

Serbia

Executive Summary

2015 marked a cornerstone for Serbia with the opening of the first chapters in the negotiations with the European Union (EU). The current public finance contraction policies and the ban on employment in public administration were a concern that sufficient financial and human resources would not be allocated to services that benefit the most vulnerable children, and would hinder the scaling-up of modelling services supported by UNICEF Serbia.

2015 was the final year of the current Country Programme (CP). A new United Nations Development Partnership Framework (UNPDF) was finalised between the UN system and the Government of the Republic of Serbia and is pending signature. Throughout this process, and during the development of the new Country Programme Document (CPD), endorsed by the Ministry of Foreign Affairs (MoFA) and approved by the UNICEF Serbia Executive Board in September, UNICEF Serbia led consultations on priorities for children, and ensured that children's issues were taken into consideration.

Although the emergency response was priority and disrupted the implementation of regular programming, UNICEF Serbia achieved most of the key results outlined in the Country Programme Management Plan (CPMP) and effectively responded to the refugee and migrant crisis. Experience with emergency pointed to the need for greater effort with capacity building for disaster risk reduction (DRR) and emergency preparedness and response, with the Government, civil society and UNICEF Serbia

UNICEF Serbia was particularly successful in using Multiple Indicator Cluster Survey (MICS) data strategically and enabled evidence-based policy development and focus on the most vulnerable children, primarily Roma children. As a result, significant inputs were provided to ensure the adequate inclusion of child rights issues in the in development of key policy documents: the strategy on social inclusion (Employment and Social Reform Programme), the draft Roma Inclusion Strategy (including the monitoring framework), the Gender Equality Strategy as well as the Action Plan 23 for the Chapter on Human Rights within the EU accession negotiations.

UNICEF Serbia supported a national dialogue on Violence Against Children (VAC) that brought in cross-ministerial attention from Ministry of Labour, Veterans and Social Affairs, Ministry of Health, Ministry of Justice, Ministry of Education, Ministry of Youth and Sports and from Civil Society Organisations. VAC was identified as a priority area cross-sector for the Government of Serbia under the new CP 2016-2020. A strategic framework of interventions will be developed with the study on drivers and determinants (completed in 2016).

UNICEF Serbia supported capacity development on early childhood development (ECD), education and child protection, and also focussed on the capacity of health professionals on early stimulation, developmental assessment and early interventions.

Significant progress was made in supporting inclusive education (IE), with the institutionalisation of the Group for Social Inclusion at the Ministry of Education (MoE).

Modelling to expand pre-school programmes and to prevent drop-out yielded positive results; the documentation and costing to scale-up is a priority for 2016. An Education Monitoring Information System commenced development, and strengthening the analytical capacity of the MoE is priority of the CP 2016-2020.

In the area of justice for children: studies completed on children as victims in criminal proceedings and children in civil proceedings revealed insufficient emphasis on protection and participation. Activities to better implement the regulating policies were defined under the CP 2016-2020.

UNICEF Serbia's support focused on "the right of the child to live in a family environment" was operationalized in different components of the child protection system. The successful modelling of intensive family support was expanded to include children with disabilities (CWD) at risk of institutionalization and dialogue on the service-institutionalization was on-going.

Limited progress was made on Disaster Risk Reduction (DRR) despite continuous advocacy and repeated offers of technical assistance, as Line Ministries awaited the creation of a new directorate for risk reduction and emergency management and the endorsement of a new legislation defining the tasks, roles and responsibilities at local and national levels.

Exchange of experience and expertise with early intervention services with Bosnia and Herzegovina supported the initiation of networking and informal partnerships with institutions and professionals that provide early interventions for children with developmental difficulties and disabilities in Serbia and between two countries. This will be further promoted in 2016.

Humanitarian Assistance

Serbia is situated on the preferred route through the Western Balkans for refugees originating from the Middle East and Asia and seeking asylum in Europe. Over 577,995 asylum applications were registered since January 2015, the vast majority of whom did not want to stay in Serbia but sought international protection in the EU, crossing into Croatia. The complex political situation in Europe, the lack of effective information-sharing systems for refugees and migrants, and the physical barriers between countries left refugee and migrant children and their families in great uncertainty about their situation.

In August 2015, in line with the Core Commitments for Children (CCC) in Humanitarian Action, UNICEF Serbia responded to the crisis in the areas of child protection, infant and young child feeding and winterisation.

UNICEF Serbia was actively engaged in Government and UN Country Team coordination mechanisms on the refugee and migrant crisis in Serbia. This included consultation with relevant government ministries as well as UNHCR, Red Cross, IOM and other key international and national non-governmental organisations (NGOs). UNICEF Serbia took the lead to mobilise relevant stakeholders to raise awareness of the rights of refugee and migrant children, to adapt the response to their needs and to improve assistance to children and their families with the immediate humanitarian response and for long-term support to the national child protection system. UNICEF Serbia co-chaired with the Ministry of Labour, Veterans and Social Affairs the Sub-working Group on Child Protection.

As part of the response, UNICEF Serbia and its partners:

- Established four child-friendly spaces (CFS) where 19,149 children rested and played (Belgrade CFS closed when the route towards Croatia changed); 7,239 mothers also benefitted from the spaces.
- Established four mother and baby spaces operational around the clock (Belgrade was closed), that served 6,380 babies and 2,911 mothers.
- Supported the deployment and capacity-building of social workers to support unaccompanied and separated children (UASC) and vulnerable children and families.
- Conducted an assessment of the child-sensitive procedures for unaccompanied minors that highlighted the inadequacy of existing procedures and standards. As a result, UNICEF Serbia supported the development of Standard Operating Procedures to identify UASC and respond in the best interest of the child. Draft tools were developed and pre-tested and were being finalised with Government and relevant non-government stakeholders.
- Successfully advocated to the Government the registration procedures to capture UASCs and further capacity development of border police to carry out this identification and cooperation with the social welfare system. This will be implemented in 2016.
- Supported the Ministry of Health (MoH) to define standards for optimal food baskets for infants and information for lactating mothers that was distributed by partners whose mandate is the provision of food.
- Developed standard operating procedures on infant and young child feeding.
- Developed capacity of 132 frontline workers on child protection and infant and young child feeding (IYCF) (88 frontline workers in child protection; 44 frontline workers IYCF)
- UNICEF Serbia mobilised its human resources to continuously assess the situation on the ground and provide assistance as required. Due to the unprecedented scale of the emergency, the office received deployments from stand-by partners: four specialists in Child Protection in Emergency and three Information Management Specialists. A National Emergency Coordinator was also recruited. Regardless of the additional support, significant staff time (both programme and operations) was dedicated to respond to the emergency.

It was recognised that a comprehensive training on emergency preparedness and response for all UNICEF Serbia staff is crucial for an adequate and effective response at the onset of any emergency including support to the Government and other civil society partners.

Summary Notes and Acronyms

AMP - Annual Management Plan
 BCP - Business Continuity Plan
 CCC - Core Commitments for Children
 CFS - Child Friendly Spaces
 CMT - Country Management Team
 CP - Country Programme
 CPD – Country Programme Document
 CPMP – Country Programme Management Plan
 CwD – Children With Disabilities
 DCT- Direct Cash Transfers
 DRR - Disaster Risk Reduction
 ECD – Early Childhood Development
 EU - European Union

EWEA - Early Warning/Early Action
HRAP - Human Rights Based Approach to Programming
HACT - Harmonised Approach to Cash Transfer
IE - Inclusive education
IYCF - infant and young child feeding
JDs - Job Descriptions
LTA - Long Term Agreements
MICS – Multiple Indicator Cluster Survey
MoE - Ministry of Education
MoESTD - Ministry of Education, Science and Technological Development
MoFA – Ministry of Foreign Affairs
MoH - Ministry of Health
NGO - Non-Government Organisation
PAS - Performance Appraisal System
PBR - Programme Budget Review
PFP - Private Funding Partnerships
PSFR – Private Sector Fund Raising
UASC – Unaccompanied and Separated Children
UNPDF – United Nations Development Partnership Framework
VAC – Violence Against Children

Capacity Development

UNICEF Serbia supported capacity development for ECD, education and child protection. Following the introduction of new evidence-based ECD services in 2014, the capacity of 170 health professionals on early stimulation, developmental assessment and early interventions in 10 health centres was developed, benefitting an estimated 120,000 children. Capacities of professionals from 14 Developmental Counselling Units were strengthened to provide early interventions to children with developmental difficulties and disabilities.

Building on progress made in 2014, capacity development focused on the implementation of mandatory procedures for the protection of children as victims in the justice system. Over 1,000 professionals from the police, justice systems and social services were reached through information sessions. A specialized training programme was developed and provided to units on the protection of child victims who are witnesses in criminal proceedings. Capacity development initiatives related to offenders and family support services were focused on four pilot cities and covered a) centres for social work reports on juvenile offenders submitted to courts, b) enhancing work of community service providers working with juveniles in conflict with the law and c) specialized trainings for family outreach workers supporting CWD.

UNICEF Serbia supported the institutional strengthening of the newly established Group for Social Inclusion from the Ministry of Education for coordination, development and implementation of early learning and IE. Capacities of municipal and pre-school management were strengthened in 10 municipalities for planning and organisation of inclusive pre-school services. Advanced professional training and mentor support was provided to the pre-school institutions to ensure sustainability and quality of the recently introduced, half-day pre-school programmes. Education professionals were strengthened to identify children at risk of drop out, and relevant school response and support in 10 schools that serve 7,000 children.

Evidence Generation, Policy Dialogue and Advocacy

The Multiple Indicator Cluster Survey (MICS) data was used strategically and enabled evidence-based policy development and focus on the most vulnerable children, primarily Roma children. UNICEF Serbia provided inputs that ensured child rights issues were included in the development of the following documents: Strategy on Social Inclusion (Employment and Social Reform Programme), draft Roma Inclusion Strategy (including the monitoring framework), Gender Equality Strategy, and the Action Plan 23 for the Chapter on Human Rights within the EU accession negotiations.

In-depth secondary analysis of MICS was conducted on education, child protection, ECD, rural/urban disparities and poverty and inequality and triggered advocacy for previously neglected child rights' issues, such as education of Roma girls and child marriage. Plans were made for further dissemination and advocacy in 2016.

Based on recommendations from UNICEF research on cash benefits for children and from MICS data on cash benefits and active advocacy, revisions of respective legislation (to be adopted in 2016) include provisions that increase benefits for CWD and school children, and that simplify administrative procedures that were bottlenecks for the most vulnerable children and families.

Two studies by the Child Rights Centre supported by UNICEF Serbia identified the policy/practice gaps for the protection of children in civil and criminal proceedings. Findings were widely disseminated, and defined a baseline for a UNICEF-supported Government programme that protects children in the justice system and for the Guidelines for the judicial system regarding children in civil proceedings.

UNICEF Serbia cooperated with the Ombudsman office to ensure that the rights of refugee and migrant children were reflected in the declaration adopted by all Ombudsman offices and other National Human Rights Institutions in the region at the conference *Challenges to Human Rights in Refugee/Migrant Crisis*.

Partnerships

UNICEF Serbia played a brokering role in bringing together Government and civil society organizations to advance the dialogue on child rights. UNICEF Serbia supported three associations of child-focused organizations to initiate a high-level national dialogue with Government on how to prioritize prevention and family support for the most vulnerable children. Recommendations were integrated in amendments to legislation that are awaiting adoption.

Under the overall leadership of the Ministry of Labour, Employment, Veterans and Social Affairs, UNICEF Serbia supported a cross-ministerial and civil society/state dialogue on protection of children from violence and helped create a consensus on the importance of a comprehensive approach in tackling Violence Against Children (VAC). This led to agreement that an evidence-based national strategy for protection of children from violence will be developed in 2016. To that end, research on what drives and determines violence, in partnership with UNICEF's Innocenti Institute for Research, will be completed in 2016.

A multi-stakeholder dialogue at national level led to the recognition that innovative cross-sectoral mechanisms must be developed to prevent school drop-out, especially for children at

high risk. Local protocols were signed in seven municipalities, where key local state and non-state actors committed to support children to complete an education.

UNICEF Serbia implemented an integrated approach to corporate engagement: the Children's Rights and Business Principles were promoted with Colour Press Group, SMART Kolektiv, PR Association of Serbia, Business Leaders Forum and the Business Info Group at different business forums. The partnership with Telenor was expanded to support the "Connected" project and Prevention of Digital Bullying. IKEA and UNIQLO contributed in-kind to the refugee and migrant crisis. Collaboration with the banking community facilitated the recruitment of 610 pledge donors through direct debit, a new banking service in Serbia.

External Communication and Public Advocacy

With the growing convergence of print, electronic and digital media, UNICEF Serbia integrated print, digital, social and broadcast media channels. New technologies and a range of digital platforms allowed UNICEF Serbia to reach new audiences instantly and to engage in dialogue with the public at large, drawing attention to specific child rights issues, mobilising financial and non-financial support, and creating and using momentum for positive change in the lives of children and their families.

Serbian print, broadcast and digital media and news agencies published or broadcasted 2,151 articles, news notes, video stories and news about UNICEF-related activities in Serbia. There were 219,712 page views on the UNICEF website and 34,779 on the Serbia page. ICON published 10 stories from Serbia, the Regional Office featured 16 news notes and the global UNICEF Serbia website put up six news notes or stories. UNICEF Serbia's communication on digital platforms in 2015 had a 40 per cent increase compared to 2014 (increase of 16 per cent on Facebook, 64 per cent on Twitter, 34 per cent on YouTube, 50 per cent on LinkedIn). An Instagram profile was created with 530 followers.

UNICEF National and Global Ambassadors who participated in awareness-raising and fundraising campaigns (e.g. #FightUnfair; #ENDviolence against children; #ChildrenOnTheMove; #ThinkFirst; Pledge) contributed to the expansion of messages and the reach of support.

Since September 2015, the CO contributed to global, regional and national communication and advocacy efforts on the refugee and migrant crisis. UNICEF Serbia multi-media assets, press releases and engagement with media contributed to the positioning of children at the centre of the crisis, and increased public support. UNICEF Serbia advocated for and raised awareness about refugee and migrant children and influenced the overall positive reporting about refugees and migrants in Serbian media.

South-South Cooperation and Triangular Cooperation

UNICEF initiated knowledge exchange with the Centre for Protection of Children in Croatia with a study visit and subsequent trainings for Serbian professionals in protection of child victims in court proceedings. Representatives of the Centre were subsequently invited to Serbia to present at a national conference and hold additional trainings for other practitioners.

UNICEF facilitated a study visit of Montenegro officials focusing on the transformation of children's homes and the reallocation of resources for community care, especially in the area of family strengthening and support to child victims of violence. Experiences and lessons learned

from Serbia related to child-care, juvenile justice and IE were presented to professionals from Kyrgyzstan and Kazakhstan.

Exchange of experience and expertise on early intervention services from Bosnia and Herzegovina supported the initiation of networking and capacity building among institutions and professionals providing early interventions for children with developmental difficulties and disabilities within Serbia and between the two countries.

Workshops organized by the UNICEF RO related to IE, ECD home visiting services, disability measurement, and an international conference on developmental paediatrics, contributed to cross-fertilization, capacity-building and exchange between countries and professionals, which reinforced understanding of policy and practices benefiting children.

Cooperation with the UNICEF Innocenti Institute for Research helped kick-start initiatives on a) strengthening national research capacities in generating evidence on risks related to child online activity b) supporting family strengthening services – through study visit to Galway School on Family Support Services and c) initiating a research on drivers and determinants of violence.

The Government of Serbia was invited to present its experience on improving availability and use of data on children at the first UNICEF Serbia Global Data for Children Forum, to define steps that ensure that the data revolution contributes as much as possible to results for children.

Identification and Promotion of Innovation

As a follow up to the introduction of IE in Serbia in 2009, the Network for Support to Inclusive Education in partnership with UNICEF Serbia supported an initiative for teachers from mainstream schools to support mainstream schools to include all children into inclusive education settings and adequately respond to their educational needs. This de facto meant that these teachers from regular schools supported what was traditionally within the domain of special education.

The Network is comprised of a) a formal structure consisting of 16 pedagogical advisors from all regional school administrations in Serbia nominated and supervised by the MoE; b) an informal structure of 140 individuals, teachers, psychologists and pedagogues from regular schools as well as civil society representatives all of whom are considered to be experts within the field of inclusive education.

In 2015, the Network aimed to identify, promote and support successful IE models, provide capacity building and continuous development through direct coaching, consulting and supervisory support at school level upon request of teachers or parents. The Network supported horizontal learning between schools and school administrations, exposure to good practices of model schools and tailor-made trainings. It also provided practical examples and opportunities so that schools and local communities secured local services that support educational and social inclusion of vulnerable children.

In 2015, the Network provided support and capacity development (on the job instruction, mentoring, coaching and advising) to 142 education institutions serving approximately 73,260 students and 800 education practitioners. Also, 356 children with disabilities in regular schools and 72 parents benefited directly through coaching of their teachers for individual education planning, strengthening of parents, peer-support etc. aimed at increased learning and social outcomes of these children.

Support to Integration and cross-sectoral linkages

Community centres in seven local self-governments signed local protocols on cooperation for drop-out prevention. Protocols were signed by local self-governments, schools and pre-schools, academic, health, social and cultural institutions, police, youth offices and NGOs. The local protocols improve institutional cooperation between local stakeholders and improve the regular and effective inter-sectoral cooperation on development and implementation of drop-out prevention and intervention measures. The main areas of cooperation were related to data gathering, exchange and analyses; establishment of early warning system; and timely support to students at risks and their families.

Multi-sectoral work to protect children from violence was expanded. UNICEF Serbia supported a national dialogue on VAC that resulted in a cross-ministerial buy-in from Ministry of Social Affairs, Ministry of Health, Ministry of Justice, Ministry of Education, Ministry of Youth and Sports and from civil society partners. Themes such as online (internet) child abuse were included with focus on child sexual exploitation. The programmatic approach brought together all key ministries and the non-government sector, corporate sector and academia, and worked to advance policies and enhance service delivery. The work included formulating “online abuse-specific” inputs to national strategies that address abuse and neglect: scaled-up the technical capacities of the High Technology Crime Department, strengthened research capacities to identify/understand risky online behaviour, strengthened the role of public services providing in identification and response (including police, social services, schools) and the role of NGO service providers who report illegal sites involving child sexual exploitation (a hotline) and provided direct real-time assistance to adolescents facing violence through digital media (a SOS help line). The comprehensive and cross-sectoral approach led to the building of an informal alliance of actors committed to combating online abuse.

Service Delivery

As a result of UNICEF Serbia work to expand pre-school education in municipalities with low coverage, over 800 children aged three to five years enrolled in pre-school programmes for the first time; approximately 1,800 children were actively included into different local activities.

The Network for support to IE provided support to 142 education institutions serving approximately 73,260 children and 800 education practitioners, enabling 356 CWD to attend regular schools with adequate individual education plans.

UNICEF Serbia continued to support the Roma-led community centres in implementing a drop-out prevention programme reaching 1,100 Roma and non-Roma children.

UNICEF Serbia continued to address the lack of services for children at the edge of care and families at risk of separation by piloting of intensive family outreach services in four cities. So far, 927 children in 391 families benefited from the services. Belgrade University played a key role by monitoring outcomes for children covering family outreach services for children living in multiple deprivation situations, fostering as “shared care” for CWD who were at risk of institutional care placement and covering community services for juvenile offenders. Monitoring tools were designed and tested and comprehensive findings will be available in 2016.

The Monitoring Framework for IE was developed with instruments that monitor the quality and provision of IE at school, municipal and national level.

To improve the quality of services, health professionals' competency for early identification of and support to children with disabilities was improved by introducing "development paediatrics" into university curricula for medical students, in-service training and empowering professional associations. New instruments that monitor child development assess risk; protective factors influencing ECD were introduced with paediatricians and visiting nurses in selected primary health care centres.

Human Rights-Based Approach to Cooperation

UNICEF Serbia continued to promote and apply the Human Rights Based Approach to Programming (HRAP). Its underlying principles of rights holders and capacity development of duty bearers were applied in cooperation with relevant government and NGO partners. UNICEF Serbia collaborated with independent institutions to support their pro-active response to discrimination and violations of human rights by increasing their visibility and accessibility for vulnerable children, and by promoting culture of tolerance and respect of human rights.

UNICEF Serbia and independent institutions jointly tackled child rights' violations such as sexual violence against children, segregation in school settings, or position of Roma children. A roundtable concerning the victims of sexual violence, organized with Ombudsman, resulted in recommendations to enhance inter-sectoral cooperation and address inadequate system response. The research on school segregation with the Commissioner mapped the situation of segregation of schools and classrooms and provided recommendations for the development of desegregation models as a basis for development of soft laws in education.

In order to foster child participation, UNICEF Serbia supported the strengthening of Youth Panels of the Commissioner and the Ombudsman. Together with the Child Council of the Network of Organizations for Children of Serbia, they identified priorities for children that were distributed to national and local authorities and service providers. The Ombudsman will monitor implementation of the measures that were recommended by children in 2016.

The Government submitted the 2nd and 3rd Period Report on the Implementation of the Convention on the Rights of a Child to the respective committee.

Prior to the development of the Country Programme Document (CPD), UNICEF Serbia developed a Situation Analysis that was equity and human rights driven. It identified the bottlenecks and the barriers to the realization for children's rights concerning social inclusion, child protection, ECD and IE. Accounting for this, UNICEF Serbia developed its CPD in cooperation with the Government and NGO partners.

Gender Mainstreaming and Equality

The studies and surveys conducted in 2015 by UNICEF Serbia and implementing partners took into consideration the gender dimension, starting with the formulation of the term of reference. Gender was mainstreamed in programmes including all projects, monitoring and evaluation log frames that, when possible, included disaggregated data. UNICEF Serbia government and non-government partners were systematically requested to consider gender-disaggregated data in the collection and analysis processes. The CO designated gender focal point, and mainstreamed gender across programme components and professional staff.

Serbia was the first of three countries in the CEE/CIS region where a Light Gender Assessment

was piloted. The exercise was timely as the Serbia UNICEF Country Office was in the process of developing its new CPD. It was an opportunity for UNICEF staff to be aware of their knowledge and capacity to promote and institutionalise Gender Mainstreaming and Equality, and to identify opportunities and entry points to up-scale gender responsiveness in the new CPD. The assessment enhanced the CO understanding of UNICEF Serbia's Gender Action Plan.

UNICEF Serbia and UN Women commissioned a study to provide insights into the gender aspects of the situation of children and women in Serbia, based on MICS data. The study identified differences between boys and girls in the general population that brought to light where to pay better attention to practices and behaviours that shape gender roles and identities early in children's lives. Certain indicators were of particular concern, such early school drop-out and early marriages of Roma girls. UNICEF Serbia and UN Women organized a joint roundtable on "Shaping of Gender Roles and Identities through Parental Practices and Social Norms" that is an opportunity to discuss main priorities in the field of gender equality in 2016.

Environmental Sustainability

UNICEF Serbia did not systematically conduct environmental impact assessments of interventions, as the nature of UNICEF works in a middle-income country like Serbia is primarily on policy development and advocacy.

However, topics relevant to environmental sustainability were included in pre-school education programmes and in the programme of seven community centres in Roma settlements (environmental protection, improvement of quality of life in communities).

UNICEF Serbia provided inputs to Line Ministries (Education, Health, Social Affairs) for the National Action Plan to implement the national Disaster Risk Management Programme (2016 – 2019, initiated by the UN Capacity for Disaster Risk Reduction Initiative in cooperation with relevant ministries and institutions). The proposed goals, measures and activities are in line with international standards. UNICEF Serbia, with its unique multi-sectoral programme, actively participated in the development alongside national Line Ministries.

As a part of overall management, emphasis was placed on reducing office waste and optimizing energy consumption. There was some progress in moving the CO towards "greener" operations. The CO minimized the environmental impact associated with operations, and expanded efforts to improve energy efficiency and to recycle. Procurement of environmental friendly equipment, technologies and material is enforced in minimizing negative environmental impacts.

Effective Leadership

Key annual results (eight programme and four management) were defined as described in the 2014-2015 Annual Management Plan (AMP). Progress towards the AMP results was reviewed at mid-year and during the Annual Review, and specific issues were discussed at regular Country Management Team (CMT) and programme meetings. Day-to-day priorities were shared and discussed at bi-weekly stand-up meetings.

The CMT met regularly in 2015 (six meetings in total) and took significant steps to improve operations and programme management by: 1) improving the 2014-2015 AMP; 2) improving management of Service Contracts; 3) closely monitoring implementation of the fundraising

strategy; 4) regularly monitoring the main performance indicators; and 5) addressing issues identified in the global staff survey.

Implementation of the HACT assurance activities was a priority in 2015. Progress against the plan was reviewed quarterly, and timely corrective actions taken.

Management indicators were tracked regularly through monthly grants utilization and Outstanding Direct Cash Transfers (DCT) reports. Progress was reviewed at CMT and programme meetings, and timely corrective actions taken when needed.

UNICEF Serbia's Risk and Control Library was revised in July 2015. Out of eight key risks identified, three were assessed as "low", two were "medium", and three were "high". An action plan for mitigation measures was developed.

The Early Warning Early Action (EWEA) was updated in July and October 2015. The CO risk profile and preparedness pages, including key actions, were updated and uploaded into the system.

The Business Continuity Plan (BCP) was updated in July. Remote access to the VISION, and performing main functions of the Key Activated staff was tested. Full BCP testing is scheduled for January 2016.

The PCA Review Committee reviewed a total of 12 cases in 2015, which were passed to the Representative for approval. Eleven were reviewed by the CRC.

Financial Resources Management

The CMT closely monitored funds utilization, programme implementation and cash assistance management on a monthly and quarterly basis. Emphasis was given to timely liquidations of outstanding DCTs, and full fund utilization.

Utilization rate of IB and RR was 100 per cent. The utilization rate of OR planned for 2015 was 92 per cent. ORE utilization rate was 40 per cent as funds were received late November 2015. The office OR income was US\$ 1,165,901 which was 75 per cent of planned amount (US\$ 1,550,000). An additional US\$ 600,000 OR funds were secured in 2015, and will be allocated in 2016. US\$ 1,712,000 ORE were mobilized for the Migrant and Refugee Crisis.

UNICEF Serbia kept the outstanding DCTs rates for over six and nine months below the target of 2 per cent, and 0 per cent respectively. During the year there was only one DCT outstanding for more than six months (8.8 per cent of total DCTs at that time).

Accounts were cleared regularly on a monthly basis. All mid-year and year-end scheduled activities and reports were submitted timely. Cash forecasting tools were used for efficient utilization and planning of financial resources. Deadlines for bank reconciliation were met with minimum bank reconciling items throughout the year.

HACT assurance activities were closely monitored throughout the year. Following the latest HACT guidance, the office contracted a third party service provider for micro-assessments, special audits, and spot checks. Two scheduled audits, three micro-assessments and five spot-checks were undertaken by the third party service provider; six simplified financial checklists and 20 spot checks were performed by qualified office staff. A training on Spot checks was

provided for designated staff. There was no organized HACT training for partners, however all partners were familiarized with HACT procedures with regular support from UNICEF Serbia.

Fund-raising and Donor Relations

In 2015, the office secured US\$ 1,165,901 (75 per cent) out of the planned US\$ 1,550,000. All grants expiring in 2015 were fully utilised. US\$ 4,535,000 was re-phased to 2016 and onwards. The CO secured new multi-year grants from EU, the Norway Committee for UNICEF and the Helvetic Committee for UNICEF.

All nine donor reports were sent on time. The CO established an internal quality control mechanisms for donor reports. Feedback received from donors on the quality ranged from very good to outstanding.

In 2015, the total PSFR income reached US\$ 690,000, which is 94 per cent of the planned income. Out of the total private sector income, US\$ 55,000 was raised for two emergencies: US\$ 42,000 for Nepal and US\$ 13,000 for Migrant Crisis. UNICEF Serbia also leveraged global corporate partners IKEA and UNIQLO to support the Migrant and Refugee Crisis.

The focus of Private Sector Fund Raising income was on pledge growth. The CO achieved 38 per cent increase in pledge income in comparison to 2014. New channels were tested, such as Face-to-Face recruitment, conversion through telemarketing, and SMS upgrade. A total of 610 pledge donors were recruited through direct debit. The total pledge income is 50 per cent lower than planned. Based on these results, the CO will review the private sector fundraising strategy for pledge income.

The partnership with Telenor Company was expanded to support two long-term, strategic programmes involving financial support, in-kind donation and corporate know-how. The global Telenor group joined Telenor Serbia and secured financial support for the “Connected” project (US\$ 109,000). UNICEF Serbia managed to engage Electricity of Serbia to provide financial support in the amount of US\$ 33,670 for ECD programme.

Evaluation

Eight initiatives planned by the 2015 Integrated Monitoring and Implementation Plan (IMEP) were entered into PRIME, regularly monitored, reviewed and updated as a part of the regular quarterly, mid-year and end-year programme reviews. In cooperation with the MoE, Science and Technological Development, the CO initiated a formative country-led evaluation of inclusive education to be completed in 2016. Management response of evaluations carried out in the previous years were regularly updated and followed up.

Serbia CO participated and provided inputs to three multi-country regional evaluations related to key regional results areas of 1) Children’s right to education: including all children in quality learning, 2) Children’s right to a family environment and 3) Children’s right to health: infant and under five mortality.

A national dialogue was organized around the findings of the RKLA 1 multi-country evaluation, which was an opportunity to share findings and discuss their relevance for Serbia. Recommendations, such as greater emphasis on services that prevent family separation, emphasize the importance of strengthening social work to secure inclusion of most marginalized groups and the development of anti-discriminatory procedures in child protection. These were

well-received and subsequently incorporated into programme documents, work plans and projects.

Findings of the education evaluation were presented at the National Conference on inclusive education. As a follow up to recommendations, the CO supported the Government to establish the Inclusive Education Unit in the Ministry, create the network of inclusive schools and develop an IE Monitoring Framework to provide a development tool for evidence-based decision making, implementation and quality improvements of IE at national, local and school levels.

The findings of the evaluations were taken into account in the development of the new CPD for the period 2016-2020.

Efficiency Gains and Cost Savings

In order to secure savings, the CO used common UN services and contracts for travel agents, conference organization, procurement of stationary, cleaning supplies, courier and hotel services. With regards to communication expenses, savings of US\$ 2,000 were achieved for landlines and Global Systems for Mobile communications with more and better use of technology and new communication services, with active involvement of all staff.

Major savings of US\$ 14,000 were related to travel costs.

The CO benefited from hosting the UN Women office that shared costs for security, cleaning, utilities and communication on quarterly basis. This agreement reduced UNICEF Serbia portion in overall premises cost for approximately US\$ 5,000. In addition the CO benefitted from exchange rate gains of US\$ 4,000 as Purchase Orders were raised in local currency (RSD).

Supply Management

The total value of local procurements amounts to US\$ 1,758,920. The CO completed 45 market researches, ten invitations to bid, and twelve requests for proposal processes for local procurements.

From a total number of 162 purchase orders, 75 were institutional procurement of goods and services amounting US\$ 1,070,919, and 87 for individual contractors and consultants amounting US\$ 688,002. Emergency-related supplies from Copenhagen Supply Division amounted US\$ 13,806.

Procurement was related to programme activities, PSFR activities, emergency response, and office supplies. Programme activities related to procurement mainly consisted of procurement of services and printing publications. Procurement of promotional materials for fundraising consisted mainly of brochures, posters, newsletters, direct marketing material and pay slips. In response to the Refugee and Migrant Crises (winterized items and clothes for children under 12 years old, and 15KW generator), the total value of emergency-related procurement was US\$ 543,018. There were regular office supplies throughout the year (IT equipment, hygiene supplies, toners, and miscellaneous supplies). There were no major building repairs in 2015; regular maintenance was carried out throughout the year.

UNICEF Serbia had institutional service contracts for on-call driver services, printing services, communications material, designer services, travel, conference organization, equipment, security services, internet connectivity and other services.

The total value of programme supplies in the CO warehouse (warehouse number 229) as of 14 December 2015 was US\$ 6,011.

Good collaboration with other UN agencies in the country is evident with the use of existing UN Long Term Agreements (LTAs) for hygiene supplies, photocopy paper, travel services, mail services, mobile providers' services, and toners. UNICEF Serbia used the common roster for translators, for which selection process was completed by UNDP Serbia with UNICEF Serbia assistance.

Security for Staff and Premises

Safety and security of staff and premises were maintained throughout the year. The warden system tree and emergency lists were updated regularly. The warden exercise was conducted twice during the year, as well as two satellite phone tests, and one fire drill. The exercise indicated a functional warden system, where 90 per cent of the staff can be reached within 20 minutes.

All fire extinguishers were regularly checked and maintained. All alternative exit routes in the building were clearly indicated, regularly checked and maintained clear.

The UN Security Plan was updated, discussed by the Security Focal Point team, and approved by the Security Management Team.

All staff and consultants were provided with UN Identification Documents with expiration date aligned to their contract end date.

Human Resources

Job Descriptions (JDs) over five years old were submitted for re-classification as part of Country Programme Management Plan (CPMP) 2016-2020 submission: 13 JDs were re-classified in 2015.

Performance planning in accordance with the Performance Appraisal System (PAS) was completed, with mid-year progress review finalized by 8 October for all staff. All 2014 PAS were finalized by 1 April 2015, and 2015 PAS work plan outputs were agreed upon by the end of May 2015.

The Local Staff Development Committee supported staff training and identified competency gaps. Individual and group trainings were planned to respond to the development plans outlined in the PAS. Staff Association (SA) was involved in the Programme Budget Review (PBR) process. Due to delays encountered in the GSSC roll-out, the 2015 PBR endorsed the decision to postpone the abolishment of one position (due on 31st December 2015) to 31 September 2016. Affected staff were informed in a timely manner.

The Staff Association and Management had open dialogue and consultations in order to foster team building, staff morale and good atmosphere in the office. The SA Secretary took part in regional SA training in Genève.

Effective Use of Information and Communication Technology

The continued availability of ICT resources and efficient user-support were ensured in 2015 with technical maintenance of ICT infrastructure and in accordance with Information Technology Security Standards.

Microsoft Windows Server was upgraded to a new version, enabling fully automated patching and third party updates of servers in a timely manner.

Most of the workstations were migrated to the new Windows 8.1 operating system, allowing significant boost of computers' performance and functionality by using more memory and faster solid state drives, while enabling notable cost savings to the budget for next two years.

Support was provided to develop an innovative, agile and cost-effective technical solution to support the work of four child-friendly hearing units, based on the latest achievements in internet protocol and video communication.

All printers in the office were setup to print with PIN code to decrease carbon footprint/toner usage and paper consumption.

In order to ensure high level of service, the main office security gateway, managed by Open System, was replaced with the new hardware with enhanced security features.

A human resource vacancy/roster web portal and database was developed to enable the CO to manage recruitment of consultants and individual contractors in an easier and a more efficient manner.

The CO primary internet connection speed was increased to 15Mbps to improve external connectivity and bandwidth to centralize and cloud based UNICEF Serbia business systems, VISION with SAP and Office 365.

Out-of-order equipment, including old VSAT and printer's toners were disposed in an environmental secure manner or recycled.

The new computerized Fleet Management System was installed in all three office's vehicles. It is expected that the new system will bring saving between 12 and 30 per in fleet operation costs.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of 2015, more excluded children and families benefit from education, social welfare, and justice services, in line with new legislation.

Analytical Statement of Progress:

This programme component continues to support Government in its reform of the social sector, notably to advance and align its regulatory frameworks, model implementation of new legislation, and generate knowledge and evidence, with a strong focus on multi-sectoral approaches. In 2015, the focus was on equity issues ensuring that reforms benefit the most

vulnerable children in the outcome areas of health, education, child protection and social inclusion. Child rights monitoring infrastructure and data management systems were strengthened, particularly to enable monitoring of the status of the most vulnerable children. Addressing issues of the most vulnerable children requires multi-sectoral approach that was reinforced through the CP contribution in advancing Regional Knowledge and Leadership Agenda (RKLA) key result areas (KRAs). Achievements of multiple RKLA results require engagement of same interventions and competencies and only through cooperation and synergy between different sectors are they realised. Therefore, interventions related to child's right to a family environment (KRA 1), to early learning (KRA 3), to health (KRA 6), to inclusive quality education (KRA 4) and social protection (KRA 8) were implemented in close cooperation among key partners from different sectors to mutually reinforce each other.

UNICEF Serbia continued its support to Government with policy advice and technical assistance for drafting equity-based policies and programmes supporting the most vulnerable children. Operationalization of the legal framework was supported through the modelling of diversified pre-school programmes, family support services, drop-out prevention measures and diversionary schemes for juvenile offenders.

The drop-out prevention model demonstrated halved the drop-out rate in pilot schools. The model was recognized as a good practice by the EC and included in their newly developed online European Toolkit for Schools. The model of the family support worker's service was documented upon the first phase and was expanded with a specialized programme for families with CWD. Advocacy efforts will ensure institutionalization and sustainable funding.

Modelling of preschool education and diversionary schemes were underway and robust monitoring systems enabled results to be tracked and proper documentation as a part of scaling-up. These interventions were combined with capacity development of professionals in education, social welfare and justice.

Competencies of health professionals for early identification and support to CWD were improved through introducing development paediatrics into university curricula for medical students, in-service training and empowering professional associations. New instruments for monitoring child development, assessment of risks and protective factors influencing ECD were introduced to paediatricians and visiting nurses in selected primary health care centres.

The CO benefited from the multi-country regional evaluations of children's rights to education, family environment and health. Their recommendations were discussed with national partners, addressed wherever feasible by the on-going programmes and built into the new CPD.

The MICS data was strategically used and enabled evidence-based policy development and focus on the most vulnerable children, primarily Roma children. As a result, UNICEF Serbia provided significant inputs to ensure child rights issues were adequately included in the development of the following documents: Strategy on Social Inclusion (Employment and Social Reform Programme), draft Roma Inclusion Strategy (including the monitoring framework), Gender Equality Strategy as well as the Action Plan 23 for the Chapter on Human Rights within the EU accession negotiations.

Serbia has been severely affected by the Refugee and Migrant Crisis, situated along the preferred route through the Western Balkans for refugees originating from the Middle East and Asia who seek asylum in Europe. Of over 577,995 asylum applications registered since January

2015, the proportion of children amongst these refugees steadily increased and reached 36 per cent in December 2015. In line with the Core Commitments for Children (CCC) in Humanitarian Action, UNICEF Serbia responded promptly to the crisis in the area of child protection, infant and young child feeding and winterisation. UNICEF Serbia supported the establishment of family hub services (child friendly spaces and mother and baby spaces) consisting of psycho-social support, infant and young child feeding (IYCF) counselling, child protection services with a special focus on unaccompanied minors and separated children (UASC) and distribution of food and non-food items, reaching over 25,500 children and over 10,000 mothers and caregivers. In close collaboration with the Government, the systems' response to the Refugee and Migrant Crisis in the areas of child protection and health was strengthened by developing standard operating procedures related to UASC and IYCF and building capacity with frontline workers.

OUTPUT 1 By end of 2015, the education system and municipal institutions ensure that pre-school is inclusive; and that statutory mechanisms and services are resourced and functioning.

Analytical Statement of Progress:

In collaboration with the Ministry of Education, Science and Technological Development (MoESTD), UNICEF Serbia supported reforms with policy advice and technical assistance to expand coverage and improve quality of pre-school education (PSE).

UNICEF Serbia supported complementary initiatives aiming at improving the quality of PSE and increasing enrolment of three to five year old children, especially from vulnerable groups (rural areas, Roma children, CWD, children from poorest families). The Institute of Pedagogy and Andragogy is monitoring the quality of pre-school initiatives and tracking outcomes for children.

UNICEF Serbia advocated the allocation of additional resources from ten local-self-governments and pre-school institutions (PSIs) to adapt and equip 11 facilities and pre-school 'corners' in museums, libraries, cultural and sport centres. Consequently, more than 800 children (80 per cent of identified children) aged three to five years old from remote areas were enrolled in PSE. Indirectly, 1,200 children benefited from enhanced capacities of teachers; 1,800 children and their parents participated in 70 awareness-raising activities on the importance of early learning.

To support the implementation of the law on PSE, UNICEF Serbia's support was critical in bringing together researchers, practitioners from education, social, cultural, health and sport institutions, parents and children. As a result, half-day programmes were established as one of modalities offered by PSIs included in the initiative.

An online training on stereotypes for pre-school teachers was developed. Training and mentor support is provided to the PSIs to assure the programmes sustainability and quality. Around 250 pre-school professionals passed the nine trainings, while another 1,150 benefited from sharing of good practices. The Pre-school Assistance Network was developed to become a network of mentors who support PSE to enhance the quality and inclusiveness.

In order to ensure timely enrolment of Roma children in pre-school education, UNICEF Serbia supported the MoESTD to implement the national campaign targeting parents from vulnerable groups, PSI, local actors and NGOs. Results will be closely monitored to ensure further refinements.

In order to help improvement of legislation and scaling-up of the half-day pre-school model, the cost-analysis of establishment and functioning of half-day programmes in different settings was prepared and will be included into the Manual for PSIs for roll out of the model. Two analyses, the Comparative Analyses of the Pre-school Programmes Accreditation Systems and the Qualitative Research on the Inclusiveness of the PSE serve for improvement of legislation in PSE and capacity-building of pre-school teachers planned in 2016.

OUTPUT 2 By end of 2015, the education system and municipal institutions ensure that primary school is inclusive; and that statutory mechanisms and services are resourced and functioning to identify risk and prevent school drop-out.

Analytical Statement of Progress:

UNICEF Serbia continued to set up a conducive policy-environment to reduce inequities in accessing quality inclusive education. In order to support the development, coordination, monitoring and implementation of IE, UNICEF Serbia supported capacity development efforts of the Group for Social Inclusion and the development of the National Action Plan for IE.

Monitoring of the implementation of the drop-out prevention model in pilot schools revealed the model's effect - its application halved the drop-out rate (53 per cent lower than in 2014). Sixty seven per cent of students who dropped out of schools in 2015 had no individual support plan, compared to 9 per cent of students with an individual support plan.

At the community level, social inclusion and drop-out challenges were addressed through a) strengthening the Inter-sectoral Committees aimed at enhancing cooperation between education, social welfare and health sectors for better identification of needs, provision of support and budgeting for vulnerable children and b) supporting community centres. 1,100 school-aged children (Roma and non-Roma) benefited from education support and personal development activities in these community centres.

UNICEF Serbia's partner, the Network for Support to IE, provided support and capacity development (on-the job instruction, mentoring, coaching and advising) to 142 education institutions serving approximately 73,260 students and 800 education practitioners. 356 children with disabilities (CWDs) in regular schools and 72 parents benefited directly through diverse support activities (mentoring and coaching of their teachers for individual education planning, strengthening of parents, peer-support etc.) aimed at increased learning and social outcomes of these children. UNICEF Serbia further supported the Peer Support Network for IE to promote IE at national and local level.

The findings of the research on the quality of special education in Serbia (special schools and special classes in mainstream schools) will improve education opportunities and qualities for CWD. UNICEF Serbia strategically supported the violence prevention unit. The web-based system for reporting violence in schools was designed. The manual for schools on prevention of gender-based violence was finalised and distributed in 900 schools. Support to prevention of digital violence among adolescents continued through social media campaign that engaged over 12,500 fans and reached more than 350,000 people and with the establishment of a new Facebook-based SOS service.

Following UNICEF Serbia's advocacy to introduce Disaster Risk Reduction into school curricula and education, MoESTD established an inter-sectoral working group. Further support was planned for 2016.

OUTPUT 3 By the end of 2015, the social welfare system applies a case management approach to its child clients (with a focus on children victims of violence) and ensures the availability of specialized community-based services, with particular emphasis on children with disabilities and adolescents off-track.

Analytical Statement of Progress:

UNICEF Serbia's support ensured that "the right of the child to live in a family environment" is operationalized in departments of the child protection system. UNICEF Serbia supported the MoLEVSA to develop a mandatory Instruction for Centres for Social Work (CSW), so that case management assessment and planning prioritizes family care before resorting to family separation. Indicators that assess the risk of institutional care placement were developed and tested by CSWs. Capacity-building CSWs was on-going. Belgrade University developed a Handbook for Case Managers prioritizing family strengthening, made available to students and social workers in all CSWs. The innovative family outreach pilot for families with children at risk of separation was expanded with a special programme for families with CWD. MoLEVSA committed to mainstream the service with reallocation of resources from residential care. UNICEF Serbia's advocacy to develop fostering as a form of regular respite/support to families with CWD was successful, and the pilot phase was financed by the state child protection budget. Families were identified in four cities and trained to provide support to families with CWD.

With UNICEF Serbia's technical assistance and modelling support, the application of diversionary schemes was operational in four locations as a community service. Barriers to regular referrals (from prosecution, judges, CSWs) were addressed; the financing of services for offenders and upgrading the quality of services will be addressed in 2016. BU tracked outcomes for children/families for the innovative pilots and will provide recommendations in 2016.

Following UNICEF Serbia's advocacy, VAC was identified as a priority cross-sector for the Government of Serbia. UNICEF Serbia expanded its programme interventions on violence prevention to address online abuse, working on revising policies, strengthening service providers (NetPatrol, SOS online abuse) and building cross-ministerial commitment to addressing digital violence. Preparatory activities to strategically develop a framework of interventions for protection of children from violence encountered delays and are prioritized for 2016, including a comprehensive study on drivers and determinants of VAC.

Four regional units for protection of child victims were set up to aid child victims in criminal proceedings; as were information sessions for key stakeholders in over 100 courts and CSWs and development of guidelines on protection of child victims and witnesses.

OUTPUT 4 By the end of 2015 the health system ensures that new-born and early childhood services are available and used by excluded groups, with a particular emphasis on children with disabilities and Roma.

Analytical Statement of Progress:

With UNICEF Serbia support, the National ECD Programme for the health system was finalised, awaiting adoption from the Government of Serbia. The accreditation standards for maternities and neonatal units were finalised by the Agency for Accreditation of Health Care Institutions. Their application will improve quality of care by introducing baby-mother friendly principles and

reducing regional disparities in perinatal mortality. UNICEF Serbia provided technical assistance to medical faculties in Belgrade and Novi Sad to develop an ECD optional course for pre-graduate students from October 2015.

With UNICEF Serbia support, in partnership with Association of Paediatricians and City Institute of Public Health, capacity-building programmes for health professionals on ECD, developmental assessment and early interventions are on-going in 10 selected primary health care centres serving 120,000 children. As a result, more than 10,500 young children (4,300 Roma) received direct ECD support from a total of 80 paediatricians and 90 visiting nurses trained. New instruments for monitoring child development and risk and protective factors in the family affecting ECD, supported through international assistance, are currently being used. Capacities of 42 professionals from 14 Developmental Counselling Units were strengthened to provide early interventions to children with developmental difficulties and disabilities. UNICEF Serbia initiated a process of networking between institutions and professionals working on ECD and provide early interventions for children with developmental difficulties and disabilities. Strengthening of capacities for evidence-based practices will be prioritised in 2016.

Following UNICEF Serbia advocacy, MoH established a working group to enhance the quality of the visiting nurses' service and to align it with international standards in mother and child health care. Four professionals were trained to be master trainers on visiting nurses modules to standardise and roll-out official in-service training for visiting nurses throughout the country.

Under the tripartite agreement between MoH, UNICEF Serbia and Telenor 71 Roma health mediators received new IT equipment and training to facilitate communication and health education in Roma communities. Enhancement of the database on Roma health outcomes encountered

The Institute for Public Health reporting system on child abuse and neglect, developed with UNICEF Serbia support, served as a basis for the development of a formal registry of children victims of violence, initiated in late 2015, with the revision of the Special protocol. Ninety-one institutions were involved and the number of suspected abuses reported was 498 in 2015 (458 in 2014).

OUTPUT 5 By the end of 2015, national authorities use a reliable sex-disaggregated data system for planning, budgeting and monitoring to address child poverty and exclusion.

Analytical Statement of Progress:

The MICS final reports in Serbian were published in March 2015 and broadly disseminated. Following successful advocacy, MICS data was strategically used and enabled evidence-based policy development and focus on the most vulnerable children, primarily Roma children. This was in support of the Government's strategy on social inclusion (Employment and Social Reform Programme), the draft Roma Inclusion Strategy, and the Action Plan 23 for the Chapter on Human Rights within the EU accession negotiations. UNICEF Serbia provided significant inputs to develop the documents, including the monitoring framework of the Roma Strategy, to represent child rights issues and monitoring.

MICS data was vital for the development of the new United Nations Partnership Development Framework and UNICEF Serbia CPD. Secondary analysis of MICS data was undertaken in areas of education, child protection, ECE, rural/urban disparities and poverty and inequality. In-

depth findings of the analysis were incorporated into UNICEF Serbia inputs to the above strategic documents and will be disseminated in 2016.

The Monitoring Framework on Inclusive Education (MFIE) developed in cooperation with the Government was endorsed. The data was used by the Government for planning and quality assurance purposes related to the inclusive education, as well as to inform UNICEF Serbia programming.

With timely and quality recommendations of UNICEF Serbia's research on cash benefits for children and active advocacy, legal revisions of respective legislations included provisions that will increase amounts of benefits for CWD and school-age children and simplify the administrative procedures that were bottlenecks for the most vulnerable children. Adoption of the draft law is expected at the beginning of 2016.

UNICEF Serbia supported the Ministry of Education to develop a module of the information system for preschool education, define prerequisites of the Education Monitoring Information System and strengthen analytical capacity of the Ministry.

As a follow up to the regional workshop on child disability measurement, UNICEF Serbia supported the Institute of Public Health of the Republic of Serbia to establish a working group that will work on development of the Registry of Children with Disabilities using the concept of the functional assessment of disability.

OUTCOME 2 By the end of 2015, Serbia's child rights' infrastructure will be strengthened and civic and private engagement enhanced to realize children's rights

Analytical Statement of Progress:

This programme component aimed at reinforcing and complementing system reforms by strengthening independent monitoring of reforms on the most vulnerable, enhancing awareness and voices of rights holders (particularly disadvantaged groups) and promoting positive behaviours and fostering inclusion.

In 2015, UNICEF Serbia continued its cooperation with the Ombudsman's office, the Commissioner for the Protection of Equality and the Parliamentary Committee on Child Rights, aimed at advancing their capacities to actively monitor children's rights and advocate for the rights of the most vulnerable.

In collaboration with independent institutions, child rights' violations---such as sexual violence against children, segregation in school settings or position of Roma children--- were raised. The initiatives raised sensitivity to and understanding of the problem. Analysis of the most common child rights' violations, developed in cooperation between UNICEF Serbia and independent institutions with recommendations, helped in setting direction for future action. It refers to the Ombudsman recommendations related to sexual and other VAC, Commissioner's compendium of cases of discrimination against children and recommendations of the study on segregation in education.

With UNICEF Serbia support, both independent institutions nurtured and promoted child participation through active support to Youth Panels that were strengthened to recognize child rights violations and discrimination and promote tolerance and anti-discrimination within their communities and peer networks. Recommendations from Youth Panellists were shared with

decision makers and distributed by the Ombudsman office to advocate for children's opinions in policy design and implementation.

UNICEF Serbia supported the Network of Organizations for Children (MODS) and its 70 members, which resulted in valuable inputs to proposed legal revisions and guidelines in the areas of social welfare and education, and developed policy recommendations with focus on prevention of child separation endorsed by the relevant ministry. As a result of support to Roma CSOs, the population of Roma settlements in 10 municipalities was empowered to claim their rights to social services and report rights' violations and cases of discrimination.

After delay, the Government of Serbia submitted the 2nd and 3rd Periodic Report on the implementation of the Convention on the Rights of a Child. MICS 2014 data helped to address a previous CRC recommendation related to data availability and enabled the Government to point to equity gaps between children from general population and the vulnerable.

Data related to attitudes on social inclusion of CWD, and public debate on VAC, confirmed that much work remains to promote positive behaviours among parents, children and duty bearers, and to advance results within the RKLA results areas (child rights to family environment, inclusive quality education, social protection and health). Addressing social norms and influencing behaviours to promote social inclusion was identified as a key focus of the next CP.

OUTPUT 1 By the end of 2015, civil society organizations, including self-representational groups, effectively mobilize demand for and access to entitlements, influence behavioural change and participate in local decision-making bodies to facilitate social inclusion.

Analytical Statement of Progress:

UNICEF Serbia supported the strengthening of the Network of Organizations for Children (MODS). Over 70 CSOs participated in MODS' thematic groups on social protection, IE, VAC and child participation and provided inputs to the proposed legal revisions in the area of social welfare and education. In cooperation with the Foundation SOS Children villages and Association of professionals for children and family support, and with UNICEF Serbia support, MODS developed policy recommendations for a stronger focus on prevention of child separation that the Ministry of Labour, Employment, Veterans and Social Affairs (MoLEVSA) endorsed. With UNICEF Serbia support, MODS developed a position paper on IE and established itself as a trusted partner of the Government. MODS regular press releases raised public attention on issues of the most vulnerable children. The next phase of cooperation will focus on horizontal learning between MODS members and strengthening analytical and advocacy capacities.

UNICEF Serbia supported the Child Rights Centre to complete research that identified the policy/practice gaps concerning the protection of children in criminal and civil proceedings. Data served as a baseline for further efforts to improve the application of protection measures.

UNICEF Serbia supported Roma-led CSO Bibija and nine other Roma CSOs to reach 1,000 Roma from 40 settlements in 10 municipalities on discrimination and entitlements to social services and empowered to claim their rights and report violations. As a result, 10 per cent of them submitted complaints to relevant local institutions or independent bodies. In cooperation with the Roma Women's Network, Standing Conference of Towns and Municipalities and OSCE, the MICS 2014 findings were presented to a large number of Roma CSOs and local Roma coordinators to enable informed participation in public discussions related to the Roma Inclusion Strategy. Presentations of in-depth secondary MICS analysis planned for 2016 will be

an additional opportunity to initiate discussions and actions around identified priorities such as early school leaving and child marriages for Roma girls.

To support change in the legislation banning corporal punishment, UNICEF Serbia partnered with a parental CSO “Nest” to strengthen a national coalition to support the ban. Jointly organized public discussion and presentation of the Sweden’s model helped key stakeholders from the government, academia, civil society and parents to agree on the importance and benefits of the ban to push forward the proposed legislation.

OUTPUT 2 By the end of 2015, engagement with media and the private sector result in the application of child-rights oriented standards and an increase in financial and non-financial contributions to social inclusion

Analytical Statement of Progress:

The banking sector, in collaboration with the Serbian Association of Banks, supported UNICEF Serbia in acquiring new pledge donors, through the provision of a new banking service - direct debit – resulting in 270 new individual pledge donors.

A Memorandum of Understanding with the Colour Press Group was signed to promote social responsibility and the culture of giving. A corporate social responsibility conference, organized by the Colour Press Group, provided UNICEF Serbia with the opportunity (CSR) to present its partnerships with the corporate sector, promoted further with print and social media. UNICEF Serbia also partnered with the Public Relations Association of Serbia around the promotion of children’s rights and business principles, particularly Principle 6 that relates to the use of marketing and advertising by the business sector. The importance of investment in children and business impact on children was featured in an interview given by the UNICEF Serbia Representative for a magazine published for the Business Leaders Forum in March 2015. UNICEF Serbia corporate engagement, including CSR, was also presented in the publication Leaders of Social Responsibility. A corporate survey was conducted to assess the understanding of the most successful businesses in Serbia on child-focused CSR and their impact on children, including their commitment and support to children’s rights. The findings will be used as an input for future programing and advancement of the quality of collaboration with the corporate sector.

The Regulatory Authority of Electronic Media (REM) adopted the Regulation on Protection of Rights of Minors in Field of Provision of Media Services, based on the Criteria for TV content rating defined by UNICEF Serbia and the Association of Journalists’ of Serbia (UNS) in 2013. To strengthen the capacity of the broadcasters and raise awareness among the general public, parents and caregivers about TV programme labelling, UNICEF Serbia, REM and UNS prepared materials for a media campaign and workshops for TV broadcasters. The implementation of the campaign and workshops, planned for the second half of 2105, was postponed until early 2016 due to delays in REM’s budget approval by the Serbian Parliament.

A media coalition for child rights grew with partnership agreements signed with an influential national weekly “Vreme” and the Colour Press Group, which enhanced child rights public advocacy efforts and strengthened UNICEF Serbia’s brand positioning.

UNICEF Serbia National and Global Ambassadors were effective advocates for resource mobilisation and the promotion of national and global child rights issues, including for the refugee/migrant children.

OUTPUT 3 Private Sector Fundraising

Analytical Statement of Progress:

Based on the calculation of net income for the final year of sales, UNICEF Serbia received US\$ 25,000. The remaining inventory from the sales campaign was distributed to implementing partners in 2015, as approved by PSB.

UNICEF Serbia Private Funding Partnerships (PFP) identified a potential partner for licensing agreement to cover Serbian Market – Belarto Company. The representative of the company visited Serbia to assess the potentials of the market and prepared the business plan for PFP review in consultation with UNICEF Serbia PSFR section. The business visit of Belarto representative was facilitated and introduction to retail partners was organized in June 2015. The Licensing Agreement between PFP and Belarto was signed and the guaranteed minimum royalty for UNICEF Serbia was US\$ 15,000 for 2015.

OUTPUT 4 By the end of 2015, independent oversight and monitoring bodies, including CSOs, monitor the impact of relevant education, health and social welfare policies on the most disadvantaged children and use relevant findings to advocate for policy changes.

Analytical Statement of Progress:

Cooperation with the Parliamentary Committee on Child Rights continued in 2015. UNICEF Serbia supported the work of the Committee's Working Groups on monitoring the implementation of following legislations: (i) the Law on Education with regards inclusion; (ii) the Law on Financial Support to Families with Children with regards to Child Allowance; (iii) the Law on Juvenile Justice; and (iv) monitoring the state of children living and working on the street.

UNICEF Serbia provided regular briefings on the situation of Refugee and Migrant children to the Committee on Labour, Social Issues, Social Inclusion and Poverty. MICS5 findings were presented to the members of the Child Rights Committee and other relevant parliamentary committees, and the parliamentary Research Centre.

UNICEF Serbia and the Commissioner supported an art competition with more than 1,500 children who---with publicly exhibited art work---called for tolerance, respect for diversity and equity. The Youth Panellists of the Commissioner developed a policy brief paper to raise awareness of decision makers and textbook publishers on discriminatory content in high school textbooks. The Commissioner and UNICEF Serbia finalized a research that mapped the situation of segregation of schools and classrooms and provided recommendation for the development of desegregation models as a basis for development of soft laws in education.

The second Compendium of Cases of Discrimination against Children with Recommendations of the Commissioner was developed. Some selected cases were presented to wider public as a strip inserted in Politika daily.

UNICEF Serbia supported the Ombudsman's office to convene a roundtable on victims of sexual violence, gathering key stakeholders who made recommendations for inter-sectoral cooperation and inadequate system response within the sectors of justice, police, social welfare,

health and education systems. A publication with the Lanzarot Convention and the main Ombudsman's recommendations on protection of children against sexual violence was distributed to all relevant institutions.

Leaflets with priorities for children, developed by the Youth Panellists, were distributed with an appeal to decision makers to enhance children's participation in shaping public policies. The Ombudsman prepared a special compendium with recommendations related to VAC to help professionals working for children to avoid child rights violations and handle them timely.

The Government submitted the 2nd and 3rd Periodic Reports on the Implementation of the Convention on the Rights of a Child while a coalition of CSOs led by the Centre for Child Rights developed a shadow report.

OUTPUT 5 Private Sector Fundraising

Analytical Statement of Progress:

Total Private Sector Fundraising income in 2015 was US\$ 690,000. This is 94 per cent of the planned income (US\$ 733,605). UNICEF Serbia leveraged global corporate partner IKEA to secure in-kind support to the Migrant and Refugee Crisis. Out of total private sector income, US\$ 55,000 was raised for two emergencies: US\$ 42,000 for Nepal and US\$ 13,000 for the Migrant Crisis.

UNICEF Serbia secured collaboration with the Association of the Banks of Serbia and eight banks to facilitate the acquisition of new pledge donors through direct debit service. The CO promoted the importance of regular giving. At the same time, direct debit as a banking service was promoted as the most adequate channel for regular monthly donations to UNICEF Serbia. The office recruited 610 individual pledge donors through direct debit channel; secured the presence of "Facers" in a leading bank in Serbia; and raised the option to directly recruit pledge donors through direct debit or standing order mechanism. Two test initiatives were conducted: Face-to-Face recruitment within the banks and telemarketing to emergency donors, and one-off donors. Face-to-Face channel recruited 239 regular donors; telemarketing secured 351 individual and 80 corporate pledge donors. Both initiatives gave solid results and pledge recruitment will focus on the two channels in the future.

UNICEF Serbia increased monthly gifts with "Recurrent Payment through SMS between approximately US\$1- US\$2; 277 donors upgraded their monthly giving and the 3,890 individuals continued to donate through SMS in the amount of US\$1. The recruitment of Small and Medium Enterprises was expanded to pledge and rose from 155 donor (2014) to 245 donors in 2015. Though there was a 38 per cent increase in pledge income compared to 2014, the total income from pledge donors was 50 per cent lower than planned (US\$ 170,000 versus US\$ 295,550). Based on these results, the CO will review the private sector fundraising strategy in respect of pledge income.

UNICEF in the Republic of Serbia obtained necessary conditions and approvals, including Division of Financial and Administrative Management, to receive donations through PayPal.

The partnership with Telenor Company was expanded to support the ECD programme through "Connected" project and to support the prevention of digital violence through "Think First" project. The global Telenor group joined Telenor Serbia and secured significant financial support for "Connected" project (US\$ 109,000). UNICEF Serbia engaged Electricity of Serbia to provide financial support in the amount of US\$ 33,670 to ECD programme.

OUTCOME 3 Effective and Efficient Programme Management and Operations Support

Analytical Statement of Progress:

Effective and efficient governance of the Serbia CO was ensured through the development, implementation and review of the Annual Management Plan (AMP) in a participatory manner, and full functioning office statutory committees.

Overall, the Serbia CO safeguarded financial and other assets of the organization and ensured efficient, timely and cost-effective utilization with monitoring and HACT assurance activities, for due diligence of financial resource utilization in line with UNICEF financial rules and standards.

During the first half of 2015, the management of human resources focused on support the development of the Country Programme Management Plan 2016-2020, support staff performance management system, support staff training and development and staff welfare.

OUTPUT 1 Governance and Systems

Analytical Statement of Progress:

The AMP was completed in a timely manner, and followed up at all CMT meetings, as well as at the mid-year and end-year reviews.

Management indicators were tracked at monthly management and by Grants Utilization and Outstanding DCTs reports. Progress was reviewed at CMT and Programme Meetings, and corrective actions were taken in a timely manner.

UNICEF Serbia Risk and Control Library was revised in July 2015. Out of the eight key risks identified, three were assessed as low, two as medium, and three risks were assessed as high. The action plans and mitigation measures were put in place.

The Emergency Risk Assessment of the EWEA website was updated in July and October. The CO risk profile and preparedness pages of the EWEA, including key actions, were updated and uploaded into the system.

The BCP was updated in July. The CMT met regularly during 2015 and reviewed programme and operational targets and priorities, office performance indicators and management of resources, the staff learning and development plan, staff welfare, safety and security matters, and other programme and operational issues.

OUTPUT 2 Effective and Efficient Management and Stewardship of Financial Resources

Analytical Statement of Progress:

All operational targets and indicators defined in AMP for 2015 were on track at the year-end review. The CMT monitored programme implementation and DCT management with regular management reports. The utilization rate was 100 per cent for Regular Resources; 100 per cent for the Support Budget; 100 per cent for Other Resources and Other Resources Emergency and thematic grants that expired in 2015. The CO kept the outstanding DCTs rates for over six and nine months below the targets of 2 per cent and 0 per cent respectively.

In 2015, there was one DCT outstanding for more than six months (8.8 per cent of total DCTs at that time). There were no outstanding DCTs for more than nine months throughout the year.

Bank optimization and cash forecasting tools were used for efficient utilization and planning of financial resources. Deadlines for bank reconciliations and reporting were met, as well as the deadlines for mid-year-end and end-year closure reporting's. Fundraising gathered momentum with a major new grant secured from the UK NatCom, SDC and Telenor (US\$ 300,000) in addition to local fundraising (US\$ 160,000) from private sector and individuals. Additional funds were received from the EU in response to the Migrant Crisis (US\$ 1.17 million) and Global Thematic for Emergency (US\$ 356,000).

HACT assessment and assurance activities were monitored throughout the year. Special attention was paid to adjust assurance activities with implementing partner risk level, timeliness of implementation and reports' submissions.

Following the latest HACT guidance, the CO contracted third-party service providers for micro-assessments, special audits and spot checks. Two scheduled audits, three micro-assessments and five spot-checks were undertaken by the third-party service providers, and six simplified financial checklists, 20 spot checks and 47 programmatic visits were performed by qualified office staff. The macro assessment was contracted through LTA service provider.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:

The 2014 PAS were finalized by 1 April for all staff in the CO. The 2015 PAS work plan outputs were agreed upon by the end of May for all staff, and end-year review discussions between staff and supervisors assessed performance and monitored the progress of the individual work plan outputs. Staff and supervisors collaborated to ensure that the competencies of job profiles were met and the development plans were developed accordingly.

OUTPUT 4 Sales - Serbia

Analytical Statement of Progress:

Based on the calculation of net income for the final year of sales, UNICEF Serbia received US\$ 25,000. The remaining inventory from the sales campaign was distributed to implementing partners in 2015, as approved by PSB.

UNICEF Serbia Private Fundraising and Partnerships section identified a potential partner for licensing agreement to cover Serbian Market – Belarto Company. The representative of the company visited Serbia to assess the potentials of the market and prepared the business plan for PFP review in consultation with UNICEF Serbia Private Sector Fundraising section. The business visit of Belarto representative was facilitated and introduction to retail partners was organized in June 2015. The Licensing Agreement between PFP and Belarto was signed and the guaranteed minimum royalty for UNICEF Serbia was US\$ 15,000 for 2015.

OUTPUT 5 Sales – Geneva

Analytical Statement of Progress:

Total Private Sector Fundraising income in 2015 was US\$ 690,000. This is 94 per cent of the planned income (US\$ 733,605). In addition, UNICEF Serbia leveraged global corporate partner IKEA to secure in-kind support to the Migrant and Refugee Crisis. Out of total private sector income, US\$ 55,000 was raised for two emergencies: US\$ 42,000 for Nepal and US\$ 13,000 for the Migrant Crisis.

In 2015, UNICEF Serbia secured collaboration with the Association of the banks of Serbia and eight banks to facilitate the acquisition of new pledge donors through direct debit service. The office was promoting the importance of regular giving. At the same time, direct debit, as a new banking service has been also promoted as the most adequate channel for regular monthly donations to UNICEF Serbia. The office recruited 610 individual pledge donors through direct debit channel. Also, we managed to secure presence of facers in one of the leading banks in Serbia and the option to directly recruit pledge donors through direct debit or standing order mechanism. Two test initiatives were conducted: Face to face recruitment within the banks and telemarketing to emergency donors and one-off donors. Face to Face channel recruited 239 regular donors, while telemarketing secured 351 individual and 80 corporate pledge donors. Both initiatives gave solid results and we will focus pledge recruitment through these two channels in future.

UNICEF Serbia managed to increase monthly gift through Recurrent Payment through SMS from US\$1- US\$2. Two hundred and seventy seven donors upgraded their monthly giving and the 3,890 individuals continued to donate through SMS in the amount of US\$1. . We expanded recruitment of Small and Medium Enterprises to pledge and achieved an increase from 155 (at the end of 2014) to 245 donors, in 2015. Even though we achieved 38 per cent increase in pledge income compared to 2014, the total income from pledge donors is 50 per cent lower than we planned (US\$ 170,000 versus US\$ 295,550). Based on these results, the office will review the private sector fundraising strategy in respect of pledge income.

UNICEF Serbia in the Republic of Serbia obtained necessary conditions and approvals, including Division of Financial and Administrative Management, to receive donations through PayPal.

The partnership with Telenor Company was expanded to support ECD programme through “Connected” project and also prevention of digital violence through “Think first” project. The global Telenor group joined Telenor Serbia and secured significant financial support for “Connected” project (US\$ 109,000). UNICEF Serbia managed to engage the Electricity of Serbia to provide financial support in the amount of US\$ 33,670 to ECD programme.