

Executive Summary

In 2011, the Violence-free Schools programme continued to achieve extraordinary results in primary schools in Croatia when it comes to cutting down on peer violence and increasing competences and skills of teachers. Based on the results of the meta analysis, this puts Croatia high on the global map. Furthermore, the CO made significant contributions to the global mapping project on collecting available research on cyberbullying and online harassment among peers by sharing the survey report on cyberbullying prevention activities within the Violence-Free School Program. The survey results provided a base of evidence to inform planning of new prevention activities.

The Ministry of Health and Social Welfare made a decision to prioritize placement of children under three in family-based care and gradually reduce the number of children in residential care. This priority is also included in the new Social Welfare Law which establishes that children up to the age of seven should be placed in family-based care. The CO contributed to this decision by continuous evidence-based advocacy, including facilitation of numerous country-wide discussions between professionals, NGOs and judges on the effects of institutions on the youngest children.

The full potential of the key strategic partnership with the MoE has still not been achieved in reaching jointly set goals. As a result, mainstreaming violence prevention into the education system and its procedures into a binding by-law continues to be a challenge.

Obtaining disaggregated data on the most vulnerable children continues to impede policy-making processes and monitoring of children's rights.

Budgetary cuts and uncertainty of public finances as well as the 2011 elections hampered the sustainability of UNICEF-supported programmes in the country.

The partnership with the Ministry of Family, Veterans and Intergenerational Solidarity continued to lead the on-going analysis on the situation of women and children in Croatia. It contributed to the sustainability and expansion of parenting services supported by the CO throughout the country. In addition, the partnership with the City of Zagreb and Day Care Centre 'Mali dom' significantly contributed to further development of the ECI service delivery.

The CO continued to partner with individuals to ensure regular support to UNICEF programmes in the country and abroad. The Guardians of Childhood fundraising campaign tripled the number of regular donors, contributing over \$350,000 to UNICEF programmes in Croatia and global regular resources.

The longest corporate partnership with Croatian Telekom entered its seventh year of cooperation in raising funds and awareness, contributed \$100,000 with corporate cash donations and supported co-mailing activities which resulted in \$200,000.

During July and August, the CO joined the Horn of Africa emergency appeal with a local campaign, raising more than \$300,000 through digital, events and direct mail which confirmed its commitment to supporting vulnerable women and children in international emergencies.

Country Situation

Major positive changes for the most vulnerable children and women were introduced by the new Law on Social Welfare and the Law on Foster Care. However, enforcement is lagging behind due to pending by-laws. Weak economic recovery in the second half of the year, driven by tourism, is hampered by the crisis in parts of the euro area, which remains the main export market for Croatia. Although the number of unemployed dropped by 3.5 per cent from 2010, about two thirds of the registered unemployed persons

have been jobless for more than a year. Men are still slightly more affected by the job cuts in the private sector than women. Long-term unemployment is also reflected in the rise of the at-risk-poverty rates for families with two and more children. Children - social welfare beneficiaries from unemployed parents - are the fastest growing group among all vulnerable groups benefiting from the social welfare system in Croatia. Despite budgetary cuts, a majority of social transfers to vulnerable women and children, including child allowance, have remained at the same level.

Following the completion of the EU accession negotiations in June, Croatia signed the Accession Treaty in December 2011. Referendum on EU membership is expected in January 2012. The EU will continue to monitor Croatia until membership (expected in 2013) to ensure on-going implementation of reforms. National MDGs have been mostly integrated into the EU accession agenda. Limited progress has been achieved in MDG1 and MDG2. At-risk-poverty rates increased for children and the elderly. Rise in poverty has continued for the single parent families and families with three and more dependent children. According to Croatia's Disabilities Registry, 21,465 children with disabilities (64% of all registered children with disabilities) are involved in some form of education. More boys (63%) than girls (37%) participate in some form of educational programme, most (57%) of who are in the 10-14 year age group. Exclusion of children with disabilities from educational settings continues for reasons which include: lack of financial resources, inadequate understanding in social and educational circles, absence of interactivity and cooperation with other government systems, and a lack of respect towards a multidisciplinary approach.

PISA results from 2006 and 2009 that were published in 2011 show that Croatian students outperform students from other countries in South-Eastern Europe in reading, mathematics and natural sciences but they are significantly below the OECD average that is based on results from 73 countries which participated in the study. Data shows that the socio-economic status of students in Croatia (along with the region of residence) represents a significant predictor of educational achievement.

Legal and protection gaps in supporting under-age mothers were identified within the UNICEF-supported analysis of cases of juvenile pregnancies and parenting. More efforts are needed to support the most vulnerable girls who, once they get pregnant are abandoned by their families.

In December, the newly elected Kukuriku coalition, led by the Social Democratic Party, announced revisions of the new Laws on Social Welfare and Foster Care, as well as reorganization of the existing ministries. The main challenge for the new government will be fiscal consolidation and moderating the current budget deficit estimated at 5.5 per cent of GDP.

In 2011, the Government submitted 3rd and 4th Periodic Reports to the UN CRC. Coordination of child rights NGOs is preparing an Alternative Report as well as children gathered in children's councils within the framework of Child-Friendly Cities Initiative.

While the new laws on Social Welfare and Foster Care directly support the implementation of the Master Plan of De-institutionalization as well as gate-keeping of institutionalizing children under the age of three, there is very limited progress in decreasing the number of youngest children placed in the institutions. Disaggregated and accurate data on children placed in institutions continues to be a challenge.

The Ombudsperson for Children continued with active promotion and protection of children's rights. A total of 2,409 new cases were dealt with in 2010, predominantly concerning family violence and violence against children.

The Ombudsperson for Children has obtained sufficient office space and has developed regional offices in three counties. New legislation adopted in September foresees the merger of the Ombudsperson for Children with the Office of the People's Ombudsman. However, there is concern that the visibility of the independent Ombudsperson for Children's Office, which has achieved good results in monitoring and promotion of children's rights, would become limited in a merged Ombudsperson's Office. Cases of peer violence and violence against children in educational institutions continued to increase. There is an urgent need for more prevention programmes and for professional training of educators as well as stronger enforcement of children's rights by the judicial and social welfare systems.

A UNICEF-supported opinion survey among children and youth indicated that only 50% of children and young people are aware of the concept of child rights. This opinion survey also revealed that young people think that media in the country mostly portrays youth in a negative light.

Major publications issued by UNICEF:

UNICEF, Opinions and attitudes of children and young persons in Croatia, 2011

UNICEF, Handbook for Prevention of Peer Violence, Croatia 2011

UNICEF and Parents' Association Step by Step, Situation Analysis and Procedure Recommendations in Cases of Juvenile Pregnancy and Parenting: 'When Children Have Children', Croatia 2011

Sources:

UNICEF, Croatia – Analysis of Gender Issues, 2011, www.unicef.hr

The World Bank, EU10+1 Regular Economic Report, Croatia Supplement, December 2011

Croatian Bureau of Statistics, Beneficiaries and services of social welfare 2009 and 2010

EU Progress Report 2011

Ombudsperson for Children, Annual Report 2010

Ombudsperson for Persons with Disability, Annual Report 2010

OECD (2010). What students know and can do: student performance in reading, mathematics and science. PISA 2009. Results: Executive summary. <http://www.pisa.oecd.org/dataoecd/54/12/46643496.pdf> (20-04-2011)

Who are the deprived children in your country context?

Roughly 440,000 people and their families and children are socially excluded in Croatia. Furthermore, children with a high risk of poverty are: children in families without employees, children of persons who receive permanent financial aid, children in single-parent families with low income, children without parental care, children with disabilities, children placed in institutions, Roma children, and children living in large families. The majority live in eastern and central Croatia. Deep recession combined with weak progress in the development of some areas of the country has contributed to the increasing at-risk-poverty rates, especially for parents who have been jobless for a long time.

Lack of adequate services for children with disabilities, especially those living in remote areas, contributes to the institutionalization of these children as institutions are perceived as providing better and more specialized care. At the end of 2010, 3695 children with disabilities were living in institutions.

Roma are over-represented in all categories in need of social protection: the very poor, the long-term unemployed, the unskilled, the uneducated, members of large families, and individuals without residence permits/citizenship. As many as a third of the Roma population (32.6%) over the age of 15 did not finish a year of school while only 0.3% completed tertiary studies. The share of illiterate Roma women is significantly higher than men. The practice of early marriage for Roma girls is still present in the Roma communities, which also contributes to the high levels of illiteracy among these girls and women.

Data/Evidence

In partnership with the Government, in 2011, UNICEF commissioned the Situation Analysis of Children and Women to inform the future National Plan of Action for Children as well as the new CPAP 2012-2016. The Situation Analysis shed light on the most vulnerable groups of boys and girls to support the equity priorities in the new CP. Furthermore, it identified areas in which more data is needed to inform policy-making.

To support the implementation of the new CP, the CO commissioned an additional survey on community-based services for parents of the youngest children, which will be finalized in mid-2012 and serve as a baseline for the ECD indicators in the new CP 2012-2016. It will provide information on the extent to which

the policy interventions in Croatia actually respond to the needs of parents of young children, including those families/children that live in poverty, deprived/isolated environments, with developmental difficulties, single parent families, etc.

In support of the Master Plan of Deinstitutionalization and development of by-laws preventing the institutionalization of the youngest children, the CO partnered with Faculty of Education and Rehabilitation Sciences, University of Zagreb in the analysis of documentation from the social welfare system (centers for social work and children's homes) on the placement of children 0-3 in institutions and decision-making processes regarding children placed in care. The findings were shared and future actions were agreed on with the MoHSW.

In 2011, research on foster care from the children's point of view was finalized, encouraging participation of children and improving knowledge on the opinions and experiences of fostered children as well as of biological children of foster parents.

In cooperation with the Parent's Association 'Step by Step', an analysis of the actual situation of adolescent pregnancies along with related recommendations was published and discussed with relevant stakeholders. An internal evaluation on the effectiveness of home-based Early Childhood Intervention (ECI) visiting services pilot programme, including families of children with developmental risks/difficulties, was also conducted.

To document results from the current programme of cooperation, the CO commissioned an external evaluation of the bullying prevention programme that is due in 2012. Additional efforts were made to increase the visibility and utilization of TransMONEE among potential users in the country by widely sharing information on TM. Inconsistencies between the TM and other sources of national data were reviewed with stakeholders during ARM and an agreement was made with the Ministry of Health and Social Welfare to hold a series of meetings to identify the reasons for inconsistencies and agree on improvements of national data collection methodology, with special focus on Child Protection issues. NGO partners preparing the alternative CRC report were encouraged to use the TM data in their reporting; CO colleagues were reminded and encouraged to use the NSO and TM database.

More details on how the CP is using all this knowledge on inequities and how the issues affecting deprived children, families and groups are being analyzed through CO cooperation is presented in the Programme Components part.

Monitoring Mechanism

In 2011, in line with the annual IMEP, which was developed on the basis of the 5-year IMEP and revisited during the year, the CO took specific measures to track, assess and evaluate achievements. The basic knowledge on the situation and needs of the most deprived children/families/groups was increased by: gaining new evidence through surveys and informing decision-makers on evidence-based policies for children; using survey findings or written materials from other organizations; reviewing specific measures and evaluating achievements with the national/regional/local government representatives; undertaking independent or joint field visits with the stakeholders' representatives of the most deprived groups of children, such as state and non-state homes for children without adequate parental care, institutions for children with developmental difficulties, Roma settlements, as well as poor and isolated areas of Croatia.

Two evaluations were planned for 2011, one on Violence-free Schools and the UN Joint Programme "Closing the Chapter: Social Inclusion and Conflict Transformation in War Affected Areas of Croatia" funded by the MDG-f programme. Both were initiated but since neither was finalized, they were not used for informing the achievement of set results (details provided in later sections: 3. Programme components and 4.1 Operations and programme management – Evaluation).

Apart from those external evaluations, the CO systematically monitored and carried out internal evaluations

of projects and a number of specific studies and surveys in order to get an in-depth analysis of issues affecting the most deprived children/families/groups: foster care, parents' behaviors, BFHI, etc.). All of the findings and recommendations from these studies, surveys and analyses are utilized by the CO and national partners and are widely disseminated when appropriate.

A special challenge was related to data collection and utilization, including the use of TM, in order for stakeholders to be able to more closely monitor disparities related to children rights and the impact of the economic crisis on children. Additional efforts are also needed to better coordinate national monitoring systems, including new indicators in data collection and further data disaggregation. Another challenge, especially for assessing and monitoring the status of Roma and some other minority children/families, lies in the fact that Croatia does not collect data based on ethnicity, unless it is through self-identification. Further discussion with the Government will be held on all of these challenges, but it is unlikely that disaggregation per ethnicity will be implemented.

Support to National Planning

Partners regularly employ their own monitoring systems to track and evaluate progress and outcomes of a programme. It is often the case that each ministry collects data parallel to the NSOs, leading to a duplication of work and data sets at the country level. There have been several discussions to avoid such duplication in future.

There are challenges in the stakeholders' ability to monitor disparities related to child rights, the impact of the economic crisis on children, and to provide evidence-based policies for children.

In 2011, government representatives agreed to undertake joint field and monitoring visits with UNICEF in order to better assess and evaluate programme progress and outcomes.

Coordinating the Situation Analysis of Children and Women was another systemic way to track, assess and evaluate programme results on the most vulnerable groups of boys and girls to support the equity priorities in the new CP. SitAn also identified areas in which more data is needed to inform policy-making, which will be among the key expected results for the new CP 2012-2016.

The CO facilitated participation of the Croatian parliamentarians at the Regional parliamentary seminar organized by the Inter-Parliamentary Union and UNICEF. Croatian Parliament representatives were among the ten countries in attendance, indicating some specific actions that they would undertake as follow-up, providing commitment and strengthening parliamentary action for children.

The CO facilitated participation of the state secretaries from the Ministries of Justice and Family on the international conference "Combating violence against children: from isolated actions to integrated strategies" in Kiev. This provided an opportunity to deepen knowledge in child protection and share practices and experiences from the region. The One in Five campaign to stop sexual violence against children was presented and CoE appealed to the member state to join this important initiative. The CO agreed to provide support to the Ministry of Family in implementing this campaign in Croatia. The Council of Europe, together with the Ministry of Family and the Ministry of Justice, organized the sub-regional Conference entitled "Stopping Sexual Violence against Children - ratifying and implementing the Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse". The Conference, in which the CO actively participated, gave insight into relevant national criminal and procedural legislation in relation to the Convention, its added value, relation to other international instruments and child-friendly procedural measures from the Council of Europe Guidelines on Child-friendly Justice. The main aim of the Conference was to support its ratification, since it was signed by 42 member states, but ratified by only 14, including Croatia.

The CO also provided support to civil society organizations in networking and preparing alternative reports on CRC implementation.

The major challenge ahead will be to ensure adequate focus on the most vulnerable and disadvantaged boys and girls by analyzing and addressing capacity gaps related to context-specific disparities at all levels, and CO plans to support partners in these areas.

Any other relevant information related to data/evidence?

Country Programme Analytical Overview

The CO is supporting the Government in addressing the priority needs of the most disadvantaged children and their families, and the integration of this issue in policies and plans at all levels and within all areas. In addition, the CO assists the Government through research that can inform policies for children and demonstrate the cost-effectiveness of investments in social services for children.

In 2011, UNICEF's contribution to national situation analysis focused on issues of exclusion and marginalization. Together with the newly elected Government, SitAN will be widely shared and publicly presented in early 2012. The CO is promoting participation of girls and boys and their families from marginalized groups/regions, or children living in difficult circumstances, with a particular emphasis on inclusion of their voices in all major actions/decisions that matter to them.

The CO is continuously working on developing the capacity of partners to ensure that all dimensions of equity are addressed, including by supporting inter-ministerial information sharing and collaboration.

CP aims at strengthening alternatives to residential institution through building capacity of social and health services to efficiently address risk. The aim is to prevent separation of children from their biological families, or when this is necessary, to identify a family-based placement.

The CO plans to increase programme focus on disadvantaged children and continuously advocate with the Government to undertake measures to improve their quality of life by establishing a comprehensive, coordinated and collaborative system by sectors at national, state and local levels. In order to improve the equity focus, support will be provided to additional surveys to complement administrative data.

The CO will use the new concluding observations from the Committee on the Rights of the Child, which are expected soon, together with other relevant reports and information from human rights bodies, to improve the situation of the most disadvantaged children.

In addition, the CO is planned to: provide technical assistance, in partnership with UNDP, to the Ministry of Health and Social Welfare within ongoing social welfare reform and further support the de-institutionalization policy reform; share with the Government knowledge generated by UNICEF funded projects in order to facilitate the horizontal replication of good practices and standards, setting for future scaling up; introduce an equity focus in BFHI criteria and programme implementation; prepare publications for parents (related to nutrition, injuries, parenting practices, etc.) translated to Roma languages and make them widely accessible to parents throughout the country; introduce community services for parents to underdeveloped regions and local communities (especially poor, remote, and Roma communities), in cooperation with relevant ministries and organizations (e.g. Baby Fitness groups, workshops for parents, etc.); create more local partnerships to ensure access to services in support of children with special needs; strengthen efforts in the sustainability mechanism for scaling up of some of the programme components.

The CO will continue to support and provide technical advice to the Government for the evidence-based formulation of policies, laws and regulations and for planning and allocating resources for children, paying particular attention to the most disadvantaged.

Effective Advocacy

Mostly met benchmarks

The CO contributed to the ongoing reforms driven by the EU Accession, in particular the Joint Inclusion Memorandum which aims at more effective decentralization and deinstitutionalization. Within the JIM framework, the Government has committed to: building and implementing a master plan for the transformation of institutions according to the needs and categories of users and creating a three-year budget plan for the transformation; stimulating the planning of social services at the county level; developing a social service network based on the bottom-up assessment of priorities; drawing up social contracts with clear conditions and criteria for service provision, introducing and encouraging a new approach and the implementation of social service standards. The CO contributed to the process by research on children in institutions and experiences of children in foster care, and by identifying opportunities for improvement of service delivery, working both with the public through public campaigns and with decision makers.

Continuous advocacy based on evidence from the biggest national survey on foster care, supported by UNICEF, led to the Government's decision to include the prevention of institutionalization of the youngest children in the new Law on Social Welfare. However, for this law to become fully operational, adoption of by-laws is necessary, as is support to specialized foster care for the youngest children. The CO will contribute to this process by providing recommendations from the analysis of the decisions on placement of children in institutions.

The CO's support to the development of national capacities for improved and more effective early childhood intervention services, within the YCD programme component, resulted in documented evidence that was used in defining the concept of early childhood intervention within the new Law on Social Welfare. An article on early childhood development gave, for the first time, the legal basis for the development and improvement of this much needed service for children with neuro-developmental risks and disabilities.

Public advocacy and a strong media campaign for children in emergencies (Jul-Dec 2011) resulted in the mobilization and generous support of Croatian citizens and companies to the UNICEF global Horn of Africa emergency appeal. Including a Government donation in the amount of U\$44,483.00, the CO raised \$210,398,21 for this appeal. Moreover, continuous support to Croatia in its role as a donor country resulted in continually increasing funds of the Ministry of Foreign Affairs to the Schools for Africa project (30% y/y), implemented in schools across Croatia.

Changes in Public Policy

As already described, the above mentioned effective advocacy led to changes in legislation regarding social welfare.

Leveraging Resources

The office regularly engages with the Government and key donors to advocate for the rights of socially excluded children. It does this by contributing to relevant research and data, capacity building, development of new models of work, and development of legislative frameworks. It also raises public awareness by engaging the media and UNICEF national ambassadors and the corporate sector.

One of the most successful examples of leveraging was an agreement brokered by UNICEF, major corporate partner Croatian Telecom and relevant ministries to provide funds for establishing the first national counseling phone line for parents of young children. The City of Zagreb provided the free space.

During 2011, the expert team developed all contents and protocols and the space got renovated and furnished.

To support service delivery for children with disabilities, the CO partnered with the leading car dealership and long-term corporate partner AutoZubak and an NGO for children with disabilities "Angels". The CO was able to secure a vehicle needed to enable the rehabilitation of children with disabilities from the remote areas of the Split-Dalmatia County.

To support service delivery for children from the poorest families and children with disabilities in the town of Vukovar (most of whose infrastructure remained un-restored after the war in the 1990s and which has the highest socio-economic hardship in the country and 40% unemployment) , the CO reached an agreement with the local government and its institutions to provide budget allocation for the special rehabilitation of teachers in order to make the local kindergarten inclusive for children with developmental difficulties. The kindergarten provided the additional space, while the CO partnered with companies and provided the required equipment. Through the local Centre for Social Welfare, the CO was able to secure free school notebooks for children from the poorest families.

The support of the major cinema company Blitz Cinestar, as well as equipment provided for children with impaired vision, was crucial in achieving the first inclusive Children's Rights Festival in six of the biggest towns in Croatia. The Children's Rights Festival is a joint project in which the CO partners with the municipality, National Film Association and the biggest private sector companies to ensure the promotion of children's rights and inclusion of children with disabilities.

Capacity Development

Mostly met benchmarks

The country programme focuses on capacity development, both when it comes to strengthening capacities of professionals and human resource management to ensure that services respond to newly adopted laws and by-laws as well as broader institutional strengthening.

The year 2011 saw a major emphasis on building professional capacities in the child care sector. Within the master plan of the transformation of residential care institutions, mapping professionals identified the potential roles they could play in the transformed child care system. The mapping was followed by the design of specialized training to ensure that relevant staff upgrade their skills for improved quality of care and for supporting new family-based care alternatives. The major challenge ahead will be to develop human resource management mechanisms, including revision of job descriptions, continuing professional education, and performance indicators.

When it comes to institutional strengthening, work continued with the Ministry of Education (MoE) to take responsibility for the management and monitoring of the Without Violence Free Schools programme. This included improved monitoring, prevention and response.

In 2012, the major challenge will be to ensure adequate focus on the most vulnerable and disadvantaged boys and girls by analyzing and addressing the capacity gaps related to context-specific disparities at all levels. Efforts will also be invested to increase knowledge of county authorities on availability and practical use of data.

Communication For Development

Mostly met benchmarks

In its third year of implementation, the multi-year programme for the prevention of cyber bullying in schools, which includes direct work with teachers, parents and children and was initiated by the public campaign "Break the chain", shed light on the experiences and attitudes of children, parents and teachers toward the electronic media through the most comprehensive survey on this topic carried out in the country. Public discussions on the results of the survey were held in April 2011, and the conclusions of the discussions were widely shared with the media as well as relevant stakeholders. The prevention programme was developed as per the request of teachers and children from schools participating in the bullying prevention program initiated by UNICEF in 2003. Programme implementation in schools consists of a series of trainings and workshops aimed at changing the behavior of teachers towards this form of violence, as many feel that it is not their responsibility to address violence that happens in cyber-space.

The programme for supporting parents of the youngest children "Growing up together", which is in its last implementing year, has been fully documented in 2012 in a publication "Parenting in the best interest of the child and support to parents of the youngest children". The publication has been launched and distributed in cooperation with the University of Zagreb. The years of sustained efforts to bridge the knowledge and parental skills gap between the CRC and existing support to parenting, which was implemented at the community level and developed in collaboration with parents, have been evaluated, documented and shared with academia. The knowledge gained through this process will become available to new generations of experts and professionals in child care. Through this publication, the CO was successful in achieving sustainability of a tested and innovative practice of working with parents at the community level to promote parenting in the best interests of the child. The programme is currently being implemented in more than 100 kindergartens and almost all of the 17 family centers operational throughout the country.

With accidents being the lead cause of mortality and disability of the youngest children, the CO supported the programme of training visiting nurses and health professionals in the prevention of accidents for children. This is the second year of implementation of the programme developed in cooperation with the Croatian Institute for Public Health with the aim to reduce the number of accidents by early prevention of injuries through increased knowledge of the risks and safety issues. The CO developed a series of training materials on how to increase safety and prevent accidents for professionals along with leaflets and a meter of safety for parents that are being distributed through the system of visiting nurses.

Service Delivery

Mostly met benchmarks

Partnering with local communities and home-based service delivery to put the most vulnerable in focus was a good programming practice that the CO supported in 2011. In partnership with City of Zagreb and relevant ministries, the comprehensive model of the early support was developed. This model enables local communities to provide families caring for a child (0-3) with a disability or at risk with access to a high-quality, comprehensive, accessible, and responsive home-based early intervention service within the family and community. This enables the child to achieve her/his full developmental, social and emotional potential.

The CO provided strategic support towards institutionalizing and implementing the home-based ECI, including the integration of its principles within the new social welfare act. Furthermore, the CO contributed

to increasing the ECI professionals' capacities to support the implementation of effective interventions that will improve service delivery quality at the local level and ultimately lead to better child outcomes. Through the advisory group of the project, the CO engaged key stakeholders (ministries, agencies, ECI service providers, health care professionals, parents, academic institutions, etc.) in dialogue and a consultation process in order to provide strategic and policy guidance on developing home-based ECI services. Overall, advisory members viewed intersect oral approaches as desirable for supporting integrated ECI services and a number of future steps were identified in setting-up a comprehensive system.

An evaluation of the effects of the pilot home-based ECI service has shown that well-designed, timely early intervention can enhance a child's development and provide support to the family, and that the positive outcomes for the child and family are directly related to early referral and timely intervention. Moreover, evidence from this approach contributed to the creation of a conducive policy environment by contributing to the strategic decisions and policy shifts made in order to extend and replicate the home-based ECI service in other counties. One of the largest contributions of this project was systemic recognition of the ECI by incorporating it, for the first time, among the social services for children in the new Social Welfare Act.

Strategic Partnerships

Fully met benchmarks

In order to further support programmes for children, the CO continues to rely on a variety of partnerships as a key strategy to achieving results. The CO supported drafting of the alternative report on CRC through the network of Child Friendly Cities Initiative and active involvement of the members of Children's Councils, coordinated by the Union of Associations 'Our Children'. This resulted in a comprehensive report on participation of children at the local level, as well as increased and improved competence of children to participate in decisions that affect them.

The CO also supported the Network of NGOs working for/with children to draft an alternative report for the Committee on the Rights of the Child. By providing argument-based comments and suggestions to the State Report, these activities contributed to improving the NGO's capacity to identify and address child rights issues and proved their competence and commitment to the implementation of the CRC.

In its second year of partnership with the Hockey Club Medvescak, the CO continued to raise awareness on violence among children. A UNICEF PSA on peer violence was broadcasted during all domestic matches, reaching more than 5000 viewers per game (total 15 matches).

A second year of partnership with leading cinema company Blitz Cinestar made the inclusive screenings for children with disabilities available in six Croatian cities in November 2011. The campaign "Cards full of life" was also supported through this partnership by a free screening of the video spot during December.

The partnership with 200 schools entered its fourth year of "Schools for Africa" project. Overall, the financial outcome was over US\$100,000 and the year's beneficiary was UNICEF Country Office in Ethiopia. Funds were raised primarily through schools and their communities. The partnership resulted in high media coverage, both on the local level and on national TV channels. The Government of Croatia has also emerged as an important donor for the "Schools of Africa" project as well as for the Horn of Africa emergency appeal, contributing almost 5% of total income raised in 2011.

The longest corporate partnership, that with Croatian Telekom, entered its seventh year of cooperation in raising funds and awareness. It contributed \$100,000 with corporate cash donations and supported co-mailing activities which resulted in \$200,000.

A five-year corporate partnership with Autozubak, the leading car dealership company, resulted in over US \$20,000 raised. The partnership is to be extended for an additional five years. In addition, Autozubak donated five vehicles either to UNICEF or to implementing partners which heavily reduced the costs of the office and strengthened programme partners' outreach activities.

The CO continued to boost its regular giving programme, totaling 8,000 regular monthly donors, with 65% of donors being women with an average age of 36 which is a shift toward younger generations of supporters. One-off donors contributed with 50% of total funds raised, still being the strongest fundraising channel in the CO's portfolio. Besides monetary contributions, UNICEF donors, both private and corporate, are considered as stakeholders and the CO communicates with them through various channels: digital, offline and tailored to their preferences (high level events, donor events, etc.).

Mobilizing Partners

As previously mentioned, Schools for Africa gathered 200 schools with 70,000 students and 6,000 teachers and school staff mobilizing not only monetary resources, but also the idea of international solidarity that is embedded in UNICEF's work in Croatia. Furthermore, volunteers from diverse backgrounds created a dedicated group of 100 people who helped in various sales and fundraising events. Out of those, 40 volunteers from Zagreb homes for the elderly designed and created rag dolls which were sold for the benefit of the foster care promotion campaign, "Every Child Needs a Family".

Knowledge Management

Mostly met benchmarks

Research on foster care from the children's point of view encourages the participation of children and improves knowledge on the opinions and experiences of fostered children as well as of the biological children of foster parents. Some of the results and recommendations show the following: children should be engaged in the preparation of documents and strategies related to out-of-home care; guidelines and standards should be developed for communication between professionals and children being prepared for removal from their biological families; the concept of deinstitutionalization should be expanded to include new forms and different types of out-of-home care; and the intervention system must be based on a systematic approach provided that specific interventions are carried out simultaneously with the biological family not only to prevent removal, but also during placement in alternative care.

As an additional segment of this research, specific data was collected on children up to age 3 placed in residential institutions and on the criteria for their placement, based on available official documentation of the relevant social welfare organizations. The findings showed that there is a discrepancy in the official Ministry's data on the number of children placed in institutions and the actual number of children. The research also showed patterns of cross-generational family pathology that should have indicated that children needed to be separated immediately upon birth, rather than upon serious neglect and/or abuse, which was mostly the case. Furthermore, the research indicates incomplete and non-standardized personal documentation on children in residential care, as well as lack of individual plans and monitoring of children's placements over time.

In cooperation with the Parent's Association 'Step by Step', analysis of the actual situation on juvenile pregnancies along with related recommendations was published and discussed with relevant stakeholders. The formal procedure that was developed to tackle underage pregnancy and parenthood started to be used

and proved as a good practice.

As part of the BFH initiative, continuous monitoring and evaluation of the maternity wards was undertaken using external pre-assessments, assessments and re-assessments as tools for measuring levels of BFHI implementation in each maternity hospital, all based on the WHO and UNICEF global recommendations.

Results of the survey from Violence-free Schools on "Experiences and Attitudes of Children, Parents and Teachers toward the Electronic Media" were widely shared with the relevant ministries, the Ombudsman Office and other stakeholders. Results were used to raise awareness and shed light on the phenomenon of cyber-bullying.

Comprehensive research on a number of key issues related to the provision of community-based parenting support services and programs for parents of young children in Croatia will be finalized in 2012. This will provide information on the extent to which policy interventions actually respond to the right of parents of young children (0-6 years) to adequate and sufficient support, and the extent to which currently available services respond to the actual needs/priorities as defined by the parents themselves, especially the most deprived families with children.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

The HRBA lies at the core of the country office's programme planning and implementation, with particular focus on the most disadvantaged children. Short-term programme objectives are put in the context of longer-term goals that seek to fundamentally change those factors and conditions that undermine the full implementation of human rights standards.

In 2011, the CO continued to support the application of human rights principles to all areas of early childhood development and child protection. In partnership with various relevant stakeholders, a set of positive practices were supported, including breastfeeding, positive parenting, early childhood intervention and de-institutionalization.

Focusing on social inclusion of vulnerable and marginalized children, the CO, in an alliance with CSO network Croatian Union of Associations of Persons with Disabilities, Ministry of Family and Croatian Education and Teacher Training Agency, empowered boys and girls with disabilities to understand their status as rights-holders and to claim their rights by becoming informed advocates of CRPD.

HRBA was fully integrated into the development of the Situation Analysis of the rights of children and women in Croatia which will be published in early 2012, as well as into the new CPD and CPMP 2012-2016 in order to clearly detect disparities and be able to focus attention on the most vulnerable and disadvantaged.

Following the Government's decision to merge the Ombudsman for Children into the People's Ombudsman institution, the CO strongly advocated to keep the institution separate in order to ensure high standards of promotion, monitoring and protection of children's rights in line with international standards. Following the Government's submission of the Third and Fourth Periodic Report to the UN Committee on the Rights of the Child, the CO supported the preparation of two alternative reports – one by the NGO Coalition for the Rights of Children and the other which was prepared by the children themselves. Both reports will be submitted to the CRC in 2012.

Gender

Partially met benchmarks

The CO contributed to the on-going analysis and monitoring of gender equality in the country by commissioning and publishing Croatia – Analysis of Gender Issues at the beginning of the year. Furthermore, the revised gender policy is reflected in the draft of the Situation Analysis, commissioned in 2011, that provides disaggregated gender data and analysis of main issues for boys and girls.

Environmental Sustainability

Fully met benchmarks

As part of the established procedure for environmental impact assessment, during CPAP preparation, the CO undertook an initial screening for its proposed programme components and results to determine whether a more comprehensive impact assessment would be required. The findings showed that the proposed programme does not contain activities that fall under one or more of the following categories: extraction of water, disposal of solid or liquid wastes, use of chemicals, use of energy, exploitation of natural resources, construction work above household level, changing land use, agricultural production and industrial production.

Based on this initial screening, it has been determined that no further impact assessment is required and that all programme activities comply with the initial criteria of environmental sustainability.

In addition, during 2011 and in partnership with other UN agencies, CO staff participated in the training on energy efficiency, aiming at behavior change in order to use energy efficient technologies and practices in everyday life.

South-South and Triangular Cooperation

The CO hosted the Child Friendly City themed Study trip on 11-15 April, with 16 participants of local authorities from the Chernobyl region. This was supported by UNICEF Ukraine with the aim of sharing the experiences of Croatian cities and municipalities in implementing the Child Friendly Initiative as well as developing new links between the cities in the Chernobyl region and cities in Croatia. The aim of the study visit was also to learn about the different experiences of bigger and smaller cities in Croatia in implementing the Child Friendly City initiative and to explore possibilities for further exchange between the cities themselves directly. The participants visited four cities implementing the CFC Initiative and held meetings with the local authorities. An agreement was made with the City of Rijeka for further direct exchange.

The CO shared its experiences in developing the early childhood intervention service with the Azerbaijan CO in May 2011. The deputy representative visited the biggest national rehabilitation centers implementing the ECI programme and met with leading national experts on ECI from the Faculty of Education and Rehabilitation Sciences.

In November 2011, the CO hosted a visit from the Bulgaria CO during the Children's Rights Festival.

Knowledge and experience gained through the support to the Festival was shared in the light of activities directly promoting the Convention on the Rights of the Child in a wider public, as well as inclusion which was this year's theme.

In cooperation with UNICEF Bosnia and Herzegovina, The Hope and Homes for Children organization visited Zagreb in October, participated in the CO's supported conference on foster care, and further discussed activities related to children without primary caregivers and de-institutionalization.

Country Programme Component: Child protection from violence, abuse and exploitation

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Increasing sensitivity and capacities of communities, public services, families and CSOs/NGOs to protect children from violence, abuse and other harmful practices, including unnecessary and prolonged institutionalization.		2 FA4OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	250000.00	477044.00	348200.00	72.99
RR				
Total	\$250,000.00	\$477,044.00	\$348,200.00	

Results Achieved

In 2011, the largest national prevention programme 'For a Safe and Enabling School Environment' was further strengthened, ensuring that 140,000 children (ages 6-15: 51% boys, 49% girls) and 15,000 teachers (80% women, 20% men) from 301 schools (35% of all primary schools) are employing the positive preventive practices in everyday work. Internal research shows that 36% of children endure peer violence, out of which 12% suffer severe bullying, and 30% behave violently towards their peers. Many of these children come from vulnerable families affected by multiple risks (social exclusion, poverty, PTSP etc.). Programme implementation shows a significant positive trend in increasing teachers' competencies and skills, positive change of children's and adults' attitudes towards peer violence, and a change in behavior concerning the creation of a safe environment in schools. In an effort to reach the most disadvantaged areas of Croatia, special attention was given to six counties which face the biggest challenges in post-war reintegration, as part of the UN Joint Programme funded by the Spanish MDG-f that ended in April 2011. An external evaluation was conducted in May but the final report has still not been received.

Cyber bullying prevention modules continued to be implemented. The final report on the survey 'Experiences and Attitudes of Children, Parents and Teachers towards the Electronic Media' was presented. A series of materials based on the project's experience were published (booklet on bullying for parents and a revised edition of the manual).

During 2011, UNICEF supported the Government's efforts in the process of social welfare reform by providing knowledge, supporting capacity development and providing recommendations for improving the child care system. Technical support was given in the process of developing the new Foster Care Act, including providing recent survey information on the opinions and experiences of children in foster care, preparing the international conference on foster care models, and organizing joint field visits with the representatives of the MoHSW. The CO's research data and relevant recommendations were used and transferred during the process of developing the new Foster Care Act, resulting in needed improvements such as: more diverse forms/types of foster care, the principle of "the child's best interest", child participation, permanent and mandatory education and supervision of professionals and foster families, and quality standards and specific monitoring mechanisms. The new Social Welfare Act was also prepared and adopted as part of the social welfare reform, which includes decentralized planning, budgeting and provision of social services based on local action plans, and introduces the opportunity for local service providers (agencies, NGOs, etc.) to compete for concessions. This Act regulates that children under seven years of age should be placed in family-based placements. It also introduces and defines 'assessment' and the 'individual plan of change' as a basis for further interventions. These legal novelties direct child protection towards

analytical and evidence-based decision-making, which have been part of UNICEF's systematic advocacy and capacity building in the past several years.

Most Critical Factors and Constraints

Continuing challenges include the mainstreaming of violence prevention into the education system, and strengthening stakeholders' ownership of the project and its procedures into binding by-laws. An external evaluation of the project "For a Safe and Enabling School Environment" was planned to be conducted in 2011, but due to unexpected difficulties and unsatisfactory progress, the contract with the evaluators was terminated and the evaluation was postponed until 2012.

Regarding deinstitutionalization, the main constraint in the implementation of activities planned during 2011 (i.e. support for the operational plan of deinstitutionalization, the education of county social welfare professionals and the foster care campaign) was delay in the social welfare reform, which included the development of the new Social Welfare Act and the new Foster Care Act. Numerous by-laws still need to be developed and adopted in order for the system to become functional. The social welfare reorganization at the local level additionally slowed down the processes, especially with regard to the establishment of county social welfare institutes. With regard to the deinstitutionalization and transformation of residential institutions, the process was also delayed due to the challenges faced by the Ministry of Health and Social Welfare in the development of the Operational plan.

Furthermore, when it comes to planning and negotiating activities with relevant stakeholders, there is a need to improve official data on social welfare beneficiaries by regularly updating it and disaggregating it by additional criteria.

Key Strategic Partnerships and Interagency Collaboration

Through close collaboration with ETTA, 11 county seminars for 385 school expert associates (pedagogues, psychologists, and social pedagogues) were held in order to present the VFS project, including examples of good practice and lessons learned. Training sessions for 34 future mentors of the VFS project and additional training sessions for 23 mentors regarding cyber-bullying prevention were held. Expanding the mentors' network is important as they are the key link in presenting the project to the school through holding workshops for teachers on new knowledge and skills necessary to implement the project. They are available to the school as consultants and helpers during the course of implementation, and they also support the school in adjusting responses and actions to specific situations.

The UN Joint Programme "Closing the Chapter: Social Inclusion and Conflict Transformation in War Affected Areas of Croatia" (MDG-f programme) finished in April 2011 after two years of implementation.

A successful partnership continued with the Ministry of Health and Social Welfare, Department of Social Welfare, regarding improvements in foster care for children. Slow internal procedures within the Ministry along with a great work overload related to the social welfare reform were the main reasons for not conducting some of the jointly planned activities. Also, two new pieces of legislation were adopted, both relevant to the functioning of the social welfare system and practice at the local community level. Numerous by-laws still need to be developed and adopted in order to define procedures of social welfare organizations at the county level.

Following the results of the recent parliamentary elections, changes in the structure and staffing of the Ministry are expected.

Cooperation with the Department of Social Work within the University of Law as well as the Ministry of Health and Social Welfare and the Association of social workers continued in 2011 concerning advocacy and the spreading of knowledge about the right of children to live with (in) a family. Regional training sessions, based on the previously developed book "The Right of a Child to Live in a Family", were organized with the

cooperation of the above mentioned institutions and will continue in 2012. This ensures the sustainability of previously developed and supported UNICEF activities regarding the social welfare professionals' capacity building in providing quality work to biological families who are at risk of having their children taken away and placed in alternative care.

Very good cooperation continued with the University of Education and Rehabilitation in conducting and delivering studies and research. During 2011, a unique qualitative study on the experiences and opinions of children in foster care was conducted. Another valuable partner in implementing activities was the Forum for Quality Foster Care for Children (NGO), which conducted and coordinated all activities related to the international conference on foster care.

Humanitarian Situations

Not applicable

Summary of Monitoring, Studies and Evaluations

During 2011, results of the survey "Experiences and Attitudes of Children, Parents and Teachers toward the Electronic Media" were publicly presented and widely shared with the relevant Ministries, Ombudsman Office and other stakeholders. Results were used to show clear insight into the phenomenon of cyber-bullying and raise general awareness of the problem. The survey showed that 5% of children had experienced serious cyber-bullying, while 29% had experienced some form of peer cyber violence 1-2 times a month.

An evaluation of the UN Joint Programme "Closing the Chapter: Social Inclusion and Conflict Transformation in War Affected Areas of Croatia" (MDG-f programme) was conducted during 2011. Although it contains valuable observations and recommendations, the evaluation report also includes statements which are not based on evidence, and which go beyond the scope of the evaluation. UNICEF and the UNCT Resident Coordinator provided feedback and objections to this draft. The final report has not yet been received.

Research on foster care from the children's point of view was finalized in 2011, aiming to encourage the participation of children and to improve knowledge on the opinions and experiences of both fostered children and biological children of foster parents. The key participants in this research were therefore children and adults who had experienced living in foster care as children.

Some of the results and recommendations show that children should be engaged in the process of preparing documents and strategies related to out-of-home care, guidelines and standards should be developed for communication between professionals and children being prepared for removal from their biological families, the concept of deinstitutionalization should be expanded to include new forms and different types of out-of-home care, and that the intervention system must be based on a systematic approach providing that specific interventions are carried out simultaneously with the biological family not only to prevent removal, but also during placement in alternative care.

As an additional segment of this research, specific data was collected on the children, up to the age of three, placed in residential institutions and on the criteria for their placement, based on available official documentation of the relevant social welfare organizations. The findings showed that there is a discrepancy in the official Ministry's data on the number of children placed in institutions and the actual number of children. The research also showed patterns of cross-generational family pathology that should have indicated that children needed to be separated immediately upon birth, rather than upon serious neglect and/or abuse, which was mostly the case. Furthermore, the research indicates incomplete and non-standardized personal documentation on children in residential care, as well as lack of individual plans and monitoring of children's placements over time.

Future Work Plan

In early 2012, new consultants for the evaluation of the project 'For a Safe and Enabling School Environment' will be contracted, with the goal of reviewing and assessing the Violence-Free School implementation. Additional goals are to evaluate the role, contribution and impact of the project on the prevention of violence in schools, assess potential modalities and strategies of the project to be replicated and scaled up and make recommendations for project improvements and adjustments for institutionalization and sustainability under the Ministry of Science, Education and Sports (MoSES). The main objective of this external evaluation is to measure functionality, impact, effectiveness, efficiency and cost-benefit, relevance and sustainability of the project. Results of the evaluation will be publicly presented, shared and discussed with the MoSES, Education and Training Teacher Agency (ETTA), National Centre for External Validation of Education and other relevant stakeholders.

UNICEF will continue to discuss possibilities for ETTA and MoSES to independently take over, institutionalize and scale up the VFS project. The second revised edition of the VFS manual is being translated into English and is planned to be published and shared regionally and globally, with the support of the Regional Office.

UNICEF will continue to support the Croatian Government's efforts in social welfare reform and improvements in policy and practice, especially with regard to the deinstitutionalization and transformation of residential institutions for children. Special attention will be given to improving family-based care for children with disabilities and the youngest group of children who are lacking appropriate parental care, and in overall improvements and standardization of foster care for children.

In cooperation with relevant partners and stakeholders, the activities will be focused on the development of foster care in all Croatian regions as well as the development of a broad range of social welfare services based on relevant data, individual planning and monitoring interventions, specialized accessible services, participation and quality standards.

UNICEF will also continue to provide technical assistance in creating relevant national documents and strategies related to child protection, including the new National Plan of Action (NPA) for the rights and interests of children, and the NPA for the prevention of behavioral disorders.

In 2012, as part of the new CP, additional focus will be given to children in the justice system, especially in supporting services for children victims, witnesses and offenders. Research on the quality of increased supervision for juvenile offenders will also be conducted in 2012.

Improvement of data collection/utilization will continue to be supported in partnership with the NSO and relevant ministries. The TransMONEE data base will be further promoted.

Country Programme Component: Young child development

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Strengthening families to provide positive parenting and to assure the healthy, safe, stimulating and emotionally stable development of young children within their families.	2	FA1OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	300000.00	456550.00	396420.00	86.83
RR				
Total	\$300,000.00	\$456,550.00	\$396,420.00	

Results Achieved

New models of community-based support services for parents of the youngest group of children were introduced in the County Family Centers and became available to parents in the majority of Croatian counties, successfully scaling-up models of community-based, non-stigmatizing professional support services for parents and young children. 'Growing up Together' continued to be successfully scaled-up by ETТА, reaching more than 550 parents (89% mothers, many from multiple risk families, including unemployed, poor, Roma, single, and having a child with disability) in 49 crèches throughout Croatia, including the most deprived counties.

Basic knowledge of the situation and needs of the Roma community in Croatia has increased through joint field visits with the MoE representatives and meetings with Roma representatives and other relevant organizations.

In partnership with the MoF and the City of Zagreb, comprehensive preparations for the establishment of the first national phone help-line for parents of young children have been finalized, with the prospect of starting this new type of support to parents/ caregivers in early 2012.

The network of maternity wards in Croatia, which have a baby friendly status, expanded in 2011, reaching 70% of all maternity wards. The latest data on exclusive breastfeeding show an increase of 15% in the exclusive breastfeeding of 0-2 month old infants and a 13.5% increase for infants over 3 months of age as a direct impact of the BFH programme. This indicator on breastfeeding was incorporated into a national pilot project on evaluation and quality assessment of hospital performance within the PATH programme.

MoHSW endorsed the toolkit for Educators on Pregnancy Courses and conducted the first national training of 120 trainers for implementation of these new standards of antenatal education. BFHI principles were also expanded to postnatal health care by introducing and developing criteria and assessment instruments and by promoting a model of breastfeeding-friendly counseling services among health professionals in primary health care.

To enhance access to community-based Early Childhood Intervention services and support, in partnership with the City of Zagreb, the CO supported the development of a replicable model of comprehensive home-based ECI visiting services, based on collaborative partnerships between cross-sectoral professionals and key stakeholders. The model was piloted on 40 families with children (23 boys and 17 girls ages 0-3) who have disabilities or developmental delays, proving that it responds well to their needs.

Strategic support was provided to institutionalizing and implementing the home-based ECI, including the integration of its principles within the new Social Welfare Act. Efforts were also undertaken to increase the number of ECI professionals, and develop capacities for more effective interventions and an improved quality of service delivery.

Regarding the social inclusion of vulnerable and marginalized children, the CO, in an alliance with the CSO network of Associations of Persons with Disabilities, MoE, MoF and ETТА, empowered boys and girls with disabilities to understand their status as rights-holders and to claim their rights by becoming informed advocates of CRPD using the 'It's about Ability' toolkit.

Most Critical Factors and Constraints

The main obstacle to the implementation of parenting support activities within the county family centers was a difference in available resources and capacities among the centers, resulting in activities being conducted at a different pace. Taking into account all specificities, different levels of support will be needed in the future in order to ensure a more harmonious functioning of the family centers in the long-term.

On the other hand, for the institutionalization of parenting support activities in crèches, it would be beneficial to explore additional sustainability mechanisms besides the role of the ETTA since there are insufficient capacities to ensure long-term monitoring, coordination and support to overall programme implementation.

When it comes to research on community-based services for parents, the majority of work has been postponed until 2012 due to a delay in obtaining data from relevant institutions, which was necessary to form a nationally representative sample of parents. It is expected that the report will be finalized by mid-2012.

Going forward, more time is also needed to initiate the phone help-line for parents of young children in collaboration with relevant ministries.

The NPA for the Promotion and Protection of Breastfeeding and by-laws on Marketing of Breast-milk Substitutes have not been adopted due to budgetary limitations during the year, and the elections and change of government at the end of the year. Another limiting factor is an opposition attitude, still prevailing at a certain number of maternity hospitals, towards a change in practices, which is needed to implement the BFH standards.

Development of the home-based ECI service has shown that the scaling-up of ECI services is a complex endeavour that requires the engagement of relevant stakeholders at national, regional and local levels. As with the new Social Welfare Act the ECI services were mainstreamed within a social welfare system, this has shown a rapid scaling-up. Additional efforts are needed in order to reach interdisciplinary/cross-sectoral ECI services delivery and quality of programs in the long-term. In addition to developing funding at the local level, training ECI professionals, and supporting/encouraging the involvement of children and parents, national ECI systems need to be developed to promote quality services and equitable access by developing standards, indicators and targets; collecting data to track indicators and monitor progress toward targets; setting a clear reference framework and a coordinated response to the needs of children (ages 0-3) with disabilities or developmental delays as well as their families and establishing a system for identifying areas in need of improvement. The current decentralization of the social welfare system may also threaten the sustainability of the development of an ECI system if local ECI professionals do not receive the needed training to start up and oversee all aspects of ECI service delivery.

Key Strategic Partnerships and Interagency Collaboration

Very good cooperation was established with the Ministry of Family, Veterans and Intergenerational Solidarity in introducing new models of community services for parents of the youngest group of children. Additional negotiations will be required to determine and assure sustainability mechanisms for these services, especially with regard to the telephone-support line. It can be expected that the sustainability of introduced models will be assured through the activities and programmes of the county family centers.

ETTA continued to provide training of professionals for conducting the Growing up Together programme, and continuing cooperation was established in distributing educational materials. Additional efforts are required with regard to the long-term monitoring, coordination and support to the overall programme implementation in Croatian kindergartens.

Cooperation with the Governmental Office for National Minorities mostly revolved around information exchange, but also involved discussions about the future development of a National Roma Programme. Further efforts will be required to establish higher quality cooperation with the Ministry of Science, Education

and Sports, and the Department for preschool education. Stronger cooperation is needed in planning and monitoring joint actions that goes beyond the sharing of information regarding preschool education and the Roma community.

When it comes to the further development of the BFH initiative, a number of partnerships were vital in providing the ground for streaming-up, including with the Ministry of Health and Social Welfare and civil sector organizations, ranging from parental (NGO Roda) to professional associations (the Croatian society for perinatal medicine, the Croatian pediatrics society, and the Croatian society for preventive and social pediatrics).

Through an advisory group on the model of comprehensive home-based ECI visiting services, the CO engaged key stakeholders in dialogue and consultation processes in order to provide strategic and policy guidance on the development of home-based ECI services (Ministries, Agencies, ECI service providers, health care professionals, parents, academic institutions, etc.) Overall, advisory members viewed inter-sector approaches as desirable for supporting integrated ECI services and a number of future steps were identified in setting up a comprehensive system.

Humanitarian Situations

Not applicable

Summary of Monitoring, Studies and Evaluations

Comprehensive research on a number of key issues related to the provision of community-based parenting support services and programs for parents of young children has been initiated in 2011, with expected final results and baseline data in 2012. This research will provide information on the extent to which policy interventions in Croatia actually respond to the right of parents of young children (0-6 years) to adequate and sufficient support, as well as to what degree the services which are currently available respond to the actual needs/priorities as defined by the parents themselves. The research information will be collected from parents of young children, from professionals/parenting support service providers, and from local and national policy makers.

Continuous internal pre-post evaluation of the Growing up Together workshops has been conducted during every workshop cycle in kindergartens and county family centers, with results that suggest that an increase in parental empathy towards the child and readiness to provide more understanding and support to a child in distress can be attributed to participation in the program. Developing parental sensitivity, listening abilities and acceptance of the child were some of the programme objectives.

As part of BFH initiative, continuous monitoring and evaluation of the maternity wards was undertaken using the external pre-assessments, assessments and re-assessments as tools for measuring the level of BFHI implementation in each maternity hospital, all based on the WHO and UNICEF global recommendations.

An internal process evaluation of the effectiveness of the home-based ECI visiting services pilot programme has shown that out of the 40 families included in the pilot, 25% of parents have stated that their child has shown progress in at least one area, while 75% of parents said that their child has shown progress in several areas. Evaluation of the effects of the pilot home based ECI service has shown that well-designed and timely early intervention can enhance a child's development and provide support for the family, and that the positive outcomes for the child and family are directly related to early referral and timely intervention.

In cooperation with the Parent's Association 'Step by Step', an analysis of the actual situation of adolescent pregnancies, along with related recommendations, was published and discussed with relevant stakeholders. The formal procedure that was developed to tackle underage pregnancy and parenthood has begun to be used and has proven to be a good practice in several counties.

Future Work Plan

Depending on decisions made by the new government and the structure of future ministries, in 2012, it will be necessary to re-negotiate priorities and focus areas in the process of improving the scope and availability of community-based services in support of the ECD and positive parenting to the most marginalized children and families, with emphasis on the Roma population, families with children with disabilities and those at risk of poverty.

A valuable basis for future activities and cooperation with all relevant stakeholders will be provided through research on community-based services for parents of the youngest group of children, which will be conducted and finalized in 2012.

Tested and evaluated models of community services in support of parents will be adjusted to meet the needs of specific groups of the most vulnerable families.

The national phone-support line will be further developed and made operational in support of all parents and caretakers of the youngest group of children.

UNICEF will support the MoHSW to fully institutionalize BFHI standards into the strategic plans and policies, including by-laws regulating the quality of health services and criteria for resource allocation. Special emphasis will be placed on creating equally baby and mother friendly conditions for infants that are premature, ill or born with a disability and improving the quality of communication and interaction between professionals and parents/caregivers. Special emphasis will also be placed on ensuring that vulnerable mothers are identified in a timely manner and reached with professional pre- and post-natal care and early childhood development services.

As part of wider BFHI implementation, support will be given to the health home visiting program and the creation of a breastfeeding friendly environment within health institutions, with a special focus on infants with disabilities, premature infants or those of a different ethnicity (including Roma). Adoption of the National programme on breastfeeding promotion will provide a platform for local communities to develop their initiatives in breastfeeding promotion and create a breastfeeding friendly environment.

With the aim of providing equitable access to ECD services for disadvantaged and vulnerable children, the CO, in partnership with key stakeholders, will focus on (1) identifying service gaps to address the needs of children from birth to 3 years old who have disabilities or developmental delays as well as the needs of their families, (2) developing integrated services across sectors, standards, indicators and targets, (3) building capacities of the ECI professionals, and (4) providing high-quality services known to affect child outcomes.

In order to collect relevant data on the most vulnerable children, a survey on children living in poverty (including policy analysis and budgeting on national and sub-national levels) will be conducted. UNICEF will continue to take an active role in creating relevant national strategic documents, such as the new National Plan for the rights and interests of children and the National Programme for Roma.

The improvement of data collection/utilization will continue to be supported in partnership with the NSO and relevant ministries. Also, the TransMONEE data base will be further promoted.

Country Programme Component: Policy advocacy and partnerships for children's rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
The Policy Advocacy and Partnerships for Children's Rights Programme aims to build commitments and partnerships, mobilize political will, public support and financial resources for the fulfillment of child rights. Key envisaged results within this programme are a strengthened knowledge base about children and further improved monitoring of child rights, increased allocation of public funds for children, tripled donor base with sustained growth of available funds and doubled readiness of Croatian citizens to donate for children in other countries.		0 FA5OT1, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	400000.00	379555.00	317280.00	83.59
RR				
Total	\$400,000.00	\$379,555.00	\$317,280.00	

Results Achieved

The majority of the 2011 planned results were achieved: knowledge on children has been strengthened through key research and publications (Situation Analysis completed, Children's Opinion Survey launched); the number of regular supporters has almost tripled y/y, the funds raised for local programme implementation and International Emergencies exceeded the planned targets by 19%.

Furthermore, the CO contributed to the monitoring of child rights by supporting the preparation of alternative reports on the implementation of CRC by the coalition of child rights NGOs and by children.

The promotion of child rights continued through the Children's Rights Festival, with a particular emphasis on the inclusion and the rights of children with disabilities. For the first time, this Festival brought inclusive screenings of more than 30 domestic and international films produced by children and youth for visually and hearing impaired children in six Croatian cities. Additionally, children's knowledge on the Convention was strengthened through workshops for pre-school and school children based on the "It's about ability" toolkit.

Engagement of donors and the general public for local and international UNICEF programmes continued through regular and direct communication through the CO quarterly Newsletter, social networks and the media. The activities resulted in a 60% increase of supporters through Facebook as well as increased visits to the UNICEF webpage by 24%. The highlight of media activities aimed at donors peaked at the time of the East Africa emergency appeal (Aug-Oct 2011), ending with a telethon on National TV held on 4 Oct.

Continued support of media and advertising partners enabled the CO to successfully continue raising awareness through campaigns on peer violence in the country, importance of inclusion for children with disabilities, and international solidarity and UNICEF emergency operations globally.

In 2011, the CO raised over \$1.7 million for UNICEF national and international programmes. Continuing efforts to scale up the regular giving resulted in tripling of regular donors. These efforts were supported by PFP in know-how and investment funds. The development of the pledge programme was twofold: through conversion of existing one-off donors and through scaling up of face-to-face operations which increased the

total number of pledge donors from 2,890 to 8,000. Continuous investment and improvement in donor relations significantly contributed to the rise in regular giving and exceptionally low attrition.

Direct mail fundraising generated \$660,000 or 38% of all funds raised. It was the leading fundraising channel with over 28,000 active donors and 46,500 donations in 2011.

While sponsorships and corporate philanthropy in the country are decreasing due to the recession, the level of corporate donations stayed the same, totaling \$135,000. Despite the restructuring of costs in sponsorships, the major corporate partner, Croatian Telekom, remained committed to the same level of partnership.

More than 200 schools and 150,000 children and young persons participating in the Schools for Africa community fundraising project contributed to the Ethiopia education programme with more than \$115,000 raised, including a contribution from the MFAEI of \$35,000.

Product sales, totaling \$415,000 in 2010, decreased by 15% y/y. This negative trend is still lower than the global average by 5%.

Most Critical Factors and Constraints

The recession and the weak economic recovery in 2011 had an impact on some fundraising channels (corporate, events and product sale). As a result, the CO placed additional resources and efforts in risk averse areas, individual fundraising, direct mail and regular giving. While corporate donations remained at the same level despite overall cuts in the private sector, the events organized for corporate audiences recorded a slowdown in income. Job losses in the private sector were felt in the individual giving area, which was stated as the most common reason for stopping donations among regular donors.

While electronic media is on the rise in terms of broadening audiences and the number of channels and websites, the most notable impact of the recession has been recorded in the print media that continues to blur the line between advertising and journalism. The print editions with the highest readerships continue to serve the public mostly with infotainment and superficial coverage of day-to-day topics. Celebrity driven media coverage has led to an increase in the number of high profile supporters that helped the CO in generating media interest in relevant child rights issues and programme events.

Current media reporting does not support the rights-based approach towards children and persons with disabilities, mostly due to lack of knowledge. This reporting does not support reforms and deinstitutionalization of children with disabilities, since institutions are presented as the best possible place of care for children with multiple disabilities.

Key Strategic Partnerships and Interagency Collaboration

The CO actively participated in the marking of the 20th Anniversary of the UN, organized by the UNCT. During the week of October 24th, an exhibition of photos and all publications supported or printed by UNICEF in the country was opened to the public in the National University Library in Zagreb.

In order to support changes for children, the CO continued to strategically rely on a range of partnerships, both funds- and non-funds generating. The longest corporate partnership, which proved to be crucial in developing the CO as a self-funded entity, is with Croatian Telekom and has entered its seventh year of existence. This collaboration has been pivotal both for the corporate part of the fundraising portfolio as well as for the individual part. With its cash contribution of US\$100,000 on an annual basis, Telekom has established high standards in corporate philanthropy in Croatia while co-mailing with monthly bills has built the CO's individual donors' database at virtually no cost.

The second year of collaboration with Istria County resulted in the organization of the second fundraising golf tournament in Savudrija, Istria. Targeting high-end audiences, the CO continued its fourth year of organizing a fundraising gala event which generated over \$46,000 with *pro bono* artistic guidance from a renowned Croatian theatre director (who had initially been recruited as a regular donor, and then offered his help beyond regular monthly donations).

A partnership with the biggest car dealership, Autozubak, entered into its fifth year of collaboration. This partnership contributed to funds raised and the leveraging of resources for better service delivery. The partnership includes the biggest percentage of the population, "School for Africa" project, encompasses 70,000 school children and 6,000 teachers together with school supporting staff and local communities. Besides the financial outcome of the project which totaled over \$115,000, equally important is building international solidarity with children and sensitizing them to the problems and living conditions their peers face in different parts of the world. This initiative has been recognized by the MFAEI that contributed to this project with \$35,000, increasing its annual contribution from US\$21,000 in 2009.

Partnerships with regular UNICEF donors are a significant source of income generation and are equally important for increasing engagement and alliances on child rights issues. This fast growing fundraising channel in Croatia is generating funds for national programmes (70%) and contributing to UNICEF global resources with non-earmarked funds (30%) while proving the effectiveness of the Glocal approach, global and local combined.

Humanitarian Situations

Not applicable

Summary of Monitoring, Studies and Evaluations

The decline of corporate giving and the heavy recession that affected the Croatian economy forced the CO to review its approach to corporates and to identify potentials for and trends of corporate donations for the upcoming period. Research was conducted from May to June on a sample of 100 companies stratified by size, sector and revenue. As seen from the research, the economic crisis heavily affected the state of the economy and influenced donation budgets, which resulted in a 60% decrease of companies' allocations compared to 2010, while 10% of companies did not donate or did not plan to donate anything in 2011.

When it comes to previous collaborations with UNICEF, 37% of companies already donated to UNICEF in the past, while 65% of companies are willing to cooperate with UNICEF in the future. Approximately 66% of these companies are making the decision to allocate funds for donations on an *ad hoc* basis, while a more structured approach is practiced by only 34% of companies. The latter entails a defined budget existence of tender for awarding grants whereby areas of donations increase with the size of the company. According to respondents, prospective cooperation with UNICEF would bring them a positive image, make a difference for children, and be in line with corporate social responsibility.

Among recommendations formed on the basis of the research, UNICEF should communicate specific projects and impacts of donors' contributions more clearly, which will be incorporated in future project proposals sent to prospective corporate partners.

Future Work Plan

With the new CP 2012-2016, a new communication platform on equity will be developed to raise public awareness on disparities among children and mobilize resources to mitigate the impacts of disparities on the most vulnerable groups of children. While this platform will be developed for the whole duration of the CP, each year, a thematic campaign is planned to address a particular disparity.

A nation-wide campaign launching a new service for parents of the youngest children is planned in mid-May to promote the new help line.

The CO will share insights with relevant stakeholders from qualitative research on children's opinions obtained in the project Children's Alternative Report on the CRC. An alternative Report prepared by the Network of Children's NGOs will be used to further support the CSOs in improving the situation of children in the country.

A fundraising plan for the upcoming year will focus on individual giving, with further recruitment of regular donors through the existing channels: conversions of one-off donors to regular donors and recruitment of regular donors through face-to-face, and an expansion to door-to-door fundraising. Also, continuous improvements of donor relations and overall donor stewardship will contribute to low attrition and result in increased income. Corporate donations and product sales will be further stabilized.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Provide overall support to the programme management and implementation of activities		0 FA6OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	480000.00	489200.00	445802.00	91.13
RR				
Total	\$480,000.00	\$489,200.00	\$445,802.00	

Results Achieved

Cross-sectoral costs cover salaries of cross-cutting staff, travel, training and equipment, as well as additional operational support to country office management and administration.

The Office has been using VISION for payroll activities, attendance monitoring and human resource management as of July. VISION training, containing programme, finance, human resources, supply and warehouse component as part of the transition process to IPSAS has been successfully passed by all staff members during November and December. All staff members are trained for a specific role in VISION in order to continue the business process and implementation of programme activities in 2012.

Most Critical Factors and Constraints

VISION training resulted in increased workload and long working hours during November and December for both end-users and super-users in the office. As a VISION training of trainers was held during October, the training for end-users in the office was performed in November and December which, for Croatia as a self-funded office, is the most intensive period of the year. This is due to the fact that all programme activities that UNICEF is implementing in the country are closely connected and dependent on financial results of

fundraising and sales activities performed in that period.

Key Strategic Partnerships and Interagency Collaboration

The Office maintained very good collaboration with all governmental bodies relating VAT exemption for office and programme activities. All VAT exemption submissions in 2011 were approved and certificates were issued by the Ministry of Foreign Affairs and European Integration for general office use and Ministry of the Family, Veterans' Affairs and Intergenerational Solidarity, Ministry of Health and Social Welfare and Ministry of Education, Science and Sport for programme related activities.

Humanitarian Situations

Emergency Preparedness and Response Plan for maintaining preparedness and planning a specific response as well as Early Warning indicators for immediate, medium term and sudden threats are regularly updated. Key actions for Croatia as a low emergency exposed country are created, ensuring adequate levels of readiness and a timely response in relation to potential emergency situations and business continuity standards.

Summary of Monitoring, Studies and Evaluations

The monthly management report and Office management report were reviewed and discussed during CMTs on a monthly basis.

Future Work Plan

Priority action and the main challenge for 2012 is successful implementation of VISION and new organizational policies and procedures closely related to VISION, without affecting implementation of programme activities. The transition from UNSAS to IPSAS and the use of VISION will result in changes in working processes. Therefore, all staff members will have to put additional efforts in order to retain a high level of productivity and achieve organizational goals.

As preparation for the new CPD, the office conducted a staffing gap analysis which resulted in a new Staffing structure for CPMP 2012-2016 by which the Operational section will be strengthened with a Finance Assistant and the Programme section with a Social Policy Officer post.

Effective Governance Structure

The Office has strengthened its oversight and quality assurance mechanisms in order to ensure that key results will be achieved in the new CP cycle through newly developed CPMP and Summary Results Matrix within the new CPD. The Office has also strengthened its oversight through the 2011 Annual Management Plan and has included key results with clear individual staff members' responsibilities to ensure that key results of the country programme will be achieved. In preparation of the new CP 2012-2016, the Office conducted a thorough capacity gap analysis and determined optimum staffing capacity and competencies required to support the implementation of the country programme 2012-2016.

Following the Audit recommendation, ToR of the CMT is improved with standing agenda items which consist of monitoring of funds utilization, monitoring of key programme and management priorities defined in AMP and monitoring and advising on programme and fundraising strategies. CMT is now more focused on strategies, programme implementation, AMP indicators and reviewing monthly management reports (MMR) and office management reports (OMR). Since Heads of all sectors are CMT members and they are in charge of their respective budgets, greater attention will be given to monitoring of funds utilization within the sectors.

During 2011, the Office also developed tools for monitoring progress on the achievement of planned results for each programme component; developed Terms of Reference with standing agenda items for programme team meetings; established action points from programme meetings and followed them up for review in subsequent meetings; and established and implemented a standard for the frequency of field visits for programme monitoring, including with programme partners.

The UNICEF Office in Croatia continues to receive support from the Area Office in Serbia as the Area Representative is responsible for management support, and the operations team in the AO supports specific functions for the Croatia office.

The office has received 'satisfactory' audit rating in governance, following the audit exercise conducted in December 2010.

Strategic Risk Management

The Risk Control & Self-Assessment (RCSA), consisting of the CO Risk Profile and the Risk Control Library, was an office-wide initiative within UNICEF's Risk Management Framework that was developed in 2010 and updated in 2011. This is a working document to be used as a benchmark for assessing risks periodically, with a Control Library for mechanisms in place to mitigate or manage the risks at a tolerable level.

Intranet-based Early Warning Early Action for emergency preparedness and the office business continuity plan were regularly updated to ensure an adequate level of readiness, timely response in relation to a potential emergency situation and business continuity standards. The Business Continuity Plan was last updated in February 2010 and tested in November 2010. The next update is to be done in 2012 as a result of the test of the BPC.

The Risk Control Library of the RCSA has identified Risk Responses and Controls for the moderate to highly rated risks of the office. The Office Risk Profile needs to be kept abreast, capturing all internal and external operating changes. RCSA will be visited quarterly at CMTs, or as warranted.

Evaluation

The annual IMEP was developed on the basis of the 5-year IMEP and revisited during the mid-year review process and used for planning and implementing evaluations.

In 2011, an external evaluation of the Violence-free Schools project was initiated, but due to unexpected difficulties and unsatisfactory progress, the contract with evaluators was terminated and evaluation postponed for 2012. When obtained, findings and recommendations of this evaluation will be utilized by the CO and widely shared and discussed with partners.

An external evaluation of the UN Joint Programme "Closing the Chapter: Social Inclusion and Conflict Transformation in War Affected Areas of Croatia" (MDG-f programme) was conducted during 2011, but the final report has not been received.

Since one of the Audit recommendations to the CO was to prioritize the strengthening of its evaluation function and ensure that key strategic and high value programme activities are evaluated in the course of the country programme, within the CPMP process for the new CP 2012 – 2016, a new post of Social Policy Officer NOA was approved by the PBR. The post will be accountable for monitoring and evaluation, working with the Government to enhance the capacity for strengthening data collection and management systems, including analysis of data to address the issue of exclusion. TRT and PRB have approved establishment of this post effective January 2012.

Effective Use of Information and Communication Technology

ICT resources and services are in line with UNICEF policies and industry standards, as one of the business objectives is to prioritize high quality IT resources in support of achieving CP results. Within this framework, the office procured necessary hardware to support implementation of the Windows 7 operating system and Microsoft Office 2010 Suite. The quality standards also include continued availability of all IT resources, remote access via citrix accessed by all users, efficient user support and effective business continuity. IT resources (ProMS 9.1 and Lotus Notes) are still hosted by the Serbia office. Due to preparations for VISION, the Office decided to postpone installation of the Windows 2008 server and virtualization for early 2012.

The office internet connection remain the same, leased line 2 Mbit/s and the Office is planning to upgrade link to 4 Mbit/s in 2012 if needed for SAP/VISION, Microsoft Exchange (messaging), Microsoft SharePoint and Unified Communications. To ensure business continuity, additional ADSL backup link (8192/768kbit) continues to be available.

Communications equipment (switchboard and telephones) were replaced with new IP based infrastructure, with more incoming lines for better availability and direct numbers for all staff members.

Video conference equipment was regularly upgraded to new software and is used to improve collaboration activities among different groups within the region and any other respective parties.

Fund Raising and Donor Relations

All allocated funds were efficiently utilized throughout the year before the PBA expiration. A monitoring mechanism was put in place to ensure efficient and timely use of funding and no request for PBA extension was made in 2011 for the new Country Programme Cycle 2012-2016.

Management of Financial and Other Assets

The CO received 'satisfactory' internal audit rating in Operations Support in December 2010. Some minor observations reported in the audit report were closed in August 2011.

The Country Management Team (CMT) had 13 meetings in 2011 and discussed management issues related to office strategic directions, program/management priorities, funding, major program planning, work processes, HR issues, training/learning, office/staff security and other management. CMT decisions were regularly shared with all staff through staff meetings. CMT minutes were filed in a commonly shared folder. Performance indicators for programme, communication, operations, fundraising and partnerships continue to be monitored by the CMT through OMR and in-house developed MMR.

An operations officer and one programme staff member undertook the requisite on-line training for IPSAS. More practical training on this will be needed next year for selected staff. Three staff members were nominated as "super users" for VISION and were trained in all available streams.

Croatia is submitting Bank Reconciliations on a quarterly basis. In 2011, the office did not have any DCTs outstanding more than 6 months.

Expenditure rates for 2011 are 91% for RR (GG PBA) and 91% for OR. All expiring PBAs were expended 100%.

Supply Management

The total value of procurements (supply requisition component) amounts to US\$254.517.

The total value of institutional service contracts in 2011 amounts to US\$404.800 in 58 institutional contracts for translation services, distribution centre/warehouse management, telemarketing services, press clippings, communications material designer services, travel, accommodation and conference organization, maintenance services for premises, vehicles and equipment, security services, internet connectivity and other services. UNICEF Office for Croatia hosted a VISION HR CEE/CIS training in June 2011.

In 2011, the supply component consisted largely of printing of programme publications and promotional materials for fundraising and sales campaigns. Procurements also included purchasing of supplies for conferences, office stationary and miscellaneous supplies. The office purchased new computers to align with IT standards and technological requirements for migration to Windows 7.

Human Resources

During 2011, a capacity gap assessment was performed as part of the preparations of CPMP for the new CP 2012-16 to determine the optimum staffing capacity and competencies required to support the implementation of the new country programme. A thorough analysis of existing competencies was made and compared to the identified key competences that are needed to successfully achieve results of the proposed new CPD. In addition, an assessment was made of the competences that need to be added to in-house staff competencies, with the remaining ones being out-sourced, procured through partnerships or by SSA contracts. In addition, the Office has also conducted a capacity gap analysis even within the current CP cycle.

This was all confirmed during the PBR meeting in March 2011 when newly prepared CPD and CPMP were reviewed by the RO, HQ and peer Reps from the Region.

All PAS discussions were held regularly and individual SMs responsibilities in PAS are linked to AWP's and AMP's key results and with overall achievement of the country programme priorities and results. Regarding SM development and learning, a two days retreat was organized for all SM's and in-house consultants, devoted to the two main subject-themes – personal development and team work; and planning of the new CPAP. During the retreat, a special time was devoted to inform SMs about the Peer Support Volunteer Program which is designed to assist UNICEF staff members in better managing work and family related issues by using the support of colleagues.

A two day workshop on leadership and management skills was also organized for the CMT.

The CO has implemented the ten minimum standards on HIV in the workplace.

Efficiency Gains and Cost Savings

During 2011, the CO used pro-bono services of advertising agencies, professionals, social media agencies and others to reduce costs of production of awareness generating materials and brand building in advocacy. In partnership with media outlets, free advertising space and time was also secured.

Staff Members attended a training on energy efficiency, aiming at behavior changes to reduce the costs of energy consumption.

New telephone infrastructure with GSM gateways Office resulted in lower telephone costs since the majority of calls are donor-related, from Office phone to mobile phone. Detailed calculations will be done in 2012.

Changes in AMP and CPMP

The Office improved its Annual Management Plan for 2011 and included key results with clear individual staff members' responsibilities to ensure that key results of the country programme are achieved. Individual SMs responsibilities in PAS are linked to AWP's and AMP's key results and with overall achievement of the country programme priorities and results.

The new country programme 2012-2016 it will be organized around one programme component: achieving equity in early childhood development and child protection through building alliances in support of child rights and mobilizing society and the Government around issues of disparities, social exclusion and violence against children and women. To achieve the planned results of the new CP, the office team will be organized in three clusters: a programme cluster with a strong equity focus, a communication and resource mobilization cluster with strong emphasis on regular giving, digital and corporate fundraising and an operations cluster, with the Head of Office having overall responsibilities.

While much of the competencies required of the staff already exist within the office, additional staff capacities need strengthening to move all programme areas upstream in the area of social policy and analysis, and monitoring and evaluation. Therefore, in order to implement the new country programme, the office will need to strengthen selected programme competencies to ensure that UNICEF staff has state-of-the-art knowledge, skills and credibility to engage in supporting sophisticated policy dialogue and innovative partnership building. These competency gaps are particularly apparent in the upstream area of social policy, including more strategic engagement in policy dialogue around the economic crisis and in the critical area of partnership building with civil society, with emphasis on networking and capacity building of special interest groups. Strengthened skills are also needed for work on communication for development (C4D)

and for improving knowledge management and generation of evidence. In addition, to respond to global organizational changes, including SAP/Vision, IPSAS, Enterprise Risk Management, re-designing of business processes, the Office is planning the strengthening of competencies in these specific areas. PBR has supported these changes in March 2011.

Summary Notes and Acronyms

ARM	Annual Review Meeting
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
ECD	Early Childhood Development
ECI	Early Childhood Intervention
ETTA	Education and Teachers' Training Agency
EU	European Union
IMEP	Integrated Monitoring and Evaluation Plan
MoFAEI	Ministry of Foreign Affairs and European Integration
MoFVIS	Ministry of the Family, Veterans' Affairs and Intergenerational Solidarity
MoHSW	Ministry of Health and Social Welfare
MoSES	Ministry of Science, Education and Sports
MoI	Ministry of Interior
MDGs	Millennium Development Goals
NGOs	Non Governmental Organizations
OECD	Organization for Economic Co-operation and Development
TM	TransMonee
UNCRC	United Nations Convention on the Rights of the Child
VfS	Violence free Schools

Document Centre

Evaluation

Other Publications

	Title
1	Opinions and attitudes of children and young persons in Croatia (in Croatian)
2	Situation Analysis and Procedure Recommendations in Cases of Juvenile Pregnancy and Parenting: 'When Children Have Children' (in Croatian)
3	Potentials of Corporate Donation Market in Croatia in 2011
4	Handbook for prevention of peer violence in schools: "For Safe and Enabling Environment in Schools"(in Croatian, second revised edition)
5	Booklet for parents for prevention of peer violence in schools "For Safe and Enabling School Environment" (in Croatian)
6	Leaflet for parents on prevention of peer violence "For Safe and Enabling School Environment" (in Croatian)
7	"Let's Talk about Ability" Learning Guide on the Convention on the Rights of Persons with Disabilities (translation to Croatian)
8	"Let's Talk About Ability" - An explanation of the Convention on the Rights of Persons with Disabilities (translation to Croatian)
9	"See Me, Hear Me" - A guide to using the Convention on the Rights of Persons with Disabilities to promote the rights of children (Save the Children, translation to Croatian)
10	Movement and health of children and young people (in Croatian)

Lessons Learned

Programme Documents