

## Turkmenistan

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### Executive Summary

The year 2015 was the final year of the current programme cycle. UNICEF Turkmenistan intensively worked on the finalisation of the Partnership Framework for Development between UN and the Government of Turkmenistan. The Turkmenistan Draft Country Programme Document (CPD) 2016-2020 was approved by the UNICEF Executive Board in June 2015. The CPD and the Theory of Change developed by the Country Office were the basis for the Country Programme Action Plan 2016-2020.

Early in 2015, Turkmenistan reported to the United Nations Convention of the Rights of the Child and Convention on the Rights of Persons with Disabilities treaty bodies. UNICEF Turkmenistan supported the delegations' presentations with evidence-based data and worked with partners on concluding observations and on recommendations in the National Plan of Action for Children 2016-2020 to be reviewed by the Government.

UNICEF Turkmenistan focused on quality of and access to early learning, quality of mother and child health care services and realization of the rights of young children and CWD. Disaggregated data on children was the priority agenda through cooperation and co-funding of Multiple Indicator Cluster Survey (MICS) 5.

UNICEF Turkmenistan's strategy was guided by the regional framework for transformation. The Country Office (CO) focused on evidence-based advocacy, Communication for Development (C4D) and policy advice on system strengthening to achieve results in Regional Knowledge Leadership Areas (RKLAs) 3, 4, 6 and 7. With Turkmenistan's upper-middle income status, the CO explored opportunities to leverage public and private sector funding for better child-related outcomes.

Early Childhood Development (ECD) was a major cross-programme concentration, with interventions and cooperation of national and local stakeholders from health, education, and social protection and finance sectors. Introduction of development paediatrics and early intervention services brought together partners from different sectors, fostering multi-disciplinary expertise and promoting and formalising inter-sectoral collaboration and referrals. This resulted in the establishment of ECD centres to provide counselling to parents of developmentally-challenged children. These centres increasingly operated as hubs for dissemination of innovative practices, training pre-school teachers and health workers, and inter-sectoral coordination at the district level. There was rising demand from health and education systems to foster in-country capacities to provide integrated, inclusive ECD services.

To support the Ministry of Education (MOE) to expand access to early learning and improve the quality of pre-school education, a pre-primary curriculum, based on play and child-centred learning, was piloted in selected parenting centres. It was monitored and finalized based on lessons learned. The CO worked to ensure internalization by pre-school education professionals of play and child-centred learning vs. the currently practiced traditional discipline focused approach.

The CO and partners reviewed the implementation of the National ECD Programme 2011-2015, assessing progress, identifying gaps and lessons learned, and outlining directions of the ECD policy with the focus on inclusion of CWD. The CO facilitated the discussion on implementation of the National Nutrition Programme and the General Programme on the Development of Juvenile Justice. The former highlighted a need for action to decrease malnutrition; the latter identified weaknesses in coordination among stakeholders and information sharing.

The CO collaborated with the Government to incorporate Disaster Risk Reduction (DRR) into the education system to sustain the initiatives that strengthen resilience of children. A DRR course was incorporated in a secondary school curriculum, a pre-service training of teachers, and a tested school assessment methodology. A meeting of stakeholders facilitated by UNICEF Turkmenistan and United Nations International Strategy for Disaster Reduction confirmed the need to pursue an inter-sectoral approach to child-centred DRR and proposed a roadmap to be elaborated with Sendai Framework for Disaster Risk Reduction 2015-2030 and the SDGs.

UNICEF Turkmenistan supported participatory development of a course on Strategic Planning and Budgeting for Children. Led by international consultants, representatives from the Mejlis (Parliament), Civil Service Academy and the Union of Economists of Turkmenistan designed a training course for local and central government officials to understand the budget process; analyse budgets; and assess how the Government political commitment to children is translated into policy and programmes backed by financial outlays. Under the guidance of the Regional Office (RO), the Office of the Prime Minister produced a report on relevant health public finance management aspects to identify interventions on equity-focused budgeting for Maternal, New-born, and Child Health (MNCH) programmes.

In 2015, the Office of Internal Audit and Investigations (OIAI) closed all observations stemming from the audit of CO conducted in 2014.

## Summary Notes and Acronyms

AMP - Annual Management Plan  
BCP - Business Continuity Plan  
CFS - Child-Friendly Schools  
CMT - Country Management Team  
CO - Country Office  
CSO - Civil Society Organization  
CPAP - Country Programme Action Plan  
CPD - Country Programme Document  
CPMP - Country Programme Management Plan  
CRB - Central Review Body  
CRC - Convention on the Rights of the Child  
CRC - Contract Review Committee  
CRPD - Convention on the Rights of People with Disabilities  
DCT - Direct Cash Transfer  
DPO - Disability Public Organizations  
DRR - Disaster Risk Reduction  
ECD - Early Childhood Development  
EI - Early Intervention  
E-PAS - Electronic Performance Appraisal System  
EPR - Emergency Preparedness Response

ETB - Emergency Trauma Bag  
Etrap - District  
EU - European Union  
GS - General Service Staff  
HACT - Harmonized Approach to Cash Transfers  
HR - Human Resources  
HRBA - Human Rights Based Approach  
HRD - Human Resources Development  
IACP - Inter-Agency Contingency Plan  
ICFS - International Child-Friendly Standards  
ICT - Information and Communication Technology  
IMEP - Integrated Monitoring and Evaluation Plan  
IMR - Infant Mortality Rate  
IP - International Professional  
IP - Implementing Partner  
JCC - Joint Consultative Committee  
KAP – Knowledge Attitudes and Practices  
LQAS - Lot quality assurance sampling  
MCH - Mother and Child Health  
Mejlis - Parliament  
MFA - Ministry of Foreign Affairs  
MICS - Multi-Indicator Cluster Survey  
MLSP - Ministry of Labour and Social Protection of Population  
MMR - Maternal Mortality Rate  
MNCAH - Maternal, Newborn, Child, Adolescent Health  
MOE - Ministry of Education  
MOHMI - Ministry of Health and Medical Industry  
NPAC - National Plan of Action for Children  
OIAI - Office of Internal Audit and Investigations  
OR - Other Resources  
ORE - Other Resources Emergency  
PBA - Programme Budget Allotment  
PBR - Programme Budget Review  
PCA - Programme Cooperation Agreement  
PCR - Programme Component Result  
PHC - Primary Health Care  
RKLA - Regional Knowledge Leadership Area  
RO - Regional Office  
RR - Regular Resources  
SDGs - Sustainable Development Goals  
SFDRR - Sendai Framework for Disaster Risk Reduction  
SMT - Security Management Team  
TIKA - Turkish International Cooperation and Development Agency  
UMIC - Upper middle-income country  
UNDP - United Nations Development Programme  
UNDSS - United Nations Department of Safety and Security  
UNFPA - United Nations Population Fund  
UNICEF - United Nations Children’s Fund  
UNIGME - United Nations Interagency Group on Child Mortality Estimation  
UNMSD - United Nations Medical Services Division  
UNPFD - United Nations Partnership Framework for Development

UNISDR- United Nations International Strategy for Disaster Reduction  
UNSG - United Nations Secretary General  
Velayat - Province  
VKontakte - Social media site (Russian speaking)

## Capacity Development

The CO supported development of a pre-primary curriculum to improve the quality of early learning and pre-primary education. The curriculum based on play and child-centred learning was pre-tested and finalized. This helped to prepare specialists and master-trainers to support mainstreaming of the curriculum into the pre-school education system. A parental empowerment toolkit and a manual on sports and play for development was the result of blending international and local expertise.

Modelling new family support services established the first multi-disciplinary team of specialists trained to provide early intervention services for children with developmental difficulties and support their parents. A series of activities, strengthened with mentoring and supervision, helped the team to advance knowledge of and skills in managing child and family assessments, based on International Classification of Functioning, Disability and Health for Children and Youth (ICF-CY) and case management principles.

The efforts created demand from health and education systems to train specialists in emerging services. Introducing new training modules on clinical psychology, physical and occupational therapy in pre- and in-service curricula in colleges and higher education institutions address the capacity gap.

In health, over 200 core national and sub-national professionals were informed on collection, analysis and use of data for evidence-based decision making in Mother and Child Health, including neonatal care and resuscitation practices. Over 100 representatives of health, agriculture, statistics and public and private production sectors were taught international practices on sustainability of food fortification programmes.

The State Statistics Committee strengthened skills in collecting, analysing and interpreting internationally comparable data through such tools as MICS and TransMONEE.

UNICEF Turkmenistan supported the development of a training course on child-centred budgeting and strategic planning. It was rolled out nationally, strengthened the capacity of over 200 local level officials, and provided tools for better planning and budgeting for families with children.

## Evidence Generation, Policy Dialogue and Advocacy

Following management priorities, the CO managed, shared and created information required to address gaps in child rights realization in Turkmenistan. The CO focused on documentation and dissemination of best practices and lessons learned emerging from programmatic and advocacy interventions, to share experience in the country and beyond borders.

In 2015, a new CP was finalized with solid analysis of the situation of children and women in the country based on research that UNICEF Turkmenistan undertook jointly with partners. The CO shared key findings and recommendations on the child wellbeing series, featuring sector and thematic issues. The series attracted attention of decision makers and experts, and leveraged

new partnerships for child rights.

In health work: to strengthen capacity of district-level health management in monitoring, and supervision of MCH-related programmes, the first nation-wide roundtable was held to discuss advantages and outcomes of operational research based on Lot Quality Assurance Sampling (LQAS) methodology. Health officials and local health managers analysed the results of the LQAS-based assessment of MCH and ECD interventions conducted in two velayats (regions) (Dashoguz and Lebap) and identified major barriers in achieving quality MCH care at the Primary Health Care level. Evidence-informed, quality-improvement action plans were developed for each region.

Maximizing opportunities of the introduction of inclusive ECD services at pilot ECD Centres, the CO documented innovative practices and shared with the health and education sectors, advocating for their scale-up including the developing a framework, training service providers and allocating sufficient public funding. The Government expressed interest to build on the progress attained in the area of ECD and agreed to work with the CO on the expansion of the inclusive ECD services.

## Partnerships

The CO implemented its partnership strategy to put children's rights and well-being at the core of the national agenda. Alliances were sought to help the lives of young children and CWD. In addition to partnerships with central and local authorities, Mejlis and other public agencies, efforts helped to engage with academia, NGOs, especially Disability Public Organisations (DPOs), and people who work with and caring for children.

The partners and the CO discussed realization of the rights of vulnerable groups of children; how to promote a child-centred, family-focused, community-based approach toward cross-system delivery and management of services; how to build a community of professionals that integrate children's rights and well-being into their daily work; and how to change the way society views and treats vulnerable children.

Positive outcomes for children - a shared responsibility of families, communities and the government - require multifaceted collaboration, resources and specialized skills that no one public agency or CSO can provide to meet all the needs of all children and families. To this end, the CO furthered inter-sectoral collaboration to provide integrated services for developmentally-challenged children and children with CWD, to understand and apply a child rights approach, empowering young children and their families. Expanding community-based support services requires greater national investment and making best use of earmarked public resources. A national group representing ministries, public agencies and CSOs, led by an international consultant, produced a training course on strategic planning and budgeting for children for relevant professional and executives. The course was incorporated in the training curriculum of the Civil Service Academy.

## External Communication and Public Advocacy

Guided by the new Global Communication and Public Advocacy Strategy and following the office Advocacy Plan, UNICEF Turkmenistan worked with national and sub-national stakeholders to make change for the most vulnerable, excluded and disadvantaged children. Advocacy with Government officials and decision makers was carried out through bilateral meetings and targeted advocacy messaging. UNICEF Turkmenistan Representative's high-level

meeting with the President of Turkmenistan in late 2015 and on-going interaction with high-level officials accelerated advocacy on unfinished agendas for children. The visit of the UNICEF Regional Deputy Director to Turkmenistan was important in advocating child rights issues from the regional perspective.

The public was reached with more media stories and articles. Interaction with young people and academia increased through public lectures and social media. Presence in social media grew dramatically. The number of UNICEF Turkmenistan Facebook followers increased over the year becoming one of the top COs in the region with the fastest growing number of followers. The CO also launched VKontakte social media page, which has become popular with Millennials and young parents.

UNICEF Turkmenistan substantially contributed to the preparation of the Secretary General's visit to Turkmenistan in June 2015 and was able to voice child rights issues throughout his visit. Another joint UN initiative involved the development of the UN advocacy publication on UNDAF 2010-2015 achievements. UNICEF Turkmenistan actively co-organized the UN Day initiatives, including students' debate on Sustainable Development Goals (SDGs) and a sports event with participation of people with and without disability.

The CO continued discussions with partners on the new CP of cooperation and priorities of partnership. Internally, the CO made a thorough analysis of the current situation concerning children, and proposed new programming based on theories of change.

### **South-South Cooperation and Triangular Cooperation**

Disaster Risk Reduction (DRR) approaches, strategies and interventions were in the centre of knowledge and practice sharing among the countries of Central Asia and South Caucasus in 2015. The CO supported Turkmenistan representatives from education and emergency public agencies and NGOs to participate in a study visit to Armenia. The purpose of the visit was to learn good practices in strengthening resilience of the education system in Armenia and to interact on DRR with colleagues from Kazakhstan, Kyrgyzstan and Uzbekistan delegations.

The visit is part of the DRR knowledge management framework led by the RO, the aim of which is to promote regional and south-south cooperation and effectively use knowledge and financial resources. At knowledge management workshops and study visits practitioners, experts and decision makers do not only have an opportunity to exchange information, share experience and knowledge resources such as DRR resource materials, training manuals and methodologies, but also to strengthen their commitment to DRR.

### **Support to Integration and cross-sectoral linkages**

In the framework of implementation of the National Programme on ECD and School Readiness, the CO worked with partners on establishing comprehensive ECD services for all children and families based on cross-sectoral collaboration of the partners, primarily between health and education sectors.

Introduction of developmental paediatrics and early intervention services led to the formation of the first inter-sectoral and multi-disciplinary team of experts from health and education sectors equipped with new competencies in developmental paediatrics, pedagogy, psychology, physical therapy and early communication for optimal development of children, particularly with developmental difficulties.

Capacity of the team was strengthened with increased knowledge and understanding of child and family assessment methodologies guided by the ICF-CY and case management principles. The above helped the team to ensure a holistic approach to child development based on the knowledge of the child life cycle with critical vulnerabilities and windows of opportunities as the basis for integrated planning and programming for effective family support and childcare interventions.

The success of the multi-disciplinary team approach consolidated a policy dialogue for improving inter-sectoral collaboration, primarily joint integrated interaction and planning between health and education sectors to ensure best developmental and learning outcomes of children and hence, enhanced results of the national policy on early childhood.

### **Human Rights-Based Approach to Cooperation**

The CO undertook a range of technical and advocacy efforts to enhance the Government's capacity to report and implement the CRC and CRPD Concluding observations. In partnership with the National Institute of Democracy and Human Rights and the International Disability Alliance, the CO facilitated dialogue on the rights of CWD with the members of the working group of the Inter-ministerial Commission on Turkmenistan's Implementation of International Human Rights Obligations and Humanitarian Law and civil society organizations working with people, youth and CWD. The workshop provided advocacy space inviting the Government and development partners to a consultative approach in engaging and collaborating with grass-root level organizations, which work with people and CWD and better understand the issues they face. This constructive conversation prior to the first hearing of the National Report by the CRPD Committee was further technically supported with regard to the rights of CWD by the CO during the actual meeting of the Government with the Committee.

The CRC and CRPD Committees issued Concluding Observations to Turkmenistan. The CO took a proactive role with the Government to start on immediate dissemination and follow up to the recommendations. The dialogue on the implementation of the recommendations commenced on various levels at high level meetings with the Government and the President, local governors, sector ministries, Parliament, CBOs, media and the working group of the Inter-ministerial Commission on Turkmenistan's implementation of the international human rights obligations. The latest draft of the National Plan of Action for Children has addressed the recommendations of the CRC and CRPD Committees and is pending the Government's approval.

Actions to address the latest CRC and child-related CRPD recommendations were also incorporated into the new programme of cooperation both into specific sectoral areas, such as alignment of the national legislation with International Code of Marketing of Breast-milk Substitutes, introduction of the ICF-YC, and cross-sectoral areas within the framework of the CP outcome on partnership for the child rights, such as the CRC recommendations on equitable allocation of resources for children.

### **Gender Mainstreaming and Equality**

In 2015, efforts focused on gender mainstreaming in programming and joint UN promotion of gender equality. In education, the focus was on quality of pre- and school education. Policy on quality learning environment provides for national gender sensitive standards and indicators to assess gender-friendly environment in pre-school and school education. The initiated Parental

Empowerment Programme equipped parents, mostly mothers of 0-6 year old girls and boys, with effective gender responsive parenting skills. 1,748 girls and 2,002 boys increased knowledge and skills in disaster risk reduction.

Attention was given to growth and development vulnerabilities of girls and boys and health of women. Early intervention services established to support growth and development of children served 213 boys and 190 girls under eight years old and their families at a health facility in Ashgabat. The National Anaemia Prevention Plan was developed to combat alarming trends with over 50 per cent of reproductive age women and 44 per cent of children under five years old suffering from anaemia. The CO's advocacy resulted in the Government's decision to introduce HPV vaccination in 2016, a critical measure to prevent cervical cancer for women.

Following the CRC and CRPD Concluding observations, a Draft National Plan of Action for Children 2016-2020 will address policy and system changes, enhance capacity development and improve data collection and management. MICS collected disaggregated data on survival and development of girls and boys, perceptions on violence against women, child discipline and labour. Eighty-six per cent of data collection teams were trained female specialists and a female National Coordinator led the survey.

The CO promoted gender equality by programming UN/Government of Turkmenistan Partnership Framework for Development. UNICEF Turkmenistan supported Country Programme Action Plan (CPAP) 2016-2020, dialogue on SDGs, and engagement in the Violence against Women and Girls Campaign. Formal meetings and conferences, technical reviews and information sharing through websites and social media pages delivered gender equality messages.

The CO's Gender Focal Point contributed to the development of the National Gender Action Plan approved in 2015 and a joint UN proposal on gender equality.

## Environmental Sustainability

Due to its geography and climate, Turkmenistan is vulnerable to environmental damage. To decrease the vulnerability of children and protect children from danger, the CO supported implementation of the DRR initiative as an important Climate Change Adaptation strategy.

Through the DRR, the CO with partners focused on communities where the need for resilience is the greatest. The CO promoted system change to ensure preparedness of education infrastructure, school, teachers and children and facilitated dialogue of stakeholders on the need of improved governance for disaster prevention, including early warning systems, contingency planning and integrated response – critical factors to increase community resilience.

Despite the fact that Turkmenistan was not a signatory to the Hyogo Framework for Action (HFA) 2005-2015, the country delegation, headed by the President of Turkmenistan, participated and expressed its commitment to the Sendai Framework for Disaster Risk Reduction at the Third UN Conference on DRR held this year in Sendai. To continue the momentum of the Sendai conference, the CO engaged in an interactive dialogue with stakeholders, including the Government of Turkmenistan, NGOs, academia, UN sister-agencies and other development partners, on common vocabulary, a policy framework and actions to make communities more resilient to disasters.

The dialogue will also help to identify its role, determine objectives and effective strategies to

support the country's efforts in advancing the goals and targets of SFDRR and SDGs with a focus on child rights, vulnerability and inclusiveness.

## Effective Leadership

In 2015, the Country Management Team (CMT) met regularly to discuss operations and programme management issues, and outline actions for better performance. Office strategic directions, programme/management priorities, funding, donor reporting, programme implementation, work processes, HR issues, training/learning, office/staff security, etc. were on the management agenda. The CMT considered recommendations of programme and operations meetings; took decisions and monitored follow-up actions. The CO paid special attention to staff matters and provided required support.

Statutory committees: CMT, Property Survey Board, Central Review Body, JCC, CRC, Human Resources Development and PRC functioned regularly and upon the CO needs. Their composition and operation were duly reviewed.

Based on the outcomes of consultations with partners and advice of the RO, the CMT formulated the new CP priorities and required staff professional qualifications. The CO submitted the CPD and CPMP 2016-2020 to the RO and HQ. .

The CMT considered the CO's role in the UN Reform and contributed to joint programming, advocacy and communication.

In 2015, the CO closed all three observations, identified by the NY audit team in 2014. The Audit's final statement informed that all control mechanisms and risk mitigation strategies were in place and functioned as appropriate, supporting the overall programme implementation.

The CO made efforts towards HACT implementation. UNDP and UNFPA have not implemented HACT, but in June 2015, the CO lobbied for HACT and its operational procedures to seven implementing partners (IP).. The CO identified partners with annual throughput of US\$ 100,000 and conducted their simplified financial management assessment. The CO introduced the FACE form to IPs; certain partners relented because of internal limitations. Findings of the World Bank assessment revealed that Turkmenistan's accounting and auditing systems largely do not comply with international standards. Efforts will continue in 2016.

## Financial Resources Management

The CMT made considerable effort to strengthen management and optimization of institutional and cross-sectoral budgets. The requests for funds were based on planned expenses and office estimates, identified in previous years. All post-related expenditures were incorporated into the UBCS data and were in line with the PBR decisions. Actual current expenditures were monitored by the Operations Manager and reviewed by the Representative. The Operations Manager reported on expenditures and funds utilization to the CMT. The CMT members closely monitored financial resources management including timeliness of DCT liquidation, utilization of RR, OR and IB allocations. Each CMT meeting included budget control issues into the agenda. Bank reconciliation, accounting and liquidation were timely prepared.

The CO followed the decisions of the UNICEF Turkmenistan effectiveness and efficiency policy adopted in 2013. In line with the policy, the staff used only economy class for all air travels. In line with the policy of office greening, the CO adopted the concept of avoiding printing when

possible and using electronic versions of documents. Energy saving measures were also in place and executed correspondingly.

The CO maintained an updated bank signatory panel. All newly arrived IP staff are included into the signatory panel within a week of their arrival. The CO includes local staff in the NO category into the panel only based on their extended experience with UNICEF Turkmenistan including knowledge on accountability and segregation of duties. The Operations Manager paid attention to a timely update of the composition of signatory panel and made changes as needed.

## **Fund-raising and Donor Relations**

The CO explored new strategic partnership opportunities to promote child rights and support the results of the new programme of cooperation for 2016-2020. The CO acknowledges the Government's readiness to cooperate for well-being of every girl and boy within the framework of the new programme 2016-2020, as well as its financial capacity to ensure sustainability of programmes for children, e.g. immunization, salt iodization, flour fortification, etc. To strengthen partners' commitment to child rights realization, the CO advocate for increased public resources for vulnerable children building on positive experience of joint financing of 2014-2015 work-plans. The CO encouraged the Government to leverage political and financial will to address the 'unfinished' Child Rights Agenda in Turkmenistan and beyond, and to close equity gaps particularly for CWD.

The CO and TIKA, having successfully collaborated in the past in the area of advancement of maternal and child health in Turkmenistan, decided to strengthen partnership drawing from best domestic and regional practices for children. The CO and TIKA are negotiating to enter into longer-term cooperation (MOU for 3 years) to work jointly in the improvement of maternal and child health, promotion of ECD services, and strengthening national capacity in the disaster risk reduction.

To maximize efforts in resource leveraging, both in Turkmenistan and beyond borders, the CO shared the report on Regular Resources (RR) with the appreciation on contributions made by governments and a call for increased contributions. The Resource Leveraging Strategy was updated in line with audit recommendations and AMP targets.

The CO also participated in the UNICEF Turkmenistan global workshop on advocacy in upper-middle-income country and middle-income country, and resource rich and fragile contexts (Turkmenistan and Kosovo) from the Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) and presented a case study on Turkmenistan government's co-financing of child wellbeing programming.

## **Evaluation**

There were numerous studies, surveys and one evaluation conducted throughout the CP cycle. Studies in health, education, and social and child protection provided valuable knowledge and information for the formulation of a new CP for 2016-2020.

In the last year of the 2010-2015 CP, two studies and one major survey were planned to further knowledge on the situation of children and women in Turkmenistan - Knowledge, Attitudes and Practices on child care practices (KAPCCP), KAP on early learning and school practices (KAPELSP) and Multiple Indicator Cluster Survey (MICS 5).

KAPCCP was initiated in 2015, however, due to unavailability of technical capacity to carry out this important survey, data collection and analysis of finding were postponed to early 2016.

The KAPELSP's purpose was to describe the knowledge, opinions and preparedness of the target population (i.e. families/teachers). The research design was based primarily on quantitative data collection and analysis, with a portion of qualitative data elicited from open-ended questions.

MICS 5 is the work in progress. For the first time in the CEE/CIS data collection for this survey was done using electronic tools, which eased data collection, transfer and analysis. Most of the data was rigorously collected following required steps. Key findings of the survey will be available in mid- 2016, providing an important update on numerous baseline indicators on children and women.

### Efficiency Gains and Cost Savings

In 2015, the CO continued executing policy of cost savings, which contributed to the effectiveness and efficiency strategy. The strategy includes economy class flights for all trips, except for transoceanic, optimal use of office equipment and vehicles, optimization of drivers' work by establishing fixed hours for correspondence delivery; saving energy to encourage "green behaviour" of the staff, reduction of quantity of printers, implementation of the green policy by two-sided printing, reduction of printing materials and paper recycling.

The CO used a joint procurement option, which is more cost effective, making use of the UNDP procurement unit upon the need.

Following the United Nations Secretary General's initiative regarding the green policy, office submitted a report on gas emission gas, calculating the number of office utilities expenses and travels, thus aiming at reducing their number when and where possible.

### Supply Management

The CO has a low supply component for the UNICEF Turkmenistan assisted programmes, and does not have an in-country warehouse. There is no in-kind assistance in the country. The government partners directly receive supplies procured within the framework of Procurement Services. The government partners are fully responsible for stockpiling of programme supplies in government warehouse facilities and further distributing them to the end-users in five regions of the country.

The supply related services by the Supply Division are provided in a timely manner and are mainly related to the procurement of vaccines, cold chain equipment, syringes and premix for the flour fortification. UNICEF Turkmenistan closely works with the Supply Division for timely processing and delivery of Procurement Services supplies and equipment.

The CO facilitated procurement services for the Ministry of Health and Medical Industry and National Bread Association. This cooperation included the procurement of vaccines, cold chain equipment, syringes and premix for the flour fortification. In 2015, UNICEF Turkmenistan supported the Government of Turkmenistan in procuring vital immunization supplies to the routine series of vaccination to children (US\$4,121,360) and premix for the flour fortification programme (US\$ 405,378). The total value of procurement services in 2015 is US\$ 4, 526,738.

Local procurement was executed on the needs basis and mainly included low volume programme office supplies, consumables and spare parts for computer maintenance. The total value of supplies procured locally in 2015 was USD 19,057. International procurement of programme supplies/equipment in 2015 was mainly IT related as well as medical renewables and nutrition for the Ministry of Health. There were no emergency interventions during the reporting period.

## Security for Staff and Premises

The CO takes all appropriate steps to manage and enhance the safety and security of staff and premises. All UNICEF Turkmenistan staff members are equipped with the handheld VHF stations. Regular radio checks mandatory for all staff were conducted on a monthly basis by UNDSS. The UNICEF Turkmenistan VHF channel was used for regular radio checks. Vehicles are equipped with the appropriate means of communications. There are BGAN and satellite phones that could be used as back up means of communications.

All staff members took Basic and Advance Security in the field certificates. The CO shares the premises with other UN agencies and, correspondingly, participates in UN Security training, drills and safety related activities. The Warden System is in place, and the UN security team held regular warden meetings and concentration point activities.

The CO procured an Emergency Trauma Bag. Both Security and Emergency focal points passed the ETB training, provided by HQ specialists. The UNCT and SMT organized targeted trainings of security guards, safety and security awareness trainings/briefings/drills for staff members to enhance the culture of security and safety within the UN Team in Turkmenistan. The CO has no critical security issues. The security budget covers all safety and security related activities and measures.

## Human Resources

A new office structure for 2016-2020 was prepared based on HR needs to support the implementation of the new country programme. The CO identified opportunities to combine functions, redistribute tasks and enhance staff competencies. Performance appraisal was closely monitored to identify competencies that need strengthening to meet performance expectations.

The CO was actively engaged in the UN Cares Task Force contributing to implementation of the UN Cares Plan for 2015. Orientation sessions with updates on UN Cares and the Ebola epidemic for UN staff were conducted. Information about available resources was provided and links to UN Cares newsletter were shared regularly with the UN personnel. The UN Cares focal point and the staff association chair participated in the UN for All orientation session.

The Global Staff Survey identified staff security, shared goals and job satisfaction/motivation as the Turkmenistan CO's strengths. Areas for further improvement were supervisor interaction, efficiency and effectiveness and work/life balance. 14 staff members out of 18 participated in the survey. In almost all dimensions, the CO performed in the top 25 per cent of country offices in the CEE/CIS region. Following the results the GSS and Regional Staff Survey, the CO organized a staff meeting at which a GSS/RSS action plan was developed. The plan focused on areas that require improvement. In supervisor –supervisee interaction, it was proposed to organize a refresher online and in person sessions on ethics, include leadership courses in the

office and individual training plans, and encourage a constructive dialogue on performance evaluation with supervisors' and supervisees' views being equally considered. To maximize efficiency and effectiveness, the CO reviewed business workflows, shared learning materials on managing for performance and encouraged staff members to take the Agora offered CBI training. On work/life balance, the action plan included a refresher training on time management skills.

## Effective Use of Information and Communication Technology

The CO strictly follows UNICEF Turkmenistan's Global Information Technologies standards and policies. All computer users use Microsoft Outlook as a default client application for mail correspondence and Microsoft Skype for Business (Lync) as an instant messenger, and the voice and conference communicator. Unfortunately, Internet quality does not allow users to utilize OneDrive, Sharepoint and other traffic demanding online resources. However, all globally published documents such as Year-end Closure is maintained as expected. The CO participated in the global and regional pilot projects delivering its portion to global infrastructure. All applicable measures to move in the direction of Green IT were taken into consideration and are constantly revisited.

## Programme Components from Results Assessment Module

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** Nationally, vulnerable children benefit from improved health, education and protection and prevention services

#### **Analytical Statement of Progress:**

During the current CP implementation, the National and Local Systems Strengthening programme component succeeded in shifting from a silo approach in ECD to inter-sectoral collaboration both within the CO and with government partners, involving UN and bilateral development agencies in addressing gaps in the realisation of child rights to health, education and protection. The rights of CWD and the rights of young children to survival and development were in the centre of programmatic interventions.

Innovative approaches were used to support health, development and inclusion of developmentally challenged children and their families. Introduction of developmental paediatrics and early intervention services necessitated bringing together partners from different sectors, fostering multidisciplinary expertise and promoting and formalising inter-sectoral collaboration and referrals. The CO invested considerable resources in capacity development of partners, including a multi-sectoral working group to facilitate implementation of the National ECD Programme, primary health care frontline workers, particularly those engaged in home visitation, on ECD, the use of the WHO Child Growth Monitoring Standards and screening and assessment tools for early detection of growth and developmental delays in children. A series of training activities followed by supervision and mentoring helped multidisciplinary teams foster skills in early intervention practices, child assessment based on Classification of Functioning, Disability and Health for Children and Youth (ICF-CY) and case management.

The above resulted in the establishment and operation of new services. Two methodological early intervention centres were created in the newly established MCH Centre and the Education

and Research Centre on MCH under the Turkmen State Medical University. Approaches of inter-sectoral coordination in dealing with children's developmental challenges were tried out in selected demonstration locations: in Ashgabat and Lebap region. Inclusive ECD and learning centres operating at pilot kindergartens provide counselling to parents of developmentally challenged children and help to prepare these children for schooling. The Centre in Lebap also functions as a resource and methodological centre with an increasing role in dissemination of innovative practices, training pre-school teachers and health workers, and emerging as an inter-sectoral coordination hub at the district level. The model also aims to strengthen statutory services and community-based gate-keeping mechanisms to prevent institutionalization of children with a special focus on CWD who are overrepresented in the population of residential care institutions (RKLA1,6+7and 8).

Innovations in services delivery were supported by policy developments. The CO cooperated with MOHMI in formulation and operationalization of key health and nutrition policies and programmes such as the National Nutrition Programme 2013-2017 and the National Strategy on Maternal, Newborn, Child and Adolescent Health 2015-2019. The Law on Promotion of Breastfeeding was partially aligned it with the International Code, while more needs to be done in this area as per the latest CRC recommendations. Assessments of the quality of care at the PHC level produced recommendations on optimization of the current primary health care system, in particular of the home visiting services: three reform scenarios with cost estimations were shared with MOHMI.

Given full government ownership of FF, USI and immunization, the CO helped to bridge national partners with internationally recognized institutions, like FFI, IGN, KAN, to strengthen capacity for monitoring and quality assurance of the programmes. The CO facilitated procurement on behalf of the Government of quality supplies for immunization.

In 2015, a new Law on Public Health and the State Health Programme were adopted. The Programme puts special emphasis on maternal and child health care and wellbeing, home visitation and development of human resources in the health sector, including training in new specialties, such as developmental paediatricians.

Within the frames of the International Health Forum held in Ashgabat, a high level strategic meeting convened representatives of UNICEF Turkmenistan HQ, WHO EURO, FFI, IGN and KAN who discussed strategic directions for improvement in maternal and child health and nutrition (RKLA 6+7).

Considering that MOHMI has been selected as one of two line ministries for piloting of the new Budget Code, the UNICEF Turkmenistan CO and the EC Public Finance Management (PFM) Reform Project initiated discussions on cooperation to assist the Ministry in acquiring skills on results based planning and budgeting. The country PFM assessment conducted by Oxford Policy Management group as a part of the regional initiative in Central Asia countries, identified priority areas to focus on and strengthen the capacity of the MNCAH Programme through equity focused budgeting.

In the education sector, the CO focused on supporting the Government in expanding access to and quality of inclusive pre-school and pre-primary education, which supports child's right to early learning and inclusive quality education (RKLA 3+ 4).

Evaluation of the CFS Initiative in Turkmenistan helped finalise the development of a CFS certification package, which includes national standards and indicators, guidelines and

procedures for certification of schools of Turkmenistan for being inclusive, child seeking; academically effective for every child; gender-sensitive; healthy, safe, and protective. The implementation of the CFS standards was supported by the development of an inclusive education roadmap and institutionalization of disaster risk reduction in the formal curriculum of primary and secondary education.

The on-going piloting of a child-centered and play-based pre-primary curriculum at selected parenting centres in Lebap region, strengthened with the parental empowerment component, aims to set criteria for quality and inclusive early learning and school readiness for pre-primary age children. The above initiative is aligned with the piloting of a model of early intervention services for children with developmental difficulties also located in Lebap region

**OUTPUT 1** By the end of 2015, health system delivers quality service in mother and child health, in line with international standards

### **Analytical Statement of Progress:**

In 2015, MOHMI launched a newly adopted National Strategy for Maternal, Newborn, Child and Adolescent Health for 2015-2019 at the conference held on occasion of the International Child Protection Day. UNICEF Turkmenistan was the lead agency in providing technical support to the Government in developing this comprehensive, based on the continuum of care, equity-focused policy, galvanizing joint efforts of WHO and UNFPA around the common agenda and supporting RCLA 6+7.

Under the leadership of the CO, a national concept of developmental paediatrics and early intervention (DP/EI) services was developed in the context of national priorities, and addressing the issues highlighted in 2015 CRC and CRPD concluding observations for Turkmenistan. It is aligned with Regional KLA 6+7 agenda. Meanwhile, the CO provides support for capacity building of the staff of the new DP/EI department at the MCH centre and advocates for sustainable operation of the ECD/EI unit at the former MCH institute as a resource centre for the State Medical University.

Joining efforts with UNFPA, CO supported the implementation of the national perinatal care policy as part of implementation of the National MNCAH Strategy Action Plan. Due to joint technical assistance provided to MOHMI, essential state-of-the-art neonatal care and resuscitation practices introduced to a core national group of experts representing central and pilot maternity hospitals, and a first package of new clinical protocols on neonatal care developed. Support provided to strengthen capacity of core specialists in data collection and analysis of newborn and child mortality using BABIES methodology.

Considering infection control as the foremost prerequisite for the quality of health care, assessment of infection-related risks was conducted in three selected MCH care facilities representing different levels of care. Based on the analysis of management practices in the health system, an evidence-based action plan for quality improvement of infection prevention in health facilities prepared including a package of SOPs based on international standards.

The CO continued leveraging resources of FFI, IGN and KAN for ensuring quality and sustainability of USI and FF programmes. IGN supported MOHMI in preparation for upcoming USI bio-monitoring survey. KAN assisted MOHMI in planning for establishment of Micronutrient Laboratories at the new Centre of Nutrition. FFI supported strengthening local capacity on

quality control and quality assurance, enabling to track the effectiveness of the flour fortification programme.

Work on strengthening capacity of district-level health management continued with the first nation-wide round table conducted to discuss advantages of the operational research using LQAS methodology.

The Government reconfirmed its commitment to ensure the sustainability of the immunization programme in Turkmenistan, having signed a US\$ 40 million-worth MOU with the CO for procurement of vaccines and supplies for coming 5 years.

Supported by WHO and UNICEF Turkmenistan, the country is in the phase of preparation for introduction of IPV as part of implementation of the global Polio-End-Game Strategy, struggling with global bottlenecks in relation to the new vaccine availability.

An innovative ECD parenting education booklet was made available to 60,000 families with children 0-6 years of age in the ECD demonstration regions.

**OUTPUT 2** By the end of 2015, Education system meets international standards on ECD and CFS

#### **Analytical Statement of Progress:**

In the frameworks of expanding access to and quality of inclusive pre-school education as part of advancing comprehensive ECD services, the following major outputs were set for 2015:

- Pre-primary education curriculum piloted in Lebap region and further finalized
- Toolbox on parental empowerment as first teachers in home is developed and ready for piloting in Lebap region
- Guidelines and manual on how to use Sports and Play for Development for better child and developmental outcomes prepared
- Model of early intervention services designed and piloting in Lebap velayat initiated

A pre-primary curriculum based on play and child-centred learning was drafted and finalized based on piloting in selected parenting centres in Lebap region. The results of piloting informed the approach for scaling up the proposed pre-primary curriculum nation-wide and also planned piloting of a toolbox on parental empowerment which is ready to begin in Lebap region in early 2016.

Manual on Sports and Play for Development was finalized and is set to serve as an instrument to strengthen integration of play based and child-centred learning in the pre-school and primary education.

The model of early intervention services for children with developmental difficulties in Lebap region was initiated as the local multi-disciplinary team was trained the core modules and the required changes at the level of cross-sectoral screening, referral and intervention identified. It is important to note that the above process initiated planning for strengthening the current pre-in-service programmes for childcare specialists to ensure the required competences for provision of quality family support services.

Overall, the important pilot initiatives pursue a strong systemic approach as they aim to design, test and demonstrate a package of comprehensive community-based ECD services with a strong focus on disadvantaged families and CWD for further institutionalization in the national system of childcare services.

UNICEF Turkmenistan has supported the government to incorporate DRR into its education system and ensure the replication of successful DRR initiatives. The achievements by mid-year are as follows:

To increase DRR awareness, an advocacy and communication toolbox for promotion of child-centred DRR in education has been developed

- To ensure sustainability of DRR in education the following has been achieved:
  - a special course on DRR has been developed and shared with the MOE for integration into a pre-service training teacher-training curriculum of the State Pedagogical Institute;
  - a methodology on school safety assessment was developed and shared with the government; the methodology will be tested at two DRR resource schools in Turkmenabat and Balkanabat cities, validated and recommended for routine assessment of schools;
  - a methodology to monitor DRR activities in educational institutions was developed and shared with the Ministry of Education;
  - a school-based disaster risk management (SBDRM) methodology is under elaboration. Several of its components are being implemented in two resource schools (evacuation drills, DRR teams, first aid rendering);
  - a school-based DRM package, comprising a school safety assessment methodology, training guidelines and an operational plan, is being developed and tested in 2 exemplary schools.

**OUTPUT 3** Relevant authorities administer policies in line with international standards for vulnerable children

#### **Analytical Statement of Progress:**

During the last year of the programme cycle, the CO together with the Government continued engaging a wide range of stockholders in an effort to build capacities and improve the child protection system, which remains a critical determining factor for sustainable improvement of policy, rules, regulations and inclusive environment for the most vulnerable children and their families.

A number of studies and surveys, contributing to the knowledge on the implementation of the rights of the children to live in the family environment were conducted, amongst others, during the second half of the country cycle. These studies, particularly the study of the situation of the children under 3 in institutions allowed UNICEF Turkmenistan and Government partners to ink recommendations towards elimination of practice of institutionalization of children under three years of age as well as to take stock of the good practices, positive social norms and opportunities in this important area. These recommendations are now used to model community based support services and promote social work.

The CO provide technical assistance to the Inter-ministerial Commission on Treaty Body

Reporting in preparation for presentation of state party reports to the CRC and CRPD treaty bodies and discussion of the country's obligations stemming from CRC and CRPD Concluding observations. In cooperation with the National Institute of Democracy and Human rights and a working group under the Inter-Ministerial Commission, the CO worked on elaboration of a national action plan for children aiming to reflect state party obligations vis-à-vis the general measures of implementation and special protection measures.

Little is known about progress made in the implementation of the General Programme on the Development of the Juvenile Justice adopted by the government of Turkmenistan in 2012. Thus, to understand progress and gaps, lessons learned and the way forward, a working meeting with concerned stakeholders was conducted in mid-September. The participants shared their experience e. g. the Ministry of Adalat prepared the terms of a national body overseeing the reform of the justice for children; however, it is currently being looked at in conjunction with the need to establish a body with a wider mandate to oversee all aspects pertaining to the rights of the children and youth as recommended by the UN Committee on the Rights of the Child. The participants agreed about a need for a comprehensive review of the Programme and requested the assistance of the CO.

**OUTCOME 2** The country fulfils the concluding observations of the CRC on resources for children, awareness and capacities of public sector to formulate and support social policies, reporting and legislation on child rights

**Analytical Statement of Progress:**

In 2014, economy of Turkmenistan expanded by 10.3 per cent and sustained this strong growth performance largely on account of the non-resource sectors. As in previous years, the Government place wellbeing of children and families high at its socio-economic agenda through increased resources for education, health and social protection of children. It made significant investments into social infrastructure development along with the steady increase of the payments to families with children i.e. the amount of a child grant and universal child allowances increased by 10 per cent at the beginning of the year. However, a more equitable allocation of budget resources may require amendments to the current principles of public spending policy. The cost of the budget subsidies currently provided and the state aid programmes may become too high and fiscally unsustainable over time and will require replacement of the current practice of universally providing budget assistance to the entire population with targeted social assistance programmes only to those in need.

In 2015, the Government reported to the Committee on the Rights of the Child on implementation of the CRC and its optional protocols. The CRC Concluding observations, among others, recommend the State party to establish an efficient body at a high interministerial level to coordinate the implementation of the Convention, expedite the establishment the adoption of the National Plan of Action for Children (NPAC), monitor and evaluate the efficacy, adequacy and equitability of the distribution of resources allocated to the implementation of the convention and improve its data collection on the situation of children. While noting the effort of the State party to bring national legislation in line with international child rights standard, e.g. legislative prohibition of corporal punishment in all settings and consolidation of the rights of CWD to inclusive education, the Committee highlighted a need to adopt legislative and administrative measures to prevent and eliminate disparities in the enjoyment by children of their rights.

Responding to the CRC Concluding observations, the CO in 2015 helped partners to revise a draft NPAC to reflect the UNCRC and UNCRPD recommendations. Earlier the CO provided

assistance in the elaboration of the Law on the State Guarantees of the Rights of Children, specific sections of the Codes on Labour, Family and Marriage, Social Protection, Criminal, Criminal Procedural and Penitentiary legislation that address the rights of children as well as Laws on Public Health and Education.

To address CRC concluding observations on equitable budgeting, the CO supported a national working group comprising representatives of the Mejlis, the Civil Service Academy, the Ministry of Finance and the Union of Economists of Turkmenistan to develop a training course on Strategic Planning and Budgeting for Children and training of trainers. The course was rolled out in all of the velayats and the capital city for local level authorities and is now being incorporated into the curriculum of the Civil Service Academy.

The critical issue of availability of reliable disaggregated data on children was high on the advocacy agenda of the CO. A new round of Multiple Indicator Cluster Survey started in 2015 with technical preparations and main data collection activities nearing completion in the current year. Once collected the data will contribute to the knowledge on all areas, and particularly to knowledge in Early Learning and Development of Children as well as socio-economic wellbeing of families and their health and nutrition. It is anticipated that the results of this survey will be made public in 2016. In addition, data on the most vulnerable, i.e. CWD was collected for the first time and presented to the Government to address existing gaps through several technical and advocacy meetings.

Being intrinsically inter-sectoral and equity focused, the outcome contributes to and gains from RKLAs 2, 3+4, 6+7, 8 and 9 through knowledge sharing and learning from best practices and lessons from participating country offices and RO.

The current programme cycle of cooperation with the Government has facilitated a significant breakthrough in promotion of the rights of CWD. The country was the first in Central Asia to ratify the CRPD in September 2008, and further in 2010, Turkmenistan ratified the Optional Protocol to the CRPD. UNICEF Turkmenistan has used its convening power to mobilise partners around social inclusion of CWD as a priority issue for the national development agenda.

Implementing its Advocacy and Communication Strategy to advance the inclusive child rights agenda in the country, the CO and partners conducted events to promote the bio-psycho-social model of disability, adapted and disseminated the child-friendly CRPD publication. Representatives of the Turkmenistan Parliament, MOE and the CO conducted a series of orientation workshops on CRPD and CRC for children, government officials, decision makers and local self-governing authorities. The CO partnered with the Ministry of Culture and the State Puppet Theatre to develop a creative initiative on child rights awareness raising. A performance for children “The Childhood Rainbow” reached thousands of children and parents in all velayats and Ashgabat. All this culminated in a high level policy consultation organized by the Government in partnership with the CO, which produced recommendations to ensure equal services, participation and rights for CWD.

However, gaps still exist particularly with respect to bringing the situation of the most vulnerable children including CWD into light and changing both policy and social norms to further enable those to enjoy equal access to quality social services including education and health.

**OUTPUT 1** By the end of 2015, evidence based budget allocations for national plans are increased and equitable

**Analytical Statement of Progress:**

During the last year of the programme cycle, the UNICEF Turkmenistan CO sensitized the Government on allocation of more resources for children. To support these advocacy efforts and enrich one of the main pillars of effective and efficient policy-making UNICEF Turkmenistan in Turkmenistan together with the Government and civil society organisations produced a training course on Strategic Planning and Budgeting for Children, which was rolled out in all of the velayats and the capital city for the representatives of the local level authorities. The training course was prepared together with the Mejlis, the Civil Service Academy and the Union of Economists of Turkmenistan to strengthen child centred planning and budgeting capacities at local and central levels. The course is based on a new Budget Code that came into effect in 2015 and is informed by national laws and policies that target children. It will help trainees to understand the budget process and analyse budgets to assess how far the political commitment of the government towards its young citizens is translated into policy and programmes backed by financial outlays. These modules are in process of being incorporated into the curriculum of the Civil Service Academy.

Efforts were also made to address constraints in the quality of statistical data as a determining factor for effective and efficient government social policies. Thus, new round of Multiple Indicator Cluster Survey has started with technical preparations (listing, sampling and preparation of questionnaires completed as well as most of the field work) and data analysis and preparation of the data tables and report is planned for the first half of the 2016.

**OUTPUT 2** Child rights legislation and reporting to children's legislation and rights and maintains national reporting function on the state of the children's rights

**Analytical Statement of Progress:**

In continuation of the efforts made in previous years, advancement of child related legislation continued to be in focus of cooperation under this IR during first six months of the year.

A revised version, of the, a national plan of action for children (NPAC) that reflects the new UNCRC recommendations were submitted for the review and approval of the Government during this period. As a step towards further aligning its legislation with international standards, the government adopted a new and revised version of the Law on Public Health.

The UNICEF CO assisted the government with preparation of hearing of the Concluding Observations to its combined second, third and fourth national reports to the Committee on the Rights of the Child through wide consultations with the members of the working group representing various branches of the Government.

**OUTPUT 3** Child rights knowledge target populations on child rights, gender, life skills, and HIV prevention increased

**Analytical Statement of Progress:**

In 2015, the CO build the capacity of the Government to implement and report on international child rights related treaties. UNICEF Turkmenistan in Turkmenistan played a role of the convener to widen space for meaningful interaction between civil society working on disability issues and members of the working group of the Inter-ministerial Commission on Turkmenistan's implementation of the international human rights obligations and humanitarian law on the rights of persons with disabilities, and particularly, CWD. The workshop organized by UNICEF Turkmenistan in partnership with the National Institute of Democracy and Human

Rights and International Disability Alliance provided opportunity to look at Turkmenistan's obligations under the Convention on the Rights of Persons with Disabilities in the framework of the first reporting cycle to the CRPD Committee. It also highlighted the importance of constructive cooperation among the government, public organizations and international agencies in implementing the Convention. Definition of disability, awareness raising, accessibility and inclusion of people with disabilities were the most actively discussed topics unveiled through analysing the list of issues presented to Turkmenistan by the CRPD Committee, practical case scenarios, and sharing experiences from other countries. The CO highlighted the latest evidence on the situation of CWD generated from the studies jointly carried out with the Government of Turkmenistan to better understand and act upon the needs of CWD living in the family and institutions.

In April 2015, the CO provided technical support to the Government delegation during the hearing of the National Report by the CRPD Committee. The dialogue on the CRPD was constructive and enriching and in many instances was focused on the realization of rights of CWD.

Given that in 2015 the CRC and CRPD Committees issued the Concluding Observations, one of the crucial priorities was the dissemination and follow up to the recommendations. The Government of Turkmenistan and the CO initiated discussions on implementing the concluding observations of the CRC Committee.

In November 2015, UNICEF Turkmenistan Representative had a high-level meeting with the President to discuss strategic partnership between the Government and UNICEF Turkmenistan. The President reinforced Turkmenistan's commitment to implement policies that benefit children's wellbeing. The President and UNICEF Representative had a constructive dialogue on joint strategies and programmes in the area of child health, education and social protection, as well as the National Plan of Action for Children to address the recommendations of the CRC Committee on the Rights of Persons with Disabilities.

The CO has started a mapping exercise to expand the partnership with non-state actors such as multilaterals, bilateral, CBOs, academia and institutions that have potential to advance child wellbeing and for knowledge production and exchange both inside the country and beyond it.

**OUTCOME 3** Adequate support to effective programme implementation and joint UN activities

**Analytical Statement of Progress:**

In 2014, UNICEF Turkmenistan had an offsite audit. The Office of Internal Audit and Investigations (OIAI) found that the controls and processes over UNICEF Turkmenistan were generally established and functioning. None of the observations raised in the report was rated as high risk. The CO prepared an action plan to address the few issues raised over programme management and operations support. On 30 June 2015, the OIAI closed all observations based on taken corrective actions.

The Global Shared Service Centre (GSSC) has become an overall management priority. Taking into account that the GSSC will soon start operation and, based on the FIG assessment of volume of transactions under the responsibility of the country office, the latter undertook thorough analysis of operations and programme staff functions. The review provided information for the optimization of the CO structure and effective and efficient management (reflected in the new CPMP) of human and monetary resources for the achievement of results for children of

Turkmenistan as per the CPD 2016-2020 approved by the UNICEF Turkmenistan Executive Board in June 2015.

By end March 2015, the United Nations Partnership Framework for Development (UNPFD) 2016-2020 was finalized through extensive internal UN consultations, at technical and high level meetings and with strong support from the RO. The UNICEF Turkmenistan CO facilitated the formulation and development of the three PFD outcomes on health, education and social protection. The UNICEF Turkmenistan CO promoted RBM and HRBAP to programming through capacity building of UN colleagues and partners at workshops and through joint programming.

UNICEF Turkmenistan representatives participated at the consideration of national reports at the UN CRC and UN CRPD treaty bodies. The CO is now working with partners to ensure the implementation of treaty body recommendations.

#### **OUTPUT 1** Operational support to programme implementation

##### **Analytical Statement of Progress:**

In 2015 UNICEF Turkmenistan was heavily involved in preparations to UN moving to the new building.

As part of its effectiveness and efficiency strategy, the CO executed a policy of cost savings. The strategy included measures such as travel on economy class (with the exception of transoceanic flights when business class applied) and increasing efficiency of vehicles and drivers' work by establishing fixed hours for correspondence delivery. Promotion of green policy and green behaviour was further pursued. In terms of making the office green, the following measures were encouraged: turn off the lights when the staff leave any room for 15 minutes or more, use natural light whenever possible, and optimise use of the office equipment including turning off computers; printing on both sides or using the back side of old documents for faxes, scrap paper, or drafts; avoiding colour printing, and going paperless. UNICEF Turkmenistan used a joint procurement option, which is more cost effective, making use of UNDP procurement unit upon need.

#### **OUTPUT 2** Joint UN activities

##### **Analytical Statement of Progress:**

In 2015, UNICEF Turkmenistan advocated for the most vulnerable, excluded and disadvantaged children through its own public communication and advocacy channels, as well as through joint United Nations efforts. Sustainable Development Goals (SDGs), human rights, disability, violence against women and girls were at the focus of joint groups, campaigns and initiatives.

UNICEF Turkmenistan substantially contributed to the preparation of the Secretary General's visit to Turkmenistan in June 2015 and was able to voice child rights issues throughout his visit. Another joint UN initiative involved the development of the UN advocacy publication on UNDAF 2010-2015 achievements. UNICEF Turkmenistan contributed to the publication development, photography, editing and facilitation of printing.

UNICEF Turkmenistan co-organized UN Day initiatives devoted to the United Nations 70th anniversary. Together with local NGOs, the UN organized a sports event with participation of people with and without disability. A traditionally organized UN Day debate with students from five universities with a theme "Sustainable development and a stable future must involve a deep

respect for human rights and strengthening rule of law" empowered young people to express their views.

UNICEF Turkmenistan was an active member and leader in a number of thematic working groups, including the groups on gender, human rights, SDGs and disability. Throughout the year, UNICEF Turkmenistan provided solid inputs to joint plans, strategies, reports, proposals and other documentation.