Executive Summary

The past year was marked by Croatia's joining the EU. The Ministry of Foreign and European Affairs coordinated an intra-governmental evaluation of the contribution the UN agencies have thus far made to the new national and multilateral agenda. UNICEF received a positive assessment of its contribution to the advancement of the child rights agenda, with emphasis on collecting data on children and supporting policy analysis and raising awareness on key issues in child rights. UNICEF's convening role in bringing together different sectors and different levels of governance around topics of inclusion, young child development and child protection was also highlighted. UNICEF's strong partnership with government counterparts ensured the sustainability of UNICEF-developed models of community support for parents of young children, leaving a lasting impact on families throughout Croatia.

Significant progress was achieved in collecting data on young child development and in the analysis of the available services for parents of young children. A UNICEF-supported survey on young child development in Croatia was used to roll-out a plan of county-based services for young children in three less developed counties. A new model of parental support involving various institutions and parents of young children with disabilities was successfully piloted and evaluated across the country.

A bottleneck analysis of the institutionalisation of children with disabilities focused on the plight of the most vulnerable children living in specialised hospitals and contributed to the process of de-institutionalisation in the country. Following the recommendations of the analysis and the discussions with the Ministry of Health, UNICEF was asked to support the de-institutionalisation of children living in specialized hospitals.

An innovative partnership with libraries across the country as part of a UNICEF-supported campaign promoting early reading aloud resulted in more than 130 independently organised events during which mayors, celebrities, journalists and parents engaged in joint reading activities with young girls and boys at libraries. The campaign will expand in 2014 to the paediatric clinics in economically disadvantaged counties. Activities will include training and the distribution of a picture book to the most vulnerable families.

With the support of Croatian National Television and a cineplex company, the Croatia Country Office (CO) launched the “END Violence” campaign in cooperation with the locally popular Hockey Club Medvenceskac. The campaign included a PSA with both Liam Neeson and the hockey player Dario Kostovic which was aired pro bono in cinemas, on national television and during all Medvecscak KHL home games.

The CO continued its engagement with the private sector, including media, donors and high profile supporters in order to increase social support and funds for most vulnerable groups of children in Croatia and internationally. Financial income from individual regular giving increased by 93 per cent in 2013 (from US $702,000 in 2012 to US $1.357 million in 2013). This increased the resources available in 2013 for national activities by 25 per cent and for international activities by 24 per cent. The CO also raised US $350,000 for the emergencies in the Philippines and Syria. In total, US $2.449 million was raised through fundraising activities.

The Programme Coordinator acted as the Officer-in-Charge (OIC) from February to December 2013 as a result of the resignation of the Head of Office and thus covered two very demanding functions.

Country Situation as Affecting Children & Women

The most important political change in 2013 was Croatia joining the European Union as its 28th member state. However, negative economic trends and insecurity remained the main challenge for the Croatian Government in 2013.

The gross domestic product decreased in real terms by 0.6 per cent in the third quarter of 2013, while the rate of registered unemployed persons has increased and currently stands at 21.6 per cent [1]. The at risk-of-poverty rate for total population was 205 per cent in 2012, however, when social exclusion is also taken
into account, the rate increases to 32.3 per cent. It is concerning that the most dramatic increase in the risk-
of-poverty rate has been noted for single parent households with dependent children (40.4 per cent), as well as households with two adults who have three or more dependent children (29.1 per cent) [2]. Social protection expenditure as a percentage of the GDP lags significantly behind that in the other EU Member States, falling behind the EU-27 average by 9 per cent [3].

In 2013, the intensive process of planning European funding for 2014-2020 took place. Recognizing the importance of funding for vulnerable groups of children, such as children without adequate parental care, children with behavioural problems, CWD, Roma minority etc., the working groups proposed poverty reduction and social protection as priority areas.

All economic developments have a strong bearing on the quality of life and wellbeing of children, women and families in Croatia. According to the data of the Ministry of Social Policy and Youth (MSPY), the number of children on welfare has been on the rise. In 2012, an estimated 40 039 children [4], mostly in families, were long term welfare recipients.

Regarding legislation affecting children, the key changes in 2013 consisted of adopting the new Social Welfare Act, and developing a framework for the new Family Act. Despite the fact that the new Social Welfare Act, as well as the previous one from 2011, prescribes non-institutionalised care for children under seven, according to 2012 data [4], 177 children under that age are still living in institutions for children without adequate parental care. This number has decreased only slightly since 2011 when it was 195 children [5]. The new and improved Foster Care Act, announced several years ago, has still not reached the procedural development phase.

Progress in implementing the Plan for Deinstitutionalization and Transformation of Institutions has been slow and has encountered bottlenecks. Reports for the last three years show that the number of children without adequate parental care remains unchanged. Unfortunately, in spite of rhetoric about inclusive education, a high number of CWD are still being institutionalized. Recent UNICEF-supported research shows that there are 1,025 children with disabilities (CWD) in institutions and that most of them (54 per cent) are living there permanently. It is especially concerning that some 100 CWD have been living in medical institutions for a long period of time.

Changes in the social welfare system significantly decreased fees for a range of services - mostly provided by social welfare centres’ external associates - that support vulnerable families and children. It will remain to be seen whether this decrease will have an impact on the quality of service provided.

There is a need for improvement of access to quality early childhood education for all boys and girls. Only 56.64 per cent of children of preschool age are enrolled in five-hour and ten-hour programmes. Preschool institutions are still seen primarily as a service for employed parents and not as a risk-mitigating opportunity for all children. Even though the positive trend in enrolment of Roma children has been observed, barriers to access remain. During Croatia’s chairmanship of the Decade for Roma Inclusion (July 2012 – June 2013), access to education was stressed as one of the priorities for all citizens of the state. Alongside the national documents protecting the rights of the Roma minority, the new Strategy for Education, Sciences and Technology 2020, which recognizes the importance of equity and the creation of the best conditions for successful learning and overall personal development, was introduced.

It is important to note that the latest Programme for International Student Assessment (PISA) results show little improvement made by Croatian students in: mathematical literacy with 30.6 per cent of students below level 2 proficiency in 2012, down from 33.2 per cent in 2009; reading literacy with 18.6 per cent of students below level 2 proficiency in 2012, down from 22.5 per cent in 2009; and scientific literacy with 17.2 per cent of students below level 2 proficiency in 2012, down from 18.5 per cent in 2009[6].

Aligned with the Council of Europe Strategy for the Rights of Child, the need to strengthen the justice system’s response to the rights of children is recognized, but a hostile environment and bureaucratic procedures are still present. There is an urgent need to shorten waiting time for trials and adjudication, fully implement alternative measures, and enhance the rights of child victims and witnesses in all procedures.
In its efforts to advance a wider platform for child rights, in December 2013 Croatia signed the Optional Protocol to the CRC on a Communications Procedure (OPIC) which provides a mechanism for children or their representatives to report violations of the Convention. In 2013 Croatia also acceded to THC-1993 which will take effect on April 1st 2014. The office of the Ombudsman for Children, one of the most important bodies charged with monitoring and protection of child rights in Croatia, celebrated its 10th Anniversary in November 2013.

An analysis of data for 2013 shows an increased number of individual recorded violations against children’s rights; in 2013, 1436 reports were received, as compare to 1228 in 2012 [7].

In 2013, Croatia went through the UPR Mid-term Implementation Assessment with the CO providing comprehensive comments on issues affecting children. In addition, for the upcoming CRC session, the CO prepared information on key national gaps and bottlenecks regarding the implementation of the Convention on the Rights of the Child.


Country Programme Analytical Overview

IN 2013, the CO continued to strengthen its relationship with the Government by providing policy advice, knowledge generation, as well as expert and technical assistance in selected child rights areas. UNICEF was invited to all key national child rights planning processes, including the one for the new National Strategy for Child Rights. Knowledge generated and supported by UNICEF is widely distributed and discussed. The remaining challenge is how to develop capacities to better use national data as well as ensure adequate monitoring.

The CO’s strong partnership with government counterparts ensured the sustainability of a UNICEF-developed model of community-based support for parents of young children.

Croatia is among the EU countries with the highest number of people living in poverty (20.9 per cent). This is especially worrisome as the rate for children at-risk-of-poverty or social exclusion continues to increase, currently standing at 32.2 per cent (EU - SILC, 2010). Consequently, poverty and exclusion of the most disadvantaged boys and girls remain the priority areas in the current UNICEF mandate in the country.

Significant progress was achieved in data collection on the Young Child Development programme (YCD) and the analysis of the available services for parents of young children. A UNICEF-supported survey on young child development in Croatia was used to roll-out county-based planning for services for young children in three less developed counties. A new model of community-based parental support for parents of young children with disabilities (CWD) was successfully piloted and evaluated across the country.

A bottleneck analysis of the institutionalization of CWD focused attention on the most vulnerable children living in specialised hospitals and contributed to the process of de-institutionalisation in the country. Following the recommendations of the analysis and the discussions with the MoH, UNICEF was asked to support the process of de-institutionalisation of children living in specialized hospitals.

UNICEF continued to work with the government counterparts towards achieving high quality early childhood education and care, especially for the most vulnerable girls and boys, recognizing that this is an essential stepping stone for school readiness, prevention of school dropout, better health, future employment outcomes and social mobility. The government counterparts expressed appreciation for UNICEF’s contribution to the advancement of the national child rights agenda in the country and beyond its borders. UNICEF’s work
in the country was also recognised and generously supported by the private sector, media and general public.

Upon Croatia's joining the EU in July 2013, the Government conducted an evaluation of its work with UN agencies in the country. This presented an opportunity for UNICEF to accelerate discussions around the most appropriate modalities for its engagement in the country. The new cycle of dialogue started with the Ministry of Foreign and European Affairs (MoFEA) in autumn 2013 and explored UNICEF’s on-going support to Croatia. This included proposing a thorough analysis of possible engagement scenarios as part of the 2014 Mid-Term Review. The Government acknowledged UNICEF's contribution to the domestic child rights agenda and expressed interest in continued engagement through the Country Programme modality until the end of the current country programme cycle in 2016.

**Effective Advocacy**

*Mostly met benchmarks*

Recommendations from the UNICEF-supported national survey on parenting of young children, publicly launched in April of 2013, revealed widespread tolerance of parental violence towards young children. Thus, the focus of the local launch of the global END Violence campaign was on family violence and the way parents can be supported in learning non-violent parental skills that do not include corporal or psychological violence towards young children. The campaign was promoted on National Television and through a partnership with the Medvescak Hockey Club and highlighted UNICEF-supported services for parents of young children including the “Little Phone” parental help line and a series of workshops for parents called “Growing up Together”, both aiming to strengthen parental skills and reduce the rate of parental violence towards young children.

With UNICEF’s support, the 5th Annual Children’s Rights Festival, a unique event in November promoting child participation and inclusion, grew in size increasing its geographical coverage by 25 per cent and enjoying the participation of 10 per cent more children. In sum, it provided child rights education in a fun and inclusive way to more than 6000 children in 10 Croatian counties. More than 25 short films produced by children’s and young persons’ filmmaking groups highlighting different child rights were screened at the festival, with subtitles for persons with hearing impairments and video descriptions for persons with visual impairments.

UNICEF supported the participation of school children and youth from impoverished, rural areas as well as children from centres for education for CWD in the festival’s activities. The festival also provided platform for the leading cinema company to test the concept of inclusive screenings and make long-term plan for equipping the cinemas with the technology that will enable video descriptions for children's films, thus providing access to audiovisual arts to children and adults with visual impairments. In late 2013, a new platform for private sector advocacy and corporate social responsibility (CSR) focusing on child rights was launched in partnership with the Croatian Employers’ Association. The partnership, which will last until the end of the current CPD in 2016, will mainly focus on family-friendly workplace – a topic identified as important by relevant corporate stakeholders. This theme will be further elaborated in 2014 which is the European year of reconciling work and family life.

**Capacity Development**

*Mostly met benchmarks*

The CO focused on developing and improving community-based services for the youngest children and their families, with special emphasis on the most vulnerable children and families, through Early Childhood Development (ECD) initiatives aimed at building the capacity of health care, social welfare and education professionals and policy makers. The results of the comprehensive national survey on the quality and accessibility of ECD services to children and families were presented on numerous occasions. The publication
"How Are Parents and Communities Taking Care of the Youngest Children in Croatia" summarizing the survey results was presented at the national conference in April of 2013. The results were also discussed with decision makers and health care, social welfare and education professionals from three less developed counties in order to build up their knowledge base and capacity.

Meetings were organized with local stakeholders in order to identify gaps and available resources to improve the quality and accessibility of services for the most vulnerable preschool children and their families at the county level. The CO supported the study „Roma Early Childhood Inclusion” (RECI) on social and educational inclusion of Roma children in Croatia with expected results and final report due in April 2014.

As a part of its CEE/CIS KLA 7 on Young Child Wellbeing, the CO committed to assist government counterparts in building the capacity of health care community nurses to better support parents and young children, especially the socially excluded and children with developmental delays and disabilities. In 2013, the identified the weaknesses and strengths of the primary health care CN systems and recommended concrete actions and steps in strengthening its quality. These findings and recommendations were considered in the development of Strategic National Plan of human resources in health care. The CO also developed a training package on positive parenting and early childhood development for community nurses. The targeted sample of all CNs (around 20 per cent) attended training on early childhood development and positive parenting.

In 2013, the CO supported capacity development of the child protection and juvenile justice system at the national and local levels focusing on better planning and management of the de-institutionalisation process, provision of community-based services and other related issues. This included supporting the training of Ministry of Social Policy and Youth representatives on how to successfully manage the deinstitutionalisation process at a LUMOS workshop.

UNICEF supported on-going transfer of knowledge and capacity development to a critical mass of J4C professionals in the area of alternative sanctions - out of court settlement. Around 70 per cent of state attorneys /prosecutors and their expert associates, all of the directors of the Centre for Social Work (CSW), and new JJ mediators were trained on implementing out-of-court settlement, resulting with 21 counties (100 per cent coverage) implementing diversion measures. The topic of diversion measures has been partially incorporated into Justice Academy curriculum.

While these developments are promising and critical for assuring sustainability and lasting capacity, institutionalising them remains a challenge. In light of the current financial crisis, political commitment backed by financial allocations is essential. With this in mind, continued to UNICEF advocate for sustainable capacity development.

**Communication for Development**

*Mostly met benchmarks*

A national survey on parenting of young children revealed that poor families and those living in rural areas rarely or never engaged in reading activities with their young children. In Q2, a national campaign promoting early reading aloud was supported and launched with partners to increase joint reading habits of parents and caregivers with young children. It included 130 library-organised events including bibliobuses travelling to reach isolated communities and having local celebrities, mayors, parents engage in inclusive reading events for children. The campaign continues in the most disadvantaged areas of Croatia in cooperation with paediatricians and family doctors as they have the best reach of families, especially in isolated areas. The doctors promote the importance of early reading aloud to parents during health check-ups and provide families with their first picture book.
Service Delivery

**Mostly met benchmarks**

In the area of child protection, the CO continued to support the social welfare reform in Croatia, prioritizing deinstitutionalization, transformation of the social welfare centres towards a case management system and development of new services focusing on family support and prevention. The Ministry of Social Policy and Youth (MoSPY) specifically invited the CO to support improvements and set up standardized procedures for the "Supervision over parental care" social welfare intervention intended for families at risks. Joint activities have been agreed upon to enhance efforts to provide quality professional support services to parents, and to subsequently prevent separation of a child from his/her biological family and their placement into the public care.

In the area of ECD, UNICEF provided technical assistance and policy advice on development and modelling of integrated, inclusive and quality ECD services, with special emphasis on services intended for the most vulnerable children and their families. Cooperation was established with three less developed (counties were selected based on the available data of socio-economic status, availability and accessibility of services, number of children etc.) in order to improve the quality of community services for preschool children and their families. In order to increase accessibility of support services for parents of the youngest children, additional training was provided for local professionals in cooperation with the county officials. Also a new model of support services for parents of children with disabilities was developed and piloted. It will be widely introduced in 2014, with additional training organised and sustainability mechanisms discussed with relevant stakeholders.

The national telephone and internet helpline, established in 2012, successfully provided support to parents and other caretakers of the youngest children, noting a 44 per cent increase in the total number of recorded calls compared to previous year. Sustainability mechanisms to incorporate the service within the formal family care system were discussed with stakeholders on an ongoing basis.

Strategic Partnerships

**Mostly met benchmarks**

The Schools for Africa Project entered its sixth year of partnership with primary and secondary schools focusing on Ethiopia. In 2013, the scope of this project broadened to include kindergarten children, which added up to 80,000 children, or 15 per cent of all children in Croatia. The main goal of the programme is to promote active participation of children in international solidarity with their peers in partner countries, combined with a fundraising component. Total funds raised through this project amounted to US $80,000, the same as in 2012.

By the end of 2013, 28,200 individuals (0.8 per cent of the total adult population of Croatia) were supporting programmes for children in Croatia and internationally with regular monthly donations. This amounted to 55 per cent of the CO’s overall fundraising income. These donators constitute a strategic partnership platform for promoting UNICEF upstream work in the high income country as well as contributing to UNICEF international programmes.

Strong partnerships with local governments in three major cities in Croatia, Zagreb, Rijeka and Split, contributed significantly to fundraising and local advocacy efforts, enabling the CO’s continued presence both at the programme and fundraising level.

CSR activities focusing on child rights supplemented CO’s corporate engagement. Corporate alliances and philanthropy did not result in the planned financial outcome primarily due to severely restricted corporate philanthropy budgets and sponsorship which were affected by the recession.
Knowledge Management

Mostly met benchmarks

The CO continued its efforts in gathering, organizing, refining and disseminating knowledge to leverage its value and strengthen all partners to deliver optimal results for children and reduce existing equity gaps.

Based on the partners’ needs and priorities jointly identified within the BWP, the CO engaged all available national and international resources to facilitate partners’ access to new knowledge/lessons learned that can be applied in practice and lead towards positive improvements. The CO also strengthened national capacities to monitor the impact of the outcomes reflecting the newly acquired knowledge.

In order to generate concrete knowledge in the key programme areas, in 2013 the CO supported and conducted several research studies including: a study on the situation of children with disabilities placed in institutions; a study on the educational measure for young offenders - Intensified Care and Supervision (ICS); research on poverty and the material wellbeing of preschool children; Roma Early Childhood Inclusion [RECI] research; an analytical UNCT study on Roma population in Croatia.

The results of a comprehensive study on community-based support services for parents of young children were presented in 2013 to a wide audience. The study measured the extent to which policy interventions in Croatia actually respond to the rights of parents of young children to access sufficient support, and highlighted how well the current services respond to the actual needs/priorities as defined by the parents themselves. Apart from being presented at the national level, the newly gained information was disseminated to the targeted local communities in order to support the reshaping of community-based services there to better meet the needs of the most marginalised boys and girls.

The CO involved and consulted stakeholders during the preparations and implementation of all the stages of studies/research in order to strengthen their commitment, ownership, and management processes. All of the insights and knowledge gained through research and consultation of international and empirically-based models were used to: (i) further develop policies and services for the most vulnerable children and families, (ii) raise public awareness to remove barriers that stem from lack of knowledge and prejudice, and (iii) directly improve and strengthen the capacity of service providers.

In addition, the CO supported partners in benefiting from international expertise, for example by supporting the attendance of ministry representatives at international workshops on pertinent topics such as deinstitutionalisation. The CO also used its diverse resources to develop quality policy measures and approaches. For example, it helped ministries recognise a need for criteria and standards on early intervention for children with autism spectrum disorders, and for models for innovative interventions to meet children’s needs. Based on partners’ demand, the CO developed and piloted a new support services model for parents of CWD.

Whenever possible and beneficial, the CO organized public presentations and widely disseminated the new knowledge and resources to the entire expert community, governmental and local authorities, parents, NGOs, media, children themselves, and the other stakeholders.

Human Rights Based Approach to Cooperation

Fully met benchmarks

The CO continuously and consistently upheld and used a human rights based approach (HBRA) in its programming, communications and dialog with partners and the public. The principle of participation of right-holders in each and every process of policy development and implementation was strongly advocated and
required of duty barriers. All the CO’s programme components included efforts to increase the awareness and capacity of policy makers, experts and service providers monitoring and improving children’s rights, especially those of the most marginalized.

Proclaimed commitment of the policy establishment to protect the rights of the most vulnerable children and their families has not yet been realized in terms of essential and sustainable changes. Consequently, children with disabilities face various barriers when trying to achieve their right to inclusive education, family based multidisciplinary support, and early intervention; Roma children and their families still face isolation and are not being involved in quality, inclusive preschool programs; many children still lack the opportunity to be raised in a family environment; in many counties there is a lack of adequate services; poverty and social exclusion negatively affect children’s lives; and allocated resources and amounts for children are week and not regularly monitored.

The CO recognized and welcomed the Government’s efforts and achievements to fortify human rights principles and provided needed support for putting these mechanisms into practice. Along with duty bearers, the CO continuously and systematically drew attention to this subject and developed partnerships in order to improve human rights implementation with children, parents, NGOs, experts, local communities, media, individual and corporate donors.

To enhance the national reporting process to the CRC on the implementation of the Convention on the Rights of the Child, the CO supported the development of the shadow report prepared by the NGO sector, as well as a children’s report focused on active participation issues.

**Gender Equality**

*Mostly met benchmarks*

In the planning and monitoring of all activities, as well as in the assessment of their effectiveness, the CO always included the gender component, as it represents an integral part of all processes. The importance of gender mainstreaming is present in advocacy efforts as well as in the Office's recommendations on national policy documents and on their eventual implementation.

The gender dimension was considered, whenever applicable, in all research that the CO commissioned, in an effort to discern the specific position of girls and boys in relation to the overall research area. This perspective and insight enabled the extraction of conclusions and further recommendations for the decision-makers and other relevant stakeholders.

In Croatia, gender issues are not in the forefront and run the risk of remaining invisible. Even with the onset of the Gender Equality Act and National Policy for the Promotion of Gender Equality, as well as the Office for Gender Equality, previously identified issues are still present, along with many other “hidden” ones.

Considering the particularly vulnerable position of women and children within the Roma community (for example, even though the preschool and school enrolment rates for girls and boys are relatively at the same level, the drop-out rate for girls is substantially higher, indicative of their roles in the family and traditional norms), UNICEF stressed the need for further analysis of all the researched areas pertinent to the perspective of women and children in the joint UN Report on the position of Roma national minority.

Gender mainstreaming is part of the public advocacy work and is reflected in imagery and Croatian language which differentiates between male and female nouns. The gender approach was also promoted through media activities, always considering gender balance in the topics and representation, including in the participation of high profile supporters in UNICEF-organised events.

The gender dimension in the collection and tracking of data presents a great challenge to gender mainstreaming in Croatia. The lack of some relevant information makes the evidence-based approach in planning and creating policy documents deficient, as well as presenting problems for the evaluation of subsequent policy effectiveness. Overall, the challenge lies in how to further strengthen the collection of
gender-related statistics, but even more so in how to ensure that the data will be then used. Therefore, the CO continuously worked to strengthen the capacity of the wider system to collect and track data within the framework of its activities and stressed the importance of gender disaggregated data in all possible instances.

### Environmental Sustainability

*Mostly met benchmarks*

### South-South and Triangular Cooperation

In 2013, the Montenegro Office adopted and reprinted the manual as well as other materials relevant for the implementation of the Violence Free Schools Program which was entirely developed by the local experts and initiated and supported by the Croatia CO. The CO supported the Montenegro and Ukraine COs in adapting and using the awarded public awareness campaign "Every Child Needs a Family" developed to raise awareness on a child’s right to live in a family environment.

The CO’s exceptional results in recruitment and stewardship of regular monthly donors (pledgers) resulted in the CO leading the CEECIS region in this fundraising technique. A Senior Face-to-Face Fundraising Assistant was invited to share the CO’s experience and knowledge with the Romania CO during a three-day job training session. This cooperation represents the continuation of knowledge sharing in the area of fundraising that the CO has been providing within the region since 2007.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Croatia – 1030**

**PC 1 - Alliances for equity and social inclusion of the most vulnerable children**

**PCR 1030/A0/06/001**

ECD services for vulnerable children ensure that girls and boys from the poorest families, including those with disabilities or developmental risks, and from the Roma minority benefit from i) inclusive, community-based preschool services for children and families; ii) family based early childhood intervention programmes and services and iii) perinatal care services and better parenting education.

**IR 1030/A0/06/001/001**

By the end of 2016, national and local authorities provide quality, inclusive community-based parenting and ECD support services to the most disadvantaged boys and girls and their families.

**Progress:** Accessibility and availability of inclusive preschool and ECD community-based services remains a challenge in Croatia. There are still regional and urban-rural disparities in the provision of ECD services, accompanied by economic uncertainty of a growing number of families with young children.

The national survey on the accessibility of the ECD services, conducted by UNICEF in 2013, showed that 56 per cent of parents of children age 0-6 experienced financial difficulties; they expressed a need for better accessibility of kindergartens and other services for children, as well as a need for more information on available parenting support services and more free-of-charge support services. These findings mostly reflect the situation of families living in rural areas of Croatia, those living in poor socio-economic conditions or those with three and more children, as well as families with children with disabilities.

In 2013, UNICEF continued supporting the Government of Croatia in its efforts to develop universal programmes to help support families with young children. In partnership with line ministries, the national telephone counselling helpline was set-up and provided information and support to parents and other care-takers of young children. The CO also supported the further development of the Parenting Skills Programme in the county family centres and at local kindergartens. In answer to demand, a parenting support programme for parents of children with disabilities was initiated.

**IR 1030/A0/06/001/002**

By the end of 2016, the social welfare and health system, in cooperation with local authorities, provides comprehensive, quality, accessible and responsive home-based early childhood intervention services to most vulnerable families and children.

**Progress:** The new Social Welfare Act includes Early Childhood Intervention (ECI) services as one of the community-based supports for CWD 0-7 years old. However, ECI services are limited at the local level due to: a lack of financial resources; inadequate capacity of current programmes and professionals for delivering ECI services; slow de-institutionalisation and transformation of social welfare homes to community-based care services providing, among others, ECI services, and the absence of a multi-sectoral approach in developing ECI services. Promoting ECI services requires a twin-track approach: capacity improvement of universal services to detect children at risk of developmental delay and further support in linking and transitions between universal and specialist/targeted services. Recent UNICEF research indicates that 25 per cent of identified newborns with neurorisks and 22 per cent of those with developmental delays were not referred for further assessment and follow up after release from the maternity ward. This indicates that there is no cross-sectoral coordination in providing ECI services.

In 2013, the CO continued focus on providing support in: improving standards for disability assessments boards or categorisation commissions, to be in line with CRPD, ICF-CY and SIS in cooperation with the Croatian National Institute of Public Health; advocating for the integration of ECI elements into the agendas of each relevant sector; and building the capacities of professionals for inclusive early education in cooperation with the Association for Early Childhood Intervention.

In order to provide equitable access to ECI services for CWD, in 2013 CO focused on providing technical support in: identifying and addressing service gaps for the needs of children with disabilities/developmental delays and their families; increasing the capacities of healthcare professionals to detect developmental delays early; improving co-ordination across and within sectors for delivering ECI services; and developing quality and equality standards of ECI delivery.

**IR 1030/A0/06/001/003**

By end of 2016, the application of Baby Friendly Hospital Initiative (BFHI), including parental education outreach programmes for the most vulnerable groups, has been incorporated in the practices of maternity wards and primary health care services nationwide.
Progress: Although there is a new "Health Development Strategy 2012 – 2020" in which, for the first time, includes the development and implementation of breastfeeding program, providing a platform for the incorporation of breastfeeding programmes into the healthcare system, the recession continues to have a strong impact on these processes.

The exclusive breastfeeding rate continues to increase for 0-2 month old infants but stagnates after 3 months and drops after 6 months, as a result of, among other things, the lack of a "national plan for breastfeeding" and lack of legislation enforcing the Code of Marketing of Breast-milk Substitutes. Despite the progress, the most vulnerable children (in NICU and prematurely born) do not benefit much from positive BFH changes because of the professionals’ attitudes and resistance to changes of practice.

To make BFHI more sustainable, the Ministry of Health initiated the incorporation of BFHI indicators into the Quality and Accreditation of the Healthcare Institutions. Furthermore, great challenge to incorporating Mother Friendly criteria in maternity wards practices lies in the traditional attitudes of the healthcare professionals and their resistance to changing established medical/hospital practices.

UNICEF continued to support system strengthening and the capacity development of health professionals. In 2013, it supported the professional societies of Croatian Medical Association and the Ministry of Health in educating educators in order to standardize prenatal courses at the national level. Access to prenatal courses for the most vulnerable and at risk parents-to-be (uneducated, poor, Roma and/or with disabilities pregnant women and their partners from rural areas) remains a challenge. UNICEF, therefore, continues to advocate for the incorporation of prenatal courses into the National Programme of Population Health Protection.

PCR 1030/A0/06/002 Country infrastructure-child rights structure - for the increased realization of child rights, through: i) increased prevention and intervention for the protection of children from violence, abuse and neglect, ii) planning, budgeting and monitoring of policies and decisions of national and subnational authorities, which will increasingly address social exclusion of children, and iii) increased engagement of public and private stakeholders in supporting children's rights.

IR 1030/A0/06/002/001 By the end of 2016, the child protection system applies a case management approach to its child clients and ensures the availability and functioning of specialized services in accordance with international standards and best interests of children.

Progress: Strengthening the child protection system and completing the decentralisation of the social sector and public care services for children, together with transformation of residential institutions and the de-institutionalisation processes remain critical determining factors for advancing the infrastructure and increasing realization of child rights.

In 2013, UNICEF's work with the Ministry of Social Policy and Youth, Ministry of Health and Ministry of Science, Education and Sport contributed to identifying the underlying bottlenecks that place the most vulnerable children (CWD and children age 0-3) in institutions, and to assessing the knowledge and capacities of social welfare professionals. UNICEF continued to support the social welfare system in its efforts to improve public care for children without appropriate parental care through knowledge and capacity building on foster care and de-institutionalisation. UNICEF mobilised resources and partners in advocating for children’s voices to be heard more, in order to improve foster care in Croatia and gathered relevant stakeholders around identifying best social welfare practices and modalities to provide quality family based care to the youngest children.

Cooperation between UNICEF and Ministry of Social Policy and Youth, Ministry of Justice, Ministry of Interior Affairs and State Attorney Office strengthened the partnership of these institutions around justice for children. UNICEF initiated research on the quality of increased supervision and care for juvenile offenders and made an important contribution to up streaming diversion measures (out-of-court settlement) at the national level. UNICEF’s contribution to the partnership will continue in 2014, with a focus on continuing support to transfer knowledge to and develop the capacity of a critical mass of professionals in case management practices.

IR 1030/A0/06/002/002 By end 2016 national and local authorities collect, analyse and use disaggregated data in policy making, management and accountability in processes related to addressing the social exclusion of children and their families.

Progress: The way disaggregated data is used in policy making, management and accountability presents one of the most important challenges in addressing the social exclusion of disadvantaged children and their families. Although the new National Action Plan (NAP) design was significantly delayed, it is expected to be finished by the end of 2013. Through its participation in this working group, UNICEF continued to help strengthen national capacities and its advocacy for an evidence-based approach in creating national policies and strategies, based on recent Situation Analysis, TransMonEE and other research data. The Government regularly recognised and invited UNICEF, as a confident partner and technical expert, to support and facilitate processes of gathering relevant data/information and to provide inputs to further address social exclusion. Throughout 2013, a strong partnership and an undoubted commitment by the relevant ministries was evident in supporting research/studies and other joint efforts advancing social measures for reducing equity gaps.

Regarding the child protection monitoring system, UNICEF provided a Country Analytical Report and continued to support the National Statistical Office (NSO) in collecting data for the TransMonEE database. At the annual review meeting in December, ministries were made aware of the challenges to collecting data and the necessity to standardise existing indicators. It was commonly agreed that more effort
will be invested in the collecting, analysing and the use of disaggregated data for an equity based approach in supporting the most excluded boys and girls with UNICEF keeping its role of committed convener and facilitator.

**IR 1030/A0/06/002/003** By 2016, alliances for children, involving the private sector, CSOs and the media inform policy and practice, advocate for child rights and leverage resources for national and international programmes for the most vulnerable children.

**Progress:** The CO continued to strengthen the engagement of private individuals and the corporate sector in mobilising resources for the fulfilment of child rights. By mid-2013, the programme was supported by 19,000 individuals with regular monthly donations, contributing to 60 per cent of the overall programme budget.

The recession affected the cash donations of corporate partners and alternative engagement models, such as co-mailings. In late 2013, a new platform for private sector advocacy and corporate social responsibility (CSR) focusing on child rights was launched in partnership with the Croatian Employers' Association.

**PC 800 - Cross-sectoral costs**

**IR 1030/A0/06/003/001** Operating Expenses

**Progress:** UNICEF provided human resource support through Operating Expenses IR with the funds utilized to help the organization contribute to the achievement of other IRs within the programme component and across programme components in the country programme of cooperation. Staff costs included consultants providing cross sectoral support. Also, funds utilized under this IR contributed to overall achievement of CO goals through office logistics, communication, warehouse service and travels.

**IR 1030/A0/06/003/002** Management and Support - Multiple FAs

**Progress:** UNICEF provided human resource support through the Management and support - Multiple FAS IR with the funds utilized to help the organization contribute to the achievement of other IRs within the programme component and across Programme components in the country programme of cooperation. Staff costs included the posts of Head of Office and Programme Coordinator.

**PCR 1030/A0/06/800** Programme Support

**Progress:** Major achievements for this PCR include the correct and timely processing and implementation of activities that enabled smooth functioning of CO operations and Office as a whole. These activities, as described in the IRs below, included human resource support to the office, as well as support for the administrative/operational tasks required to ensure the daily functioning of the Office. This includes the provision of supplies, services and knowledge required to perform the administrative tasks. They also included support for the Fundraising and Sales component.

**IR 1030/A0/06/800/001** Development Effectiveness

**Progress:** UNICEF provided human resource support to the programme component and across programme components in the country programme of cooperation. Staff costs included the posts of Operations Officer and Communications Officer.

**IR 1030/A0/06/800/002** Financial Resources and Stewardship

**Progress:** UNICEF provided human resource support to the programme component and across programme components in the country programme of cooperation. Staff costs included the posts of Operations Assistant, Finance Assistant and Driver/Merchandising Clerk. The operating expenses component was used to fund office administration, office furniture and equipment, and security and maintenance of vehicles.
IR 1030/A0/06/800/004 Effective & Efficient Fundraising

Progress:

The CO continued to strengthen the engagement of private individuals and the corporate sector in mobilising resources for the fulfilment of child rights. By mid-2013, the programme was supported by 19,000 individuals with regular monthly donations, contributing to 60 per cent of the overall programme budget.

The recession affected the cash donations of corporate partners and alternative engagement models, such as co-mailings. In late 2013, a new platform for private sector advocacy and corporate social responsibility (CSR) focusing on child rights was launched in partnership with the Croatian Employers' Association.

IR 1030/P0/06/800/004 Private Sector Fundraising

Progress: UNICEF provided human resource support to help the organization contribute to the achievement of other IRs within the programme component, or across Programme components.

IR 1030/P0/06/800/005 Effective & efficient Sales

Progress: Income from cards and products in 2012 (US$ 377,000 gross) amounted to PBA of US $189,000 which was received in April 2013. The sale of cards and products provides highly valuable unrestricted income for the CO with no RR and IB support.
Effective Governance Structure

In 2013, the second year of the implementation of the CPD cycle 2012-2016, the Office developed a Biennium Management Plan (BMP 2013/14) and a Biennium Work Plan (BWP 2013/14). The CMT regularly monitored standing agenda items, funds utilization, overall implementation of BWPs and key performance indicators defined within the BMP that were revised in 2013 to align with new organizational priorities as well as with priorities and benchmarks of the RO.

In 2013, the Office went through changes in the leadership and organizational reporting structure. At the end of February, the Head of Office resigned and the Office operated under the leadership of the Programme Coordinator who was designated OIC for 10 months. This impacted the staff's wellbeing and work/life balance, as some duties had to be redistributed. Following discussions with the Government, a change in the organisational reporting structure was made. As per the CEECIS ROMP 2014-2017 proposal, from November 1st on, the Office started reporting directly to the Regional Director instead of the Area Representative in Belgrade. Also in 2013, the Office, with the RO leadership, started discussions with the Ministry of Foreign and European Affairs on possible options for future UNICEF engagement in Croatia beyond the current Country Programme.

In light of new circumstances that emerged only after submission of the Country Programme Management Plan (CPMP), and with guidance from PFP, the Office prepared a Private Sector Income Generation Strategy 2012-2016 which presents an optimal framework for securing growth needed to sustain funding for programme activities within the country and abroad.

The following formal governance mechanisms were in place: CMT, Contract Review Committee, PCA Review Committee, Joint Consultative Committee, Local Property Survey Board, Central Review Body, Local Training Committee, and Fundraising Strategy Committee.

In 2013, the Office conducted a total of 10 CMT meetings, four all-staff meetings, two operations meetings and 7 fundraising meetings. In addition, 4 programme meetings were conducted to assess progress on implementation and review the standard set of programme implementation indicators.

Financial authorities were assigned through the roles in VISION and the table of authority (ToA) was updated to reflect staff changes in the Office. A new and more detailed ToA was developed in December 2013 to reflect all CO organisational changes and to place important documents in one place (ToA, SAP roles, Internal control panel, Office Committees, Financial limits and Focal points). Segregation of Duty (SoD) conflicts were reviewed, cleaned up and mitigation measures were put in place to cover the period the Head of Office.

Until October 30th 2013, the Croatia Office received support from the Area Office in Serbia. The Area Representative provided management support and the Operations Team of the AO supported specific functions of Croatia office in terms of CRB, CRC and IT support.

Strategic Risk Management

Croatia CO's Risk Self-Assessment was reviewed and updated in 2013. The update included possible risks related to the new enterprise resource platform SAP and even though it was the second year of SAP implementation, there were still uncertainties and continuous changes throughout the year regarding the definitions and distribution of roles in the system. The Office established a parallel system to monitor the roles and their place within the ToA and conducted additional training to improve understanding of the roles. Also, the operations team developed Business Processes in SAP guidelines for all staff members with clear workflow of the documents in SAP for the most used transactions. The Office used these mechanisms to successfully maintain risks at a tolerable level.

The Security Plan, Intranet-based Early Warning Early Action for emergency preparedness and the Warden System were updated regularly to ensure adequate level of readiness and timely response in case of potential
emergency situations. The business continuity plan will be updated in 2014 to include all staff changes and all the changes in processing transactions. The regular fire drill exercise was conducted at the end of the year.

Evaluation

The Office used the IMEP to strategically plan monitoring and evaluation activities, which, in 2013, included a multi-country evaluation called the "Child's Right to a Family Environment" within the KLA1, as well as several surveys. Evaluation work in 2013 included: a survey on children living in poverty; survey analysis of socio-economic data on Roma as part of the UNCT report; a situation analysis of CWD placed in institutions; research on quality of increased supervision for juvenile offenders; a community nursing needs assessment; and an assessment of mother friendly practices in all maternity wards supported by UNICEF and carried out by the Association of Parents. In addition, the Office supported the preparation and conducting of the RECI+ study in Croatia. Furthermore, an analysis of the individual support and supervision over parental care social welfare provision was designed and started in 2013. It will be finalised in 2014.

The IMEP document was revised and adjusted to the changing needs of the Country Programme, actual workflow of activities, priorities and partners’ capacities. All stakeholders were regularly informed and consulted during the preparations and implementation of all stages of studies/research which is expected to contribute to their stronger commitment, ownership, and adequate management responses.

All research/studies planned and conducted within the Croatia CO adhered to UNICEF procedures, and relied on the additional advice and support from the Regional Office which was of tremendous benefit when needed.

Despite the fact that Croatia has a significant number of research institutions and eminent scientists, the national capacity for conducting complex research and analysis are still being developed. Potential national experts were given guidance, support and monitoring during the entire process of planning and conducting research/study activities, in order to ensure UNICEF standards were met.

Regarding the systematic review, monitoring and evaluation of interventions/measures predicted within the various national strategies/action plans, the evaluation function is limited and still not recognized as an important benefit to evidence-based policy making.

Effective Use of Information and Communication Technology

All ICT resources and services are in line with UNICEF policies. The quality standards equally include continued availability of all IT resources, remote access via citrix accessed by all users, efficient user support and effective business continuity. Some of the IT resources (Citrix server and Lotus Notes) are still hosted by the Serbia Office.

In 2013, the Office conducted detailed market research of ISPs available in Croatia. This resulted in the renegotiation of the current ISP contract which included an upgrade of the Internet leased line connection from 2Mbit/s to 20 Mbit/s. The upgraded link costs ¾ of the price of the 2 Mbit/s connection and therefore contributed to Office cost saving measures. The upgrade was implemented to improve the use of SAP/VISION, Microsoft SharePoint and in preparation to support Microsoft Exchange (messaging) and Unified Communications. To ensure business continuity, an additional ADSL backup link (4096/512kbit) continued to be available and was tested in 2013.

The Office procured new backup equipment and new backup procedures were put in place to secure data. To ensure business continuity, the backup for all virtual servers is kept on an external hard drive and stored outside of the Office to allow for easy restoration of all Office ICT resources in a remote location in case of an emergency.

In 2013, there was one Local Property Survey Board (LPSB) committee meeting held in order to dispose of obsolete IT/communications equipment and vehicles older than 10 years. Electronic equipment was donated to NGO Racunalna radionica which refurbishes and repurposes equipment for children with developmental
disabilities, children living in poverty, retirement homes, etc.

Communications equipment (switchboard and telephones) was upgraded with a new IP based infrastructure with more incoming lines for better availability and direct numbers for all staff members which also decreased the costs of the telephone service in 2013. The video conference equipment was regularly upgraded with new software and used to improve collaboration among different groups within the region and with other respective parties.

In 2013, both of the locally created websites www.unicef.hr and www.shop.unicef.hr went through the Internal Audit of Management of UNICEF Websites.

**Fund-raising and Donor Relations**

In 2013, the Office raised US $2.449 million through local fundraising which represents an increase of 30 per cent compared to 2012 and succeeded in mobilizing 100 per cent of resources within the OR ceiling for the national office activities. The Office also contributed US $139,000 to the global RR, US $80,000 to the Schools for Africa project (international OR) and US $352,000 to Global Emergency Fund (EmOR), primarily for emergency responses in the Philippines (US $317,000) and Syria (US $33,000). Income generated through Cards and Product activities in 2012 amount to US $383,000(gross) with a PBA of US $189,000. These results were received in April 2013.

**Management of Financial and Other Assets**

In 2013, the Office continued with the good practices that received positive remarks in the December 2010 internal audit. Additional measures were implemented in order to ensure efficient, timely, cost-effective and transparent use of financial and administrative resources. In line with E&E initiative, the Office also reviewed and abolished all self-imposed procedures that didn’t add value to the transparency, or safety of transactions and were not organizationally mandated.
The Office continued to identify opportunities to simplify and achieve efficiency gains in business processes and transactions in line with UNICEF policies and procedures. In-house software *Croatia CO Business Planner* was developed to ensure the detailed tracking and review of incoming invoices and to secure the combining of invoices from the same vendor to reduce the number of transactions in SAP; automate the processing of VAT exemption forms; track Projects/ Tasks, Events, Absence list for staff members and consultants within the Office roster; combine the list of suppliers, and automate the monthly Supply plan and Chrono In/Out.

The Country Management Team (CMT) had 10 meetings in 2013 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. Performance indicators for programme, communication, operations, fundraising and partnerships continued to be monitored by the CMT through the in-house developed MMR, Performance Management reports, Manager’s dashboard and the Monthly Monitor report developed by the CEECIS Regional Office in 2013 which monitors core resource management, donor reporting, the expiration of grants, liquidation of direct cash transfers (DCTs), audit observations, the premises, and the Regional Contingency Fund. The Office data reflected in the monthly report were duly reviewed by the CMT.

The Office submitted Bank Reconciliations regularly and before deadline in SAP. All financial closure activities were successfully completed and in full compliance with prescribed deadlines, including on-going 2013 Accounts Closure activities.

Expenditure rates for 2013 were 100 per cent for RR (excluded PBA GG 130001 which is to be expensed in 2014 and is valid until 20 April 2015) and 64 per cent for OR (due to delayed implementation by the CO’s counterparts as well as funds not spent as a result of the vacant HoO position). All PBAs which expired in 2013 were expended to 100 per cent.

HACT has not been fully adopted by all agencies but the Office is managing all direct cash transfers to implementing partners as per HACT policies. In 2013, the Office had three DCTs and one SSFA which assessed the financial management capacity of all implementing partners (IPs) as low risk. The Office conducted three spot-checks, five programme visits and provided training for finance staff on how to manage funds received from the UN. The Office did not have any DCTs outstanding more than 6 months in 2013.

In compliance with UNICEF policies, mandatory activities were performed in order to control/secure the Office’s assets, including physical counts (twice a year), random checks and monitoring. The asset focal point was responsible for appropriate recording, monitoring and reporting of all activities related to assets.

### Supply Management

In 2013, the total value of procured goods amounted to US $216,058. In this: 79 per cent was for programme-related fundraising and advocacy print material; 16 per cent for programme supply; and 5 per cent for miscellaneous operating items (furniture and IT equipment).

The total value of institutional service contracts in 2013 amounted to US $233,694. In this: 34 per cent was for venues for educational events; 16 per cent for surveys; 12 per cent for video production of advocacy material; 16 per cent for telemarketing service for fundraising and sales activities; and 22 per cent for operational services which includes distribution centre/warehouse management, maintenance and improvement of premises, vehicles and equipment, press clipping and translation services, security service, internet connectivity and other services.

Programme supplies were regularly processed through the VISION warehouse module and a physical count was conducted twice in 2013.

As part of optimization and effective use of resources, Long Term Agreements (LTAs) were considered with a potential printing company and postage delivery service for the next two years (2014 and 2015). Supply analysis was carried out in compliance with UNICEF Rules and the LTAs will be implemented at the beginning
The Office continues to maintain one warehouse in Zagreb. In 2013, all programme-related supplies (amounting to US$54,098) were directly delivered to Implementing Partners. The year-end physical inventory was conducted in December 2013 and showed the total value of the inventory to be US $3,943. The Office does not have emergency pre-positioned stocks stored in the warehouse.

**Human Resources**

In 2013, an additional capacity gap assessment was performed as part of preparations for Croatia CO Private Sector Income Generation Strategy and necessary adjustments of the CP 2012-2016 in order to determine the optimum staffing capacity and competencies required to support the implementation of the country programme and to respond to the existing needs and trends of the fundraising market. As a result, the PBR approved four new posts: GS6 Communications Assistant, GS6 FR Assistant - New Media, GS5 FR Assistant – F2F, GS7 Senior FR Assistant – F2F; and abolished one: GS6 - FR Assistant F2F.

The recruitment for a new Head of Office (HoO) was managed and coordinated by the Regional Office according to the new administrative reporting procedures. The decision was made in 2013 that funding for the HoO position will be covered by the RO Integrated Budget (IB). In 2013, PBR requested the enforcement of its 2012 decision to abolish the Communication Officer and Operations Officer NOA posts and establish NOB posts instead. Out of all PBR-approved posts, the Communications Assistant and Operations Officer posts are still vacant due to recruitment freeze as per the E&E Initiative and on the guidance of the Executive Director. The Communication Assistant post will be temporary filled with a TA, while the Operations Officer NOA post has been extended until July 2014. The Office is planning recruitment process as soon as possible.

An assessment of necessary competencies was conducted; and lists of competencies required for staff members and out-sourced consultants were created.

All PAS discussions were held regularly, and individual staff members’ (SM) responsibilities linked to BWP’s and BMP’s key results and the overall achievement of the country programme priorities and goals. A one day retreat was organized for all SMs and in-house consultants around personal development and team work. Even though the Integrity Awareness Training course was mandatory for only relevant staff members, the Office recognised this course as a good refresher on ethics. Consequently, all SMs successfully completed the **Online Integrity Awareness Training Course** by September 2013.

**Efficiency Gains and Cost Savings**

In 2013, the Office used the pro-bono services of advertising agencies, professionals, social media agencies and others to reduce production costs for awareness generating materials and brand building in advocacy. In partnership with media outlets, free advertising space and time was secured in the approximate value of US $150,000. This includes airtime on National Television for the END Violence PSA, screening of the PSA in nine towns in cinemas for one month, 2500 advertising outdoor positions from 01/2013-11/2013, radio airtime on local radio stations and print advertisements in two monthly magazines. The Office received the donation of a car – Skoda Rapiq, valued at US $11,377 - through its partnership with the VW/Skoda car dealer – Auto Zubak Ltd.

Efficiency gains and savings were achieved in 2013 through use of Skype and Polycom VC for free of charge international calls, meetings, web-ex sessions and recruitment purposes instead of travel, use of expensive land lines or office mobile phones. The Office leased an additional multifunctional colour copy machine and continued to phase out the single printer per room scenario in order to save money on expensive cartridges.

**Changes in AMP & CPMP**

In 2013, the CO developed the Biennium Management Plan (BMP) for 2013-2014 which already includes the lessons learned in one year through the VISION ERP system. The Table of Authority (ToA) will be revised and
combined in 2014 and will include changes in office structure that reflect the organisational change that has the Croatia CO directly supported by the UNICEF Regional Office in Geneva. The composition of office committees will also be reviewed and updated in 2014 to reflect and respond to the organisational changes that took place in 2013.

In line with the Global Efficiency and Effectiveness exercise in delivering results for children, the CO focused on further identifying potential areas for more efficient and effective use of funds, including implementation of more advanced supply plans, LTAs, ICT resources and security. Also the Operations section, within the local BPIx12 (business processes improvement – one per month) initiative, further reviewed and advised the Head of Office to abolish self-imposed procedures and work processes that are not organizationally mandated.

Analysis of possible engagement scenarios as part of MTR process in 2014 will be an opportunity to review and, if needed, revise the CPMP.

### Summary Notes and Acronyms

**Acronyms:**

- BWP - Biannual Work Plan
- CO - Country Office
- CRC - Committee on the Rights of the Child
- CWD - Children with Disabilities
- ECD - Early Childhood Development
- EU - European Union
- HRBA - Human Rights Based Approach
- KHL - Kontinental Hockey League
- MoE - Ministry of Education
- MoFEA - Ministry of Foreign and European Affairs
- MoH - Ministry of Health
- MoSPY - Ministry of Social Policy and Youth
- RECI - Roma Early Childhood Inclusion
- RKLA - Regional Key Leadership Areas
- UN - United Nations
- UNICEF - United Nations Children's Fund
## Evaluation

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## Other Publications

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<td>9. Children are Everyone’s Business, Workbook. 2.0</td>
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1. TransMONEE is a public-use database of socio-economic indicators for Central and Eastern Europe and the Commonwealth of Independent States.