children's well-being, with a specific focus on data on refugee, migrant and ethnic minority children. Participants also advanced their knowledge and understanding about ethical principles in evidence-generation activities that involve children and other vulnerable groups.

In cooperation with line ministries and the Judicial Academy, in 2017 UNICEF Croatia finalized an independent formative/summative evaluation on strengthening the justice system for matters involving child victims and witnesses in criminal proceedings, which was utilized to document and provide evidence for future improvements in the area of justice for children. Findings and recommendations generated through the study on children's participation facilitated the initiation of the platform for children's participation and created a strong demand for improvements in all domains of children's lives.

Collaboration with the Office for Human Rights and Rights of National Minorities was also continued, through: (a) promoting the need to strengthen national monitoring mechanisms for vulnerable groups of children, such as Roma children; and (b) analytical work on data collection mechanisms regarding children belonging to minority groups.

In partnership with the Union of Societies Our Children, and within the CFC platform, UNICEF Croatia strengthened the capacity of local communities to monitor children's rights at the community level. A new, quality, equity-focused, child-oriented and gender-sensitive methodology for measuring progress by towns and districts in realizing child rights was also developed.

In an effort to increase the media's role and influence in facilitating public discussion on key equity and child rights issues in the country, UNICEF Croatia offered thematic workshops for relevant TV journalists that significantly contributed to their knowledge. An initial concept for a comprehensive social justice training for journalists was designed and will be further operationalized in the upcoming period. Child rights issues were amplified through the global 'Kids Takeover' initiative implemented by UNICEF Croatia with national media partners.

**OUTPUT 4** Children, especially those from vulnerable groups, are supported to access child rights institutions.

#### **Analytical statement of progress**

The overall goal of the new CPD is to enhance the realization of children's rights in Croatia and expand its intervention from the justice for children agenda to the broader agenda that includes all children who in contact with the justice system (access to justice concept). During 2017 UNICEF Croatia developed a concept note for a study that will provide insights from children, their families and professionals on issues such as where children go to seek justice; the main obstacles they face in that process (especially children living in vulnerable situations); and whether justice/institutional procedures are child-sensitive and responsive to children's needs. The study is planned for 2018.

While the Office of the Ombudsperson for Children is a widely recognized child rights institution in Croatia, further strengthening its outreach and accessibility to the most vulnerable groups of boys and girls was identified as a joint cooperation priority for the Ombudsperson's Office and UNICEF Croatia.

In 2017 UNICEF Croatia facilitated outreach by Ombudsperson's office to the most vulnerable groups through a nationwide campaign to recruit new young advisors. Young advisors are a key children's advisory body supporting the Ombudsperson for Children in relation to policy advocacy priorities. The advisory group provides children with opportunities to directly influence child rights policies, legislation and practices.

### **OUTCOME 3** Special Purpose Outcome

#### **Analytical statement of progress**

By the end of 2017 UNICEF Croatia had raised US\$3,616 million, surpassing its annual goal of a 3 per cent increase in gross income (an increase of 13 per cent in local currency compared to 2016).

Regular monthly donors contributed 64 per cent of the total income raised, or US\$2.3 million. Contributions from 39,000 one-off individual supporters and more than 4,700 SMEs reached US\$1.16 million, representing a record. This achievement was a result of a strong communications effort related to international emergency appeals and the marathon race held for the first time in 2017.

Also, UNICEF Croatia was named beneficiary of its first high-value legacy gift (approx. US\$ 300,000), which is the result of intensive marketing and communications activities around legacy over the last two years.

### **OUTPUT 1** Private Sector Fundraising

#### **Analytical statement of progress**

By the end of 2017, the Office surpassed its annual plan of total planned gross income by 3 per cent and raised US\$3,616 million, an increase of 13 per cent in local currency compared to 2016.

Contributions from regular supporters make up 64 per cent of the total income raised and amounted to US\$2.3 million, while the number of active annual pledge donors reached its planned target of 43,000. Contributions from 39,000 one-off individual supporters and more than 4,700 SMEs reached a record US\$1.16 million, amounting to 32 per cent of total income raised (an increase of 41 per cent over 2016). This was achieved through: international emergency appeals, strong and compelling public mobilization activities, the third version of Museum of Reality and the first-ever UNICEF. The latter was identified as a strong integrative platform that fostered UNICEF's reach and visibility and resulted in an overall increase for reaching new segments of donors.

The year under review was marked by a stabilization of pledge income and consolidation of overall pledge channels on the Croatian market, which is limited due to market size. Collaboration with RTL television, which broadcast UNICEF pledge spots, contributed to pledge acquisition across channels through the promotion of regular giving, which is still not a well-known charitable mechanism in Croatia.

Intensified marketing and communication activities in the area of legacy resulted in UNICEF Croatia being named as beneficiary of its first high-value legacy gift, of approximately US\$

300,000.

In a continuous effort to apply an integrative approach to its work, UNICEF Croatia created a new platform for public mobilization, the first UNICEF race event, held in September, which served as platform for promoting programme, advocacy and fundraising with a strong leveraging component.

**OUTCOME 4** Country programmes are efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

**Analytical statement of progress**

The Office maintained effective and efficient management operations in support of programme results.

Key benchmarks of the AMP were monitored and achieved. The CMT met regularly and reviewed progress against office management indicators.

All committees functioned as per approved terms of reference and all financial transactions were processed in line with the approved table of authority and in a timely manner, through the GSSC.

In July 2017 OIAI conducted an internal audit of UNICEF Croatia, with the objective of assessing the office's governance, risk management and internal control processes and key risks to delivering UNICEF's objectives. The audit reconfirmed that internal financial controls are functioning well.

**OUTPUT 1** Actions related to setting the direction and governance of country programme operations and office structures, including business continuity and risk management.

**Analytical statement of progress**

Office governance and management systems continue to function effectively throughout 2017, with regular coordination and monitoring of key performance indicators and AMP management priorities through regular meetings of the: CMT, PCT and resource mobilization strategy committees. Staff challenges were discussed at five joint consultative committee meetings in 2017. The CMT continued to provide strategic direction, overall leadership and oversight to ensure that the CP is aligned with changing requirements in the country, and that planned results are achieved. The CMT also reviewed, as a standing agenda item, implementation of the AMP (as per agreed indicators) and budget utilization, as well as monitoring the resource mobilization strategy plan.

The table of authority, business continuity plan and security plan were reviewed, updated and shared regularly.

In July 2017 OIAI conducted an internal audit of UNICEF Croatia to assess the office's governance, risk management and internal control processes, focusing on key risks to delivering UNICEF's objectives. The audit reconfirmed that internal financial controls are functioning well. The final audit report was received in December, and the Office has already developed an action plan for closing all audit recommendations on time.

The enterprise risk management and risk and control self-assessment libraries were updated and reviewed by CMT members.

## **OUTPUT 2** Office administration, asset and financial management activities

### **Analytical statement of progress**

Effective and efficient management of Office financial resources in support of programme implementation remained in full compliance with internal controls, rules and regulations. The July 2017 internal audit reconfirmed that internal financial controls are functioning well.

All operational targets and indicators defined in AMP for 2017 were met. The CMT monitored programme implementation and DCT management through Office Scorecard and Dashboard management reports, and also developed SharePoint-based reports. All deadlines for bank reconciliation and reporting were met, as well as deadlines for mid- and end-year closure reporting.

The programme assurance plan was updated regularly. With the third-party service provider ANTARES, UNICEF Croatia conducted two micro-assessments, four spot-checks, 18 programme visits and provided training for all new partners finance staff and management on how to manage funds received from the UN. The Office did not have any outstanding DCTs for more than nine months in 2017.

## **OUTPUT 3** Human resources have the capacities, skills, morale and motivation to support country operations

### **Analytical statement of progress**

The results of the 2017 GSS showed changing trends in UNICEF Croatia, in comparison with 2014 and 2011 results. UNICEF Croatia management, in conjunction with the local staff association, decided to engage external consultants to independently, and in an unbiased manner, further analyse and unpack results of the 2017 GSS. Analysis is to be finalized and results validated by all staff in 2018 Q1.

Two fulltime recruitments (HR and ICT assistants) started at the end of the year and will be finalized in 2018 Q1.

A staff retreat was held in June 2017 under the theme "Recharge!" and focused on long-term staff well-being and motivation.

## **OUTCOME 5** Strategies to address cross-cutting issues related to child rights are developed and applied throughout the programme of cooperation

### **Analytical statement of progress**

The partnership between the Government of Croatia and UNICEF in 2017 addressed a number of goals established in the national child rights agenda. As the first year of the 2017–2021 partnership cycle, 2017 served to set a solid start for addressing the remaining child rights challenges and equity gaps and to maximize UNICEF Croatia's contribution to the protection and realization of child rights at home and abroad. As a partner of choice for Croatia's domestic and international child rights agenda, UNICEF continued to support the Government to develop

its policies and practices to achieve full realization of the Convention on the Rights of the Child (CRC).

Support to each sector was agreed through 2017 AWP with all partners, signed by the line ministries. The New Government's stability throughout the year enabled safe and supportive political environment for laying ground and planning joint actions. At the beginning of the year, very successful cooperation was established with all line ministries. Key priority areas were determined, specific actions were agreed upon and implementing partners identified. Key benchmarks of the AWP were monitored and achieved.

Progress during 2017 was good. Regular programme meetings and bilateral discussions were held between sectors to ensure better synergy of programmatic interventions; progress was made in that regard, and will remain a priority in 2018 and beyond. More synergy was also created between sectors and the communication unit, with more engagement of the latter in programmatic interventions.

Following broad consultations with partners relevant for managing and implementing country programme goals, the AWP for 2017 was developed and signed in the first half of the year. Aiming to further strengthen its programme planning and monitoring efforts, as well as quality assurance mechanisms, in 2017 UNICEF Croatia established a PCT committee mandated to: (i) agree on programmatic activities and regularly monitor their progress towards CP goals; (ii) make necessary adjustments in those activities when needed' (iii) define, regularly monitor and adjust when needed budgets for programme activities; (iv) exchange information on ongoing activities; and (v) ensure proper coordination among office units and interlinkages among activities undertaken. Four PCT meetings were held in 2017, ensuring that all programme activities were effectively and efficiently implemented, in line with the AWP.

In 2017 an independent formative/summative evaluation on strengthening the justice system in matters involving child victims and witnesses in criminal proceedings was completed. The evaluation provided reliable information and guidance for programme advancement and for further strengthening of sustainability mechanisms relevant to the evaluated programme component. Conclusions and recommendations were shared and discussed with relevant partners, and integrated into a management response plan.

Moreover, to support planning, programming and policy advocacy, UNICEF Croatia initiated several new studies/surveys. A survey on knowledge and trends among citizens over 45 years of age regarding legacy giving was completed and will be used as a starting point for further research, strategy creation and content management. Studies on participation by children from vulnerable groups and on children's access to justice, as well as an ECD study and a situation analysis, were conceptualized in 2017 and will be implemented in 2018.

In July 2017 the OIAI conducted an internal audit of UNICEF Croatia to assess governance, risk management and internal control processes, with a focus on key risks to delivering UNICEF's objectives. The audit reconfirmed that financial controls are functioning well.

**OUTPUT 1** Strategies to address cross-cutting issues related to child rights are developed and applied throughout the programme of cooperation

#### **Analytical statement of progress**

Not applicable - No IB available for the Deputy Head of Office position

**OUTPUT 2** Strategies to address cross-cutting issues related to child rights are developed and applied throughout the programme of cooperation

**Analytical statement of progress**

Not applicable - no IB available for the Head of Communications position

**OUTPUT 3** Guidance, tools and resources to effectively generate, analyse, and utilize statistical and qualitative information for Child Rights Monitoring system are available in the country.

**Analytical statement of progress**

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Partnership with the Croatian Bureau of Statistics continued, focused on updating and promoting the TransMonEE data system and its utilization. With UNICEF's support, the MDFYSP endorsed a set of national CBI in April 2017; the baseline is expected to be established in 2018.

**OUTPUT 4** Guidance, tools and resources for effective communication, advocacy and partnerships on child rights issues with stakeholders are available to UNICEF and its partners.

**Analytical statement of progress**

Through partnership with RTL Television, public advocacy for child rights was enhanced. In 2017 RTL broadcasted 540 times UNICEF PSAs free of charge.

Work with the media resulted in increased mentions of UNICEF by top-tier media, which rose by 16.8 per cent. The number of social media followers also grew: Facebook followers increased by 15.88 per cent and Twitter followers by 168 per cent. In 2017 UNICEF Croatia opened an Instagram account, and by the end of the year the number of followers on this site had reached 1,000. This growth was generated by regular communication activities and four special initiatives: emergency famine fundraising campaign, humanitarian race 'The Milky Way', Kids Takeover and 'Museum of Reality'.

UNICEF Croatia joined the global UNICEF, UN and UN Foundation campaign “Small Smurfs Big Goals” that raised awareness around seven SDGs. To support DRR, UNICEF Croatia produced two PSAs that were screened during the Children's Rights Festival and seen by 10,000 children in cinemas across Croatia.

Also in 2017, five PSAs and 10 other multimedia products were developed, produced and distributed locally. Of all multimedia products, the PSA 'Santa is looking for helpers' recorded the highest reach: 576,000.

UNICEF Croatia supported capacity building for the production of quality children's television programme for RTL Kockica, the only national children's TV channel.

**OUTPUT 5** Strategies to address cross-cutting issues related to child rights are developed and applied throughout the programme of cooperation

### **Analytical statement of progress**

UNICEF provided human resource support, through cross-sectoral approaches; funds were mainly utilized to help the organization contribute to the achievement of other outcomes. Staff costs also included costs for communications, operations and consultants providing cross-sectoral support. Funds utilized under this outcome also contributed to the overall achievement of UNICEF Croatia's goals for logistics, communication and warehouse and travel services.

## **Document centre**

### **Evaluation and research**

<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
Knowledge and Tendency of Citizens regarding Legacy Giving	2017/002	Survey
Strengthening justice system in matters involving child victims and witnesses in criminal proceedings in Croatia	2017/001	Evaluation

### **Other publications**

<b>Title</b>
Let's respect, include and appreciate
Support for breastfeeding and feeding of infants and young children in emergencies: Experiences from Croatia during the migrant and refugee crises of 2015 and 2016
Needs Assessment for Children and Youth with Behavioral Problems – Conceptual and Methodological Determinants

Dojenje prijevremeno rođene djece u novorođenačkim jedinicama intenzivnog liječenja - savjeti za majke (Breastfeeding for prematurely born infants in NICU - advice for mothers)
Za svako dijete, rezultati (For Every Child, Results)

### Lessons learned

Document Type/Category	Title
Lesson Learned	Turning quality child participation into a reality by gradually mainstreaming child participation in UNICEF Croatia processes, in combination with the strengthening of national capacities to promote and support child participation in the country

### Programme documents

Document Type	Title	Name
Country Update	Progressive action plan related to 2017 GSS	Croatia GSS Action plan.pdf
Country Update	Situation Analysis_Croatia	Croatia_SitAn_2014 - 2015.pdf
CPD	Croatia_CPD_2017-2021	Croatia_CPD_2017 - 2021.pdf