Executive Summary

The new Country Programme 2012-2016 was signed in November 2012 with a significant delay due to the extensive government clearance process. With full staffing achieved by mid 2012, the Country Programme came off a good start, benefitting from an overall conducive social sector reform climate, backed by the President of Ukraine and driven by an energetic and visionary Minister of Social Policy and Vice Prime Minister, who quickly identified and appointed UNICEF as a key ally in the reform of the social service sector.

As an outcome and main achievement of this strategic partnership and engagement, two strategies regulating the provision of social services to prevent institutionalization of socially vulnerable children and de-institutionalize the remaining 100,000 children were developed and passed under UNICEF’s technical leadership. 12,000 new social workers were appointed in 2012 as a backbone to enhancing social services for better protecting families and children.

The Country Office (CO) continues to facilitate the participation of civil society organizations in the design and management of the governmental reform process through joint consultative meetings including high-level meetings.

The absence of a budgetary mechanism allowing social service provision by non-state actors has been identified as one of the main remaining bottlenecks. In this regard, the CO managed to kick-start the development of an enabling legal provision by the MoFin.

Having identified the key bottlenecks in the provision of children’s rights, the Country Office prioritizes upstream strategies focused at re-engineering governance, budgeting and financial management within the social service sector.

The fast pace of reform within the social area went unfortunately unmatched with attempts to reform and renovate the health sector.

Cognizant and attentive to other remaining bottlenecks such as public perception, awareness and knowledge in various areas such as MCH and EMTCT the CO strengthened its evidence-based C4D approach as a crosscutting aspect throughout the programme to deliver results for children.

While actively participating in five Knowledge Leadership Areas applicable to Ukraine, the CO has intensively focused on “Child’s Right to a Family Environment” and “Children’s Right to be Born HIV-Free”. Year end-year reviews with key partners were held in these two areas, using the determinant analysis.

There is a notable decline in donor attention to Ukraine. Most significantly, the EU’s upcoming funding envelope is practically blind to child-related issues, despite intensive advocacy from the Country Office.

To mitigate the risk arising from declining fund availability, the CO has intensified its efforts to build partnership with the private sector. UNICEF brand awareness has notably increased during 2012 and the country office has put in place a measuring mechanism to quantify future changes in UNICEF brand awareness against an established baseline through a marketing research. As a result of intense and targeted high-level networking, a number of high-profile individuals are beginning to emerge that are expected to form a nucleus of a future national support group to UNICEF. The private sector partnership has become a key strategy of UNICEF Ukraine for its future sustainability in fulfilling UNICEF’s mission.

Country Situation as Affecting Children & Women

2012 was marked by Parliamentary elections in Ukraine, in the course of which the ruling party secured the largest number of seats in the parliament. Despite some criticism, the outcome gives hope to a period of relative political stability and continuation of the reform process embarked upon.

Budget support transfers from the EU did not materialize in 2012 as the association agreement between Ukraine and the EU has stalled due to political tensions with the EU. It is envisaged that the association agreement will be signed in November 2013 after a resolution of expressed EU concerns regarding the democratic process.

Ukraine’s economic situation was to a large degree determined by the crisis in the euro zone and the overall state of the global economy resulting in lower external demand for Ukrainian key export commodities. As a result, the real GDP growth of 5.2 percent in 2011 will be followed by a projected 2 percent growth in 2012[1]. The budget deficit was 4.3 percent of the GDP in 2011 and is projected to be 5 percent of GDP in 2012. The macroeconomic forecast indicates a challenging economic situation in 2013 with recession.
The 2011 poverty incidence (based on the national relative poverty line) slightly increased from 24.1 percent in 2010 to 24.3 percent in 2011. Poverty amongst families with children improved marginally and remains significantly higher than in childless families. In 2011, poverty rate of childless families was 16.2 percent, whereas of families with children 31.2 percent. In families with three and more children the situation significantly worsened (from 29.3 percent in 2010 to 37.2 percent of families below the poverty line in 2011). At the same time, the financial situation of families with children with working adults improved (from 11.6 percent in 2010 to 8.0 percent in 2011). The latter indicates a positive trend of effective poverty reduction among the working population. At the same time, it is necessary to mention that the poverty line in Ukraine is set quite low, at a level of USD 133 per person per month in 2011.

Roughly 100,000 children remain living in various kinds of institutions giving evidence to the unbroken trend of “institutionalizing” children as a default option for social protection. In addition, it is estimated that 100,000 children are living and working on streets without proper social protection, with a high risk of exploitation, drug abuse and HIV infection. However, a number of developments within the Social Sector Reform process in 2012 give reason to expect future improvement with regards to Children's Right to a Family Environment and Right to Social Protection.

- A number of “Social Initiatives” launched by the President in 2012 determine the “new social policy” course in which social services reform in general and social services for families and children in particular featured prominently.
- Two important documents were subsequently adopted: Strategy for Social Services Reform endorsed by the Cabinet of Ministers in August 2012 and National Strategy to Prevent Social Orphanhood signed by the President in October 2012.
- The funding for the implementation of the National Plan of Action for Children increased almost 20-fold from 2010 to 2012 (begin USD 2.1 million to 40 USD million.).
- After years of stalemate, an Inter-Ministerial Commission for the Protection of Childhood was restored in August 2012. The Commission, uniting all line ministries around one table, provides a platform for coordination and strategic policy making on this issue of children and their families.
- 12,000 new social workers were engaged at community levels increasing the number of social workers nationally from 4,600 to 16,600. Governmental social service agencies have subsequently been restructured within the overall reform process to optimize social protection.

At the same time, the country is struggling with introducing contemporary mechanisms that would allow non-state agencies to cater for social services using government funding. The absence of the latter, locally referred to as the “money follows the client” principle is the single most significant bottleneck in providing preventive, protective and restorative services to children and their families.

The Health Sector Reform is dragging on and so far without measurable and far reaching consequences, characterized by an overall lack of a comprehensive vision for the health care system transformation. The pace of the health care reform is challenged by the reform’s funding arrangement that lies within responsibility of regional and local governments.

Over the recent years there has been a dramatic drop in routine immunization coverage in Ukraine. It reached an all-time low in 2011 with only 60 per cent of children covered. In addition to well-analyzed shortfalls within the Ministry of Health concerning vaccine supply, this is partly due to the lack of public awareness aggravated by a prevailing negative attitude within the population against vaccines. A measles outbreak in Western Ukraine in 2011 and 2012 affected some 11,883 individuals[2].

The UNICEF initiated law on mandatory use of iodized salt in the food industry was stalled in 2012 due to political headwind from some industry interest group.
Despite HIV infection increasingly spreading by heterosexual transmission modes, HIV prevalence in Ukraine remains highest amongst injecting drug users, with prevalence rates ranging from 21.5% to as high as 32%.[4] Young people aged 15-24 are disproportionately affected.

Despite continuous reduction in MTCT rates, the absolute number of children infected with HIV through mother-to-child transmission continues to increase due to the absolute increase in HIV-infected pregnant women. In 2011, HIV prevalence among pregnant women was 0.47 per cent, the highest in Europe.

Notwithstanding the creation of the State AIDS Services, the governmental budget for HIV/AIDS response remains limited to treatment and so far covers only 50% of the National HIV/AIDS Response Program. The future of the Global Fund as the main source of finance for HIV remains unclear.

[1] WB  

**Country Programme Analytical Overview**

Institutions depriving children from a family environment remain the default provision for children in need of specialized protection and services, including penitentiary services and mediation. Furthermore a large number of children living on streets are at risk of violence, exploitation and HIV infection without proper social protection. The absence of integrated social services that would effectively protect socially vulnerable families and prevent institutionalization of children remains the single most prominent bottleneck in Ukraine. The lack of effective social services is also identified as the main bottleneck in achieving elimination of MTCT, as it hinders the access of socially marginalized IDU pregnant women to IDU-specific health services for prevention of MTCT.

The Country Programme followed a three-pronged approach to address this bottleneck:

1) Developing specialized alternative social services aimed at safeguarding essential child rights  
2) Creation of the fiscal space and financial mechanisms to enable services aimed at preventing institutionalization of children  
3) Establishing the administrative and governance framework enabling government agencies to source-out provision of a wide range of social services to non-government service providers.

Overall, the Programme benefitted from a wave of political will for the social sector reform. The applied mix of high-level lobbying, knowledge transfer from abroad, policy advice and technical assistance in the development of strategies (Advocacy; Capacity Development; Partnership; C4D; Knowledge Management) to enable the new form of service delivery proved effective and resulted in a number of tangible milestone results.

The Country Programme was also successful in supporting a number of targeted and innovative social services required by the most disadvantaged children in a number of oblasts. The connection of these services to a regular, sustainable and case-dependent government funding remains part of the future workplan. However, the experience so far has been that some local administrations have been overwhelmingly forthcoming and ready to instigate changes within the legal envelope of their capacities. The Country Programme was successful in uniting the decentralized political lobby under the re-vitalized Child Friendly City Initiative programme.

In comparison to the very encouraging progress made in service delivery, first results of the public finance reform only started to emerge towards late 2012. This engagement will continue to require the highest level of attention and supervision. A strategic partnership with MoFIN in association with Academy of Finance Management is expected to provide recommendations for the key mechanisms necessary to finance social services, for enabling children to remain within their family environment and enjoy all children’s rights.

The shortfall of funding to expedite the governance and fiscal reform remains the main threat to programme
effectiveness.
The Country Programme was successful in attracting funds for other crosscutting issues affecting children’s rights, such as building knowledge and awareness within parents and health care providers regarding best practices within Mother and Child Health.

For the future sustainability of UNICEF Ukraine Country Programme, building private sector partnership is identified as an emerging undertaking. The Country Programme has successfully intensified its engagement with the private sector in 2012, though it requires further investment and continuous engagement.

**Effective Advocacy**

*Fully met benchmarks*

Important evidence of UNICEF’s advocacy to the MoSP for a strengthened priority on prevention and increased social workers within Ukraine’s social service reform is Ukraine’s decision for implementation of an additional 12,000 social workers at the local level. Common understanding was advanced amongst government and NGO partners through advocacy to address emerging regulatory demands: providing technical inputs to development of regulatory provisions and coordinating initiatives on standard development for greater consistency.

UNICEF’s and partners’ multi-year advocacy resulted in significant improvement of funding for the National Plan of Action for Children. The inter-Ministerial Commission for the Protection of Childhood was finally re-established to serve as a basis for coordination and strategic policy making for children and families.

The Country Office has also managed to bring to the attention of the Ministry of Social Policy and the Ministry of Finance a need to change funding mechanisms to ensure results in social services reform. Although the modalities for these changes are still under discussion, their need has been acknowledged by the key stakeholders.

In the HIV/AIDS programme area UNICEF advocacy resulted in a sound national and municipal ownership: authorities have adopted the concept of integrated services for excluded most-at-risk to HIV, drug-addicted pregnant women and approved the introduction of the new DBS method to expand access to timely diagnostics and ART treatment for infants born to HIV-positive mothers.

The Country Office has also succeeded in raising awareness of child rights among the public at large, including through social and traditional media. Partnerships with celebrities, bi-lateral agencies and National Committees for UNICEF were instrumental in achieving this objective. Thus, cooperation with Film.ua and Lavina Music resulted in development of social videos; collaboration with the All-Ukrainian Outdoor Advertising Association resulted in national information campaigns on IDD and family care for children; partnership with football stars around EURO 2012 and actors, singers, TV presenters and sport stars around UNICEF Ukraine 15th anniversary contributed to increasing the organization’s visibility and bringing to the attention of the public, key child rights violations.

**Capacity Development**

*Mostly met benchmarks*

Within the new Country Programme, the role of capacity building as a strategy to deliver programme results has started to shift. As a strategy to change existing paradigms, capacity building in 2012 became increasingly targeted at higher level government counterparts and aimed at increasing understanding and comprehension of a new model of social service delivery.

As such, key colleagues from the Ministry of Social Policy and the Ministry of Finance were selected to build a common vision for the reform of social services which has been identified as a priority area for the protection of children’s rights in Ukraine. An exchange of experiences of social service system responses in Germany, key government partners contributed to developing a common understanding on the role of a service market
and participation of civil society as a partner in service delivery.

At the technical level, the emphasis in capacity building was placed on increased inter-sectorial collaboration, for example in the outreach of medical workers to IDU pregnant women through social services. The latter progressively includes collaboration of state medical services with non-state actors that focus on servicing socially marginalized women and children.

The training tool ‘Capacity building programme on MARA for service providers’ focuses on delivering MARA-friendly and non-discriminatory services to adolescents and has enhanced the local capacity of state-supported institutions and NGO service providers to manage and provide essential HIV services to most-at-risk-adolescents.

Within the area of juvenile justice, a local church has been brought on board as a partner in delivering mediation services, with significant potential for gaining community support for what remains a controversial subject in Ukraine.

On the other side of the spectrum, the Country Office needs to strengthen governance and management capacities of civil society organizations to access governmental and case-linked funding. In this context, the development of the draft strategy for the child care reform and the ensuing work on its implementation has been a practical capacity building exercise, since it involved civil society organizations within the UNICEF-led consultative process. The process yielded a common understanding on priorities for children, articulated in a single voice vis-á-vis the government.

Communication for Development

*Fully met benchmarks*

In 2012, the Country Office concentrated its efforts in improving Communication for Development as a truly cross-cutting strategy, integrated in the Intermediate Results as outcomes and indicators of the programme components.

Good practice of evidence-based and participatory development of behaviour and system change strategy on reproductive and mother and child health (R-MCH) was demonstrated within the programme component Protective and Inclusive Services. Intervention strategies aimed at behaviour change and system strengthening in R-MCH were developed and agreed with stakeholders in 2012. Those strategies were based on a number of surveys and assessments on social, cultural and health system aspects of R-MCH that had been reviewed and discussed with local and national stakeholders and partners.

Awareness-raising aimed to promote tolerance and rights of the most vulnerable children affected by HIV and those living or working on the streets was conducted within the same programme component. Sports for development and entertainment strategies were applied to improve integration of boys and girls aged 10 to 16, and included children living on the streets, orphans and children deprived of parental care, HIV-positive children from poor families and neglected children, children with disabilities. The activities were conducted in the framework of EURO 2012 and around UNICEF@15 celebration, and gathered great media attention with strong national reporting on the issues related to vulnerable children.

In order to improve iodine nutrition partnership with business sector (bread producers in particular), partnership with the national retail chain and outdoor advertising association was enhanced. The partnership focused on increase of demand in consumption of products with iodized salt. Supportive environment to this behaviour change was ensured through national awareness raising campaign which included outdoor advertising, print materials, and internet activities for the general public.

To increase awareness and influence attitudes of the general public towards social change on de-institutionalization of children, an information campaign was launched in 2012. To support the approved National Strategy to Prevent Social Orphanhood, social advertisement on promotion of family care was placed nationally (video, citylights & billboards, web-based communication).
Service Delivery

*Fully met benchmarks*

Strategic Partnerships

*Fully met benchmarks*

The partnership with the Ministry of Social Policy, under the leadership of the Vice-Prime Minister/Minister of Social Policy, has determined success in the joint work on two important national policy documents: the *Strategy for Social Services Reform* and *National Strategy to Prevent Social Orphanhood*.

A key new partnership was established in 2012 with the Academy of Financial Management affiliated with the Ministry of Finance. The work with the Academy already provides a sustainable collaboration with the Ministry of Finance that is oriented towards improving quality of service provision with the long term vision of increasing cost-effectiveness.

The cooperation with the Presidential Administration, particularly with the office of Presidential Commissioner for Child Rights continues to result in effective child rights advocacy with the impact from high level advocacy to local administrations’ engagement.

The newly elected Human Rights Ombudsman has led to a remarkable revitalization of the collaboration with the HRO. The HRO’s Department for Children, Gender and Anti-discrimination as well as its Department on Countering Torture has become increasingly strong allies in UNICEF’s work on torture and monitoring of the situation of children in conflict with the law. With the HRO’s intentions to build civil society monitoring mechanisms, this relationship will be important to develop further in 2013 and beyond.

Civil society organizations are also key partners in UNICEF’s advocacy, supporting UNICEF policy stances with evidenced practice. A critical new partnership was developed with the Russian Orthodox Church parish in the area of service responses for children in conflict with the law. This is truly remarkable, because of the Orthodox Church’s traditional skeptical position towards Juvenile Justice. CO plans to expand out further to other religious affiliates to build an effective dialogue within these communities on family and child rights issues.

UNICEF’s leadership role on PMTCT within the UN Joint Team has helped to leverage additional catalytic funding through UNAIDS UBRAF) for development of policy framework and regulations in the area of PMTCT, HIV and reproductive health services for drug using pregnant women.

For the future sustainability of UNICEF Ukraine’s presence and to mitigate the risk of declining resource contributions from government donors, the Country Office has set course to prepare for resource mobilization with private partners within Ukraine. It has a multi-fold strategy to build the partnership with a wide range of private partners such as: (1) general public UNICEF brand awareness raising and child rights advocacy through multi-channel information campaign; (2) the partnership with targeted corporates who have interests in working with UNICEF; and (3) emerging partnerships with highly influential individuals recognized within the society as the core to anchor UNICEF’s interests and presence in Ukraine at a time when local fund generation will have to be balanced by local accountability and ownership.

As one of the most significant achievements of the year, the Country Office partnered with FORBES magazine and selected diplomatic representations to establish relationships with most influential individuals on the occasion of a gala event, celebrating UNICEF’s 15th birthday in Ukraine.

Knowledge Management

*Mostly met benchmarks*

The Country Office demonstrated a number of good practices in the area of knowledge management within the country programme throughout 2012. The office undertook and supported several local research
initiatives that address the situation of the most disadvantaged and the development of knowledge products relevant to local partners.

As such, the CO supported research undertaken by the Presidential Commissioner for Child Rights to generate knowledge on the situation of child rights (20 years since independence), the findings of which were disseminated amongst government partners and NGO’s, presented to the President of Ukraine, and are guiding the development of priorities for the work of the Commissioner.

In order to address the situation of a particularly disadvantaged group of children - those in conflict with the law - the CO in cooperation with various local governmental and non-governmental partners initiated research on the prevention of torture and ill-treatment of children in the context of the juvenile justice system.

Efforts have been made to maintain systematic gathering, analysis and dissemination of information on interventions and on the situation of the most disadvantaged. Lessons learned from the Khmelnytsky project on child care responses completed in 2011 were collected and evaluated, and used as a basis for discussion with government partners on next steps on how to address vulnerable families and children. The CO contributed to international human rights monitoring by flagging areas of concern and progress for UPR reporting and providing inputs to the EU (ENPI) progress report.

A particular strength of the CO with regards to knowledge management is facilitating access of national partners to relevant external knowledge. High-level policy makers and practitioners gained access to national and international best practices and knowledge on family support and early intervention services through a high-level study trip to Germany, a forum taking stock of early intervention practices in Ukraine and an international inter-ministerial conference on family support and de-institutionalization practices of young children. With regards to service provision for women vulnerable to HIV, the CO facilitated exchange of Ukrainian health and social workers’ experience at an international seminar in Austria, and hence contributed to increasing understanding of the services to be provided to drug-addicted pregnant women and children born to them.

Nonetheless, there are areas where the CO needs to do better with regards to knowledge management as a core programming strategy. Ukraine CO performs well when it comes to serving as a knowledge broker, fostering relevant knowledge exchanges with various national and international stakeholders. Elements of strengthening the national capacity for the generation, use and management of knowledge for advancement of children’s rights are also firmly present in the CO programming. However, the internal management of knowledge is an area with room for improvement. The creation of two Monitoring and Evaluation posts in 2012 was a step forward, with new guidelines and procedures established for ensuring quality of knowledge products, and a strengthened capacity of the office to support local monitoring systems. Further improvements in this area are slated for 2013.

### Human Rights Based Approach to Cooperation

**Fully met benchmarks**

Throughout 2012, several initiatives explicitly made use of Human Rights mechanisms, such as support to the preparation of the Presidential Commissioner for Child Rights Report on the Implementation of Child Rights in Ukraine during 20 years of independence, and preparation of the UNICEF Ukraine written submissions to the UPR of Ukraine, for the EU and other partners.

A significant milestone in the participation of children as rights holders was the research on children’s rights jointly undertaken with the President’s Commissioner for Children’s Rights, which was launched at the Presidential Assembly for Children’s Rights in December 2012. As the first report in history of modern Ukraine, the research included children’s views and perceptions of their rights as right holders. The research highlights a number of gaps and shortfalls in the accountabilities of duty bearers, particularly with regards to health and leisure rights.

The Country Office has made good progress in focusing resources and interventions on improving the
situation of the most marginalized and disadvantaged throughout the Country Programme. A good example to illustrate this is the programme to expand PMTCT, which focuses on IDU women and their access to health care services. The establishment and substantiation of the particular vulnerability pattern was based on a number of research studies conducted in 2012 and before, which highlight the lack of access to care and treatment due to discrimination and stigma and the absence of cooperation across medical disciplines.

In another example, the Country Programme identified the accountabilities and capacity gaps of key stakeholders through the respective stakeholders’ analysis and capacity needs assessments. The programme subsequently ensured participation of MARA and local authorities as the respective rights holders. Their inclusion is ensured at all stages of the programming for developing the pilots at 6 MARA projects sites.

Capacity development is used as a key strategy to increase realization of the rights of all children, and in particular groups identified as disadvantaged in Ukrainian society, by building the capacities of duty-bearers to respect, protect and fulfill these rights. The CO works in an inclusive and increasingly participatory way, promoting participation of various stakeholders at different stages of programming. Building partnerships and reaching consensus on priority areas and strategies with local governmental and non-governmental partners are essential tools for sustainable solutions. The process of technical assistance to the government on child care reform has been and continues to be a highly consultative process, with the CO acting as convener of different stakeholders.

Nevertheless, the CO recognizes the need to keep enhancing its partnership with civil society as a key stakeholder in the realization of children’s rights.

### Gender Equality

*Fully met benchmarks*

According to the 2012 Global Gender Gap Report developed by the World Economic Forum, despite a slight overall improvement in score, Ukraine holds the same position (64) as in 2011. Ukraine is also among 20 lowest performing countries on the political empowerment sub-index.

To address the gender gap, the Country Office conducts careful gender analysis of gaps, challenges and opportunities, and uses age and gender disaggregated data and information to the maximum possible extent. All Country Office’s child rights, advocacy and monitoring interventions are gender-sensitive, consistently promoting gender equality. Gender equality issues were mainstreamed into the initiatives and advocacy conducted by UNICEF colleagues.

The research on prevention of torture of children in conflict with the law has a strong gender perspective, examining the particular vulnerabilities and circumstances of both girls and boys. The Country Office also plans to conduct a national media campaign in 2013, which will focus on fathers’ role in parenting, as one of the key messages.

Development of service instruments and best practices are conducted with a goal to be gender receptive. The pilot projects in three cities introduced gender responsive, comprehensive, and integrated services that address the needs of drug-using pregnant women and children born to them. The gender perspective was also mainstreamed in all researches both on MARA and drug addicted young women with the gender differences diagnosed, gender disaggregation of data ensured and equal representation of both genders provided in the research.

The CO is in the data entry phase of the Multiple Indicator Cluster Survey (MICS 4). The current round of MICS in the country will produce a comprehensive set of data with gender sensitivity, covering modules such as women’s status in the country, domestic violence and health.

All MICS data at the level of individual respondents, including women of fertile age 15-49 is disaggregated by gender, age, urban/rural area and 5 macro regions of Ukraine, thus providing detailed information on possible differentials. MICS data on children disaggregated by gender and age provides important insights into the
status of children, including some key indicators for the status of girls e.g. child labour, child discipline, early childhood development, education. MICS results will be widely shared with the government and civil society partners for evidence-based policy advocacy.

UNICEF is a member of the UN Working Group on Gender which had been revitalized by the UNCT in 2011 after several years of non-functionality. The objective of the Group is (i) to strengthen and support the mainstreaming of gender as a crosscutting issue in UN System programmes and activities, (ii) to enhance UN coordination by undertaking joint UN programmes and programming on gender equality and (iii) to create a venue for regular sharing of information and experience on implementing gender equality in Ukraine. The Group was chaired by UNFPA.

The Country Office makes the information on gender mainstreaming available to staff and partners by maintaining an easily accessible depository of documents needed for programming on gender equality, as well as links to such documentation.

### Environmental Sustainability

*Fully met benchmarks*

In the course of the CPAP development (2012 - 2016), the UNICEF Country Office in Ukraine conducted the Initial Screening of all the proposed projects and major areas of activity in accordance with the Programme Policy and Procedure Manual requirements (Chapter 2, Section 2.4 of 2012 edition).

During the Initial Screening of the PC1 against Checklist 1 criteria, no potential environmental impact was identified since the component focuses primarily on policy development. Although the PC2 focuses on services, it does not include direct provision of services but rather support to local governments in coordination of services and capacity building of service providers.

These activities do not have an impact on the environment, whereas existing environmental safety procedures in the country are considered to be adequate.

### South-South and Triangular Cooperation

Given the high level of importance and priority given to the reform of the social service sector, the Country Office implemented a number of initiatives in line with South-South Cooperation during the reporting period.

An informal visit to a number of providers of social services by Programme staff to Georgia was followed by a visit of high-level Georgian counterparts to Kiev. This visit was jointly undertaken by the World Bank and UNICEF in Georgia and Ukraine. The delegation was received for a working-meeting by the Minister of Social Policy, and a number of best practices in Georgia to be “replicated” in Ukraine were identified.

The UNICEF-organized visit of a delegation from the Ukrainian Ministry of Social Policy, Ministry of Finance and Office of the President to Germany was able to demonstrate a functioning “money-follows-the-client” principle. As the outcome of the study trip, a working group under the leadership of the Ministry of Finance was established. The group started to develop a concept that will operationalize the shift to a demand-driven and financed principle in service provision.

The conference on ending the placement of children under age three in institutions in Bulgaria organized by UNICEF saw the participation of a high-level delegation from Ukraine, led by the Deputy Minister of Social Policy. At the conference, the Ukrainian delegation was able to study examples and best practices from other countries and at the same time showcase the UNICEF-supported Ukrainian approach to transform “baby homes”.

Harvesting best practices from within the CEE/CIS region and committing the Government of Ukraine by demonstrating best practices and lessons learnt at the same time will continue to be a key strategy for the next years to come.
Narrative Analysis by Programme Component Results and Intermediate Results
Ukraine – 4410

PC 1 - Child-rights based systems, policies, and budgets

On-track

**PCR 4410/A0/04/801 Child Rights Based Systems, Policies and Budgets**

**Progress:** The overall progress towards the Programme Component objective to increase equity and decrease social exclusion and disparities has been visible and measurable.

The Inter-Ministerial Commission on Child Rights recommended by the CRC Committee was revitalized in the course of 2012 and took on board a number of important cross-cutting issues related to de-institutionalization and monitoring of children’s rights, most prominently encapsulated in the MICS 4 undertaking, which will be ready for publication in mid-2013.

In line with the UN CRC Committee Recommendation 18, a number of social initiatives by the government were brought under way with UNICEF’s support. New policies to increase protection of the family environment jointly developed with the Ministry of Social Policy were a critical bottleneck that was successfully addressed.

Reduction of poverty within families with children was marginal at best and continues to be more driven by the general economic development of the country than by the effectiveness of the social safety net. A radical improvement of social protection of families and children is dependent on a number of other programme results within the management of public finances and budgets. In this regard, the Country Office has made good and innovative progress in establishing collaboration with the Ministry of Finance to review and amend legislation necessary to remove the main bottleneck obstructing social service reform.

With regard to children being deprived of a family environment, improvements at the level of impact indicators can be seen, albeit being marginal. The slight decline of disabled children enrolled in institutions can at this stage not be realistically attributed to an improvement of alternative medical and social services. However, this observed trend can be linked to a shifting mindset and paradigm driven and supported by UNICEF’s advocacy engagement in the country and which will be further strengthened through existing and emerging partnerships.

The lack of civil society (ownership of, or participation in) the social service reform remains a serious concern. All through 2012, the Country Office has been re-aligning existing NGO collaboration to become part of the reform process, enabling NGO partners to participate in the policy design process at the central level.

On-track

**IR 4410/A0/04/801/001 The Ministry of Social Policy, in collaboration with relevant development partners,**

**Progress:**

The Ministry of Social Policy, in collaboration with relevant development partners, ensures a functioning governance system (including coordination, monitoring, reporting and follow-up) over the key institutional changes at national level that are to address outstanding CRC Recommendations 12, 14 and 18 (CRC/C/UKR/CO3-4).

Public administration and social sector reforms and their coordination remained critical for the Government’s implementation of Children’s Right to Social Protection and a Child’s Right to a Family Environment.

In 2012, with technical assistance from UNICEF, the Office of the Presidential Commissioner for Child Rights implemented a comprehensive review of the implementation of the UN CRC in Ukraine (covering the country’s 20 years of independence). The review informed monitoring and advocacy activities of the Commissioner and was brought to the attention of the President of Ukraine. Furthermore, the Government significantly increased financing of the National Plan of Action for Children for 2012 (USD 40 million in 2012 compared to USD 2.1 in 2010).
A close dialogue between UNICEF and local administrations throughout 2012 resulted in expansion of the Child Friendly Cities Initiative to include 6 more cities in Ukraine. UNICEF played an important role of bridging the Ministry of Social Policy and the Ministry of Finance. While government counterparts acknowledged the need for a change in modalities for financing social services, the strengthened partnership with both ministries in 2012 is expected to result in innovative funding mechanisms for social services.

To make steady improvements in Child Rights Monitoring systems, UNICEF continued to support the State Statistics Service in 2012 through a number of capacity building initiatives. The launch of the Multiple Indicator Cluster Survey 4 with the fieldwork phase ongoing till the end of December 2012 has significantly increased capacity of statisticians in data collection, innovative data processing (CSPro, SPSS) and data entry techniques as well as their analysis (including analysis of interim databases and fieldcheck tables). Furthermore, as an outcome of UNICEF enhanced cooperation with the National Institute of Demography, state statisticians benefitted from workshops in listing, enumeration, and mapping (targeted at household surveys).

On-track
IR 4410/A0/04/801/002 The Ministry of Social Policy oversees fully funded policy framework that focuses on the protection of families and prevention of institutionalization of children

Progress:
Ukraine’s reform of the social service system remains a critical determining factor to a Child’s Right to a Family Environment and Children’s Right to Social Protection.

In 2012, UNICEF’s work with the Ministry of Social Policy and CSO yielded a number of positive outcomes, such as two policy strategies approved by the government. These strategies place the needs of children and families in a wider social sector context and call for enhanced approaches to identify families in early crises and for establishment of a social service market defined by client demands.

While shifts in finance and governance practices to build a strong social sector for children continue to be challenging, UNICEF brought to bear its convening power to engage both the Ministry of Social Policy and the Ministry of Finance partners in a working group that will operationalize strategies for a social service market. This working group has now agreed on a workplan to establish the mechanism to finance the new model of social services provision which is based on the “money follows the client principle”. The absence of this mechanism has been flagged as one of the most severe bottlenecks within the reform.

During 2012, UNICEF continued to collaborate with state penitentiary and social services and civil society to make steady improvements in Justice for Children. To this end, draft legislation between social services and state penitentiary services on alternative responses to punitive actions has been developed.

To enhance Child’s Rights Monitoring systems, UNICEF strengthened its engagement with the Ombudsman’s offices on monitoring approaches for Child’s Rights and supported a study on prevention of torture that provides these offices with specific monitoring tools.

PC 2 - Protective and inclusive services

On-track
PCR 4410/A0/04/802 Protective and Inclusive Services

Progress:
Continuous engagement in promoting the protection of the family environment by means of broad and bold advocacy as well as technical work at the policy level to develop policies and standards has contributed to a marginal improvement in the ratio of orphaned children in families vs. institutional care. It is however important to note that the work on professional case management favoring the family over institutional
place. Further and more significant improvement is expected once bottlenecks on the administrative and governance level related to social workers’ functions and accountabilities have been addressed in the future workplan.

The same applies to dealing with children in conflict with the law. The encouraging marginal decrease in children placed in detention facilities is based on a wave of political inclination to include cases of children coming in contact with the law into a system of client-oriented social work. With several vital elements for this (such as the additional 12,000 social workers) becoming available in 2012, the Country Office now focuses on a broad based engagement of civil society organizations in the provision of targeted services.

Fueled by continued donor attention and solid funding available for HIV related issues, children in Ukraine are overall better protected against contracting HIV. UNICEF’s work in three pilot projects to increase access to MCH facilities for IDU women at risk of getting infected or being infected can be directly aligned with the further decline in MTCT. An initial review of the pilot projects in 2012 has helped to further enhance the effectiveness of this intervention including its scaling up.

The percentage of children not immunized in compliance with the EPI schedule remains a concern. To analyze the rationale behind the disappointing immunization record amongst children, the Country Office (jointly with the WHO) hosted two technical high level missions in Ukraine. However, the overall inability of the MoH to guarantee sufficient vaccine supplies in time is an issue which requires deep-cutting and comprehensive governance reform and financial liability mechanisms that will take more time to address. The Country Office will step up efforts to identify strategic alliances in its advocacy efforts at the highest level to address this.

On-track

IR 4410/A0/04/802/001 The Ministry of Social Policy oversees the availability of and access to selected social services for marginalized children and their families, including those services provided by non-governmental organizations

Progress: To enhance Children’s Rights to Social Protection, the development of protective and inclusive services remained closely interlinked with the UNICEF’s policy advancement for a strong social sector system for children and families.

To this end, UNICEF worked with the Ministry of Social Policy, NGOs, and civil society to provide standards for basic social services and to support the development and regulatory provisions for specialized services for vulnerable child groups. Furthermore, UNICEF acted as a convener to advance the dialogue among medical and social service professionals regarding integrated services.

The specific results included standardization of an initial package of social services for children and families through provision of technical assistance (technical input and advocacy on development of list of services for standardization; two standards on alternative family care drafted and submitted to the government; enhanced coordination among colleagues drafting different service standards); strengthening of early intervention service (implementation of early intervention services into clinical child care settings; advancing common understanding of early intervention services among practitioners and policy makers, taking stock of early intervention service practices in Ukraine, and identification of regulatory package to systematize service delivery, with developed action plan).

With UNICEF’s continued commitment to Justice for Children, establishment of mediation services with church partners that resulted in a forum for church members to be part of the solution for children in conflict with the law and strengthened understanding among health professionals (HIV and MARA) about opportunities for integrating social services provision with identified plans for social service intervention.

UNICEF will address challenges identified in the course of the 2012 annual review that include the need for better information sharing between the two government levels and a better partnership with civil society.

On-track

IR 4410/A0/04/802/002 Ministry of Health and Ministry of Social Policy, in collaboration with relevant NGOs,
enable the provision of HIV prevention services including PMTCT, harm reduction and VCT for excluded groups and report on the groups access to and use of the services.

**Progress:** UNICEF’s continued commitment to *Children’s Right to be Born HIV Free* in 2012 yielded a number of outcomes.

As a result of piloted models of integrated health and social services for excluded most-at-risk to HIV drug addicted pregnant women, recommendations for further development of the models and roll out of these services nationally were presented to the Ministry of Health and State Services on HIV and Other Socially Dangerous Diseases.

While implementation of recommendations nationally remains to be seen in 2013, UNICEF advocacy in 2012 resulted in a sound national and municipal ownership: the government has adopted the concept of integrated services in pilot regions.

Similarly, municipal authorities approved the introduction of the new Dry Blood Spot method of HIV diagnostics in pilots that allows for a timely ART, and children born to HIV positive mothers in 6 regions of Ukraine benefitted from it throughout 2012.

To support *2nd Chance for Adolescents*, UNICEF jointly with the government, CSO and NGO counterparts reviewed policies and laws hampering MARA access to services (including the HIV counseling and testing (HCT)), issued recommendations to address bottlenecks identified, and contributed to a new HCT protocol that includes the MARA section.

UNICEF continues to be seen by the government as the subject matter expert on the PMTCT, and in the course of the National AIDS Programme Assessment (NAP), UNICEF assisted the government in the review of the PMTCT, youth and MARA subject areas of the NAP. The review of the NAP, coupled with UNICEF’s fruitful collaboration and membership in working groups within UNAIDS and the MoH have cemented a solid ground for the new State AIDS Programme.

**On-track**

**IR 4410/A0/04/802/003** Health professionals mobilize demand and provide quality prevention mother and child health services

**Progress:**

To enhance *Children’s Right to Health*, UNICEF continued to advance the system level demand for quality preventive mother and child services through the review of the national immunization programme, a summary report based on the review, a national follow-up plan approved by the Ministry of Health (MoH) Decree (which includes UNICEF recommendations on financing, procurement and communication) and a bill on Universal Salt Iodization registered in the Parliament.

UNICEF advocacy resulted in the assessment of the vaccine procurement system that informed the government on drawbacks of the vaccine procurement process. To restore the required supply levels and strengthen the procurement system, the assessment formulated a number of recommendations pending the follow-up of the government in 2013. Furthermore, in response to a measles outbreak, a joint UNICEF and WHO mission resulted in a response strategy and regional guidelines on vaccination of pregnant women, submitted to the MoH, that strengthened the practice of health care professionals in this regard.

To advance the provision of quality preventive mother and child health services, UNICEF dialogue with local authorities led to a scale-up of the Integrated Management of Childhood Illness (IMCI) initiative from 2 to 4 pilots. Based on the national review of the IMCI piloting phase, UNICEF and the government agreed upon an IMCI education inclusive expansion strategy.

A critical mass of research on reproductive, mother and child health (R-MCH) completed in 2012 identified the following bottlenecks: low capacity of the health system in RBM (health promotion component), absence of the HPC national coordination body, low level of father’s involvement in child care, low rate of planned pregnancies, poor knowledge of danger signs of the major child illnesses and pregnancy complications, and late care-seeking. These bottlenecks formed the basis for UNICEF’s involvement and government
commitment to strengthen the country’s PHC system and improve public practices through a C4D project in R-MCH.

### PC 800 - Cross-sectoral costs

**On-track**

**PCR 4410/A0/04/800 Programme Support**

**Progress: Effective and Efficient Programme Management and Operations Support**

UNICEF Ukraine was successful in the progressive realization of the Programme Management and Operations Support Strategy that resulted in:

- Maintenance of effective and results-ensuring governance system through a full functioning of office committees, strategic planning, analysis, monitoring and regular review; promoting of participatory decision-making; efficient realization of the risk management function, resulting in sufficient reduction of existing risks and timely identification of new ones, with designing of working mitigation strategies;
- VISION Implementation according to the plan and refinement of VISION knowledge through regular meetings, peer coaching, networking, interaction with SMEs, knowledge exchange, webex session attendance and spot checks with further analysis for improvement; timely and accurate completion of year-end closure activities;
- Completion of shaping the qualified and potential CO team with regards to the required capacity for the new CP implementation having addressed the earlier existing HR gaps; review of CO consultancies to assess the available resource base and plan the strategic required workforce;
- Promoting recognition of human resources as a key valuable asset for the organization, with a focus on staff development, regular performance review and identification of improvement areas and training courses needed; supervisor coaching; encouragement of maintaining the life-work balance using the flexible workplace opportunities and working on own time management (retreat training was conducted to practice it);
- Signing a new lease agreement with a reduced rent price; setting a strategic focus on relocation to UN Common Premises, which is so far the most challenging component of the CO Operations; striving to mobilize the effort of OMT to facilitate the issue as well as attract the advocacy and actions by UNCT; Ensuring a strategic focus on cost savings – reviewing the transportation means with the more frequent use of local certified airlines; substituting the on-site training with relevant e-courses, shifting the meeting model to a video/Skype one; reducing the number of conferences participants; reducing the number of operational transactions through the usage of common services (LTAs, contracts, common tendering, rosters);
- Supply function optimization through the introduction of a procurement plan and further application of supply category management;
- Maintenance sustainable business continuity including the switch to fiber-optics channels, with a reliable back-up. Strategic planning of equipment required and other key infrastructure elements, including the security facilities;
- Ensuring the proper maintenance of the security function, with establishment of a local security procedure, regular staff briefings on SMT meetings and security updates, staff drills and MOSS compliance.

**On-track**

**IR 4410/A0/04/800/001 Governance and Systems**

**Progress: Effective and Efficient Governance and Systems**

By encouraging staff involvement in strategy design, tracking their realization, identifying bottlenecks and risks, suggesting mitigation and improvement strategies as well as analyzing their shortfalls in order to define the best practices and derive lessons learnt for the future, the CO continued to practice participatory management. This approach allowed the CO to respond more effectively to national needs, develop synergies among sections, facilitate knowledge generation and enhance the CO team coherence.
On the basis of areas for improvement raised in the 2011 Annual Management Review and 2012 Mid-Year Review, management priorities for 2012 were determined. This has served as logical solid ground to recap and establish new management indicators needed to control the CO performance in 2012 and onwards and identify the required action points. A comprehensive results-based matrix of management indicators was developed and regularly reviewed to warrant the CO focus on results achievement as per the new CPAP and AMP. Gaps, shortfalls and improvement initiatives were handled through the CMT.

Managers utilized the AMP results matrix to define key management accountabilities of staff within their respective performance evaluation processes.

The oversight structures currently in place are mid- and end-year management reviews, and the development and inclusion of management indicators in the AMP and preparation of a results-based matrix in accordance with key results areas. The AMP management indicators are officially reviewed twice a year during the Mid-Year and Annual Management Review and monitored throughout the year.

Regular budget monitoring was conducted through analysis of implementation rates and identification of respective follow-up actions. Contract reviews were undertaken to a) ensure equality and transparency in logistical contract distribution; b) analyze the consultants’ expertise share and load and separate sections to better track their value for the CO and assess the prospective resources.

Effective and Efficient Management and Stewardship of Financial Resources

Throughout 2012, the Country Office was guided by the revised processes and control mechanisms.

The financial processes, significantly altered after the VISION roll-out, were established and governed by new financial regulations and rules. Programme staff were involved in the realization of financial processes resulting in process streamlining for the office, knowledge sharing and establishment of constantly available back-up. The latter formed a favourable basis for creating a Business Support Unit in the Country Office.

In order to ensure benefits spillover due to improved financial processes, the performance level, adherence to the regulations and functioning in accordance with the segregation of duties were supervised by the VISION Coordinator. Regular meetings on VISION issues were conducted. In addition, staff were given respective briefings, super-user coaching, encouraged and followed up to participate in the required webex sessions, effectively use the iLearn resources and find experts in challenging areas.

The budget was monitored through VISION and other kinds of reports. A comprehensive format of the funds utilization report was developed by the CO to ensure visibility, easy tracking and control of all types of funds. Regular monitoring visits and financial checks were performed, which revealed no violations and confirmed the effective utilization of resources. The office successfully continued the cash forecasting practice, on a monthly and quarterly basis, providing the managers with an opportunity to additionally revise and adjust the payment plans.

The planning and utilization of resources was aimed at reaching the maximum efficiency of the performed activities. Taking into account the office capacity and resource constraints, the CO applied a cost-effective rational approach. Strategic planning and qualified evaluation of ICT resources ensured their long-term usage and prospective savings.
**Progress: Effective and Efficient Management of Human Capacity**

To identify and meet its human capacity needs, UNICEF Ukraine has been applying the results-based model, defining the goals and planned results through the derivation from the work plans and CO priorities for the year.

The CO finished shaping the qualified and potential CO team with regards to the required capacity for the new CP implementation having addressed the earlier existing HR gaps. The Peer Support Volunteer function was duly and actively performed in 2012.

The Local Training Committee diligently pursued Staff Learning, ensuring 83% of the Local Training Plan implementation. Based on analysis of reasons for underutilization of learning days in previous years, a model of using learning days was adapted to take learning days at home, resulting in higher utilization of this learning opportunity by staff.

Apart from the managerial skills enhancement and development, the CO has also focused on developing competence in fundraising, social media, communication and compliance with the new accounting standards. The CO has effectively continued nurturing the talent development. Two candidates were shortlisted for the NETI programme and one of them was successfully promoted from the national to international professional.

Proper follow-up with the 2011 Staff Survey Results was ensured by focusing on improvement areas through encouraging the use of flexible options and taking advantage of learning days, exploring and realizing opportunities of staff development, fostering staff recognition and mutual communication and open interaction of supervisors and supervisees.
Effective Governance Structure

The new 2012 – 2016 Country Programme objectives and priorities were respectively illustrated in the Annual Management Plan (AMP) and regularly communicated to staff through CMT (including meetings extended to all staff) and Weekly Management Meetings. The CO continued to practice participatory management by encouraging staff involvement in strategy design and development of plans, in tracking their realization, identifying bottlenecks and risks, suggesting mitigation and improvement strategies as well as analyzing their shortfalls in order to define the best practices and derive lessons learnt for the future. This has allowed the CO to respond more effectively to national needs, develop synergies among sections, facilitate knowledge generation and enhance the CO team coherence.

Management priorities for the year were determined on the basis of areas for improvement raised in the 2011 Annual Management Review and 2012 Mid-Year Review. This has served as logical solid ground to recap and establish new management indicators needed to control the CO performance in 2012 and onwards and identify the required action points. A comprehensive results-based matrix of management indicators was developed and regularly reviewed to warrant the CO focus on results achievement as per the new CPAP and AMP. Gaps, shortfalls and improvement initiatives were handled through the CMT. Managers utilized the AMP results matrix to define key management accountabilities of staff within their respective performance evaluation processes.

The oversight structures currently in place are mid- and end-year management reviews, and the development and inclusion of management indicators in the AMP and preparation of a results-based matrix in accordance with key results areas. The AMP management indicators are officially reviewed twice a year during the Mid-Year and Annual Management Review and monitored throughout the year. Regular budget monitoring was conducted through analysis of implementation rates and identification of respective follow-up actions at each programme meeting. Contract reviews were undertaken to a) ensure equality and transparency in logistical contract distribution to LTA holders; b) analyze the consultants’ expertise share and load for the whole CO and separate sections to be able to better track their value for the CO and assess the prospective resource availability.

Office committees functioned effectively and regularly having ensured control of key processes and mitigation of current and potential risks. In 2012, a new evaluation committee was added to the governance structure to manage CO evaluations and ensure that the evaluation process is in line with the UNICEF Evaluation Policy in order to maintain the quality and utility of evaluations.

Strategic Risk Management

The CO has a properly functioning structured approach for systematically identifying, analyzing and managing risks. Risks are identified in respective sections (programme and operations), discussed jointly with the management, mitigating actions are suggested and endorsed by the CMT. The risk profile is officially reviewed quarterly, ad hoc reviews can take place if need be under the guidance of the Risk Focal Point and Management control.

In 2012, following the 1st quarter review, the risk profile was critically updated after the mid-year review in August 2012, when key programmatic bottlenecks were revealed. This risk analysis has significantly contributed to the design of the bottleneck elimination/reduction strategies. The CO has specifically concentrated on medium high and high areas, with the review of existing controls to optimally mitigate the risks.

The mid-year operations review of risks resulted in addition of a high financial risk linked to the local currency devaluation, with the follow-up strategy indicated. The VISION-related resistance and relatively low capacity at the beginning of 2012, despite all the preparedness steps to have been properly completed in depth, has been significantly reduced thanks to the effective effort of the team struggling to maintain the business continuity, spot checks, knowledge sharing and active networking.

The absence of UN common premises continue posing a high risk for the CO due to a high share of the Institutional and Programme Budget funds disbursed to cover the rent. The CO has managed to successfully
negotiate an almost 10% reduction of rent pay to have it fixed for three years. The CO Management continues to seek and analyze all opportunities to speed up the relocation to common premises. This step is, however, considerably delayed by other UN agencies, and by the low priority given to the issue by the Government in the context of ongoing restructurings.

Mechanisms are in place to ensure timely response to changes in the operating environment. Particularly, the local currency devaluation is being closely tracked, with the OMT and UNCT agreement to act immediately to request a radical review towards the dollar-linked staff remuneration in case of rapid progressive changes.

The CO has been maintaining a minimal level of emergency preparedness. Regular reviews of EWEA were ensured and the BCP was timely updated. The CO had an opportunity to practice business continuity during EURO-2012, with successful results and no major concerns.

On the whole, the office capacity to respond to risk exposure has increased. This has been achieved through gaining more experience in successfully realizing the ERM function, growing integration and cohesion of programme sections and a clear focus on results.

**Evaluation**

In 2012, the office had a well-documented shortfall in evaluation capacity with two evaluations [1] rated non-confident to act by the Evaluation Office. In line with the UNICEF’s core role in the M&E area, the CO created a full-time national M&E post, established an Evaluation Management Committee (EMC) and enrolled Programme Officers in a RBM workshop.

**IMEP implementation:** the CMT regularly reviewed it, and as a follow-up, CPAP indicators[2] were narrowed down, baselines and targets were identified and disaggregated.[3] To ensure that evaluations conducted by the Office are objective, fair and impartial, the CMT endorsed the ToR of the EMC[4], functions of which include clearance of evaluation ToRs, evaluation budget, composition of the evaluation team and clearance of the final evaluation report[5].

**Quality of evaluations:** besides the oversight function that the EMC has taken on board since October 2012, the CO participated in several M&E meetings[6], and participants debriefed POs on topics discussed during the encounters.

**Capacity in the area of evaluation:** the "State of Evaluation in Ukraine: Demand, Supply, Institutionalization” (November 2012) conducted by the Ukrainian Evaluation Association revealed low level of evaluation in the country. UNICEF participated in the research phase of the study, its presentation to the public and in the follow-up plan to its recommendations. UNICEF became a member of the Association, providing the expertise and recently developed methodological approaches to M&E (such as MoRES) to its members. Similarly, to increase the number of local experts and expertise in the country, the CO initiated a roster for evaluation consultants[7].

**Use of evaluation’s findings:** a December 2012 Round Table on the Evaluation of the EU Child and Women’s Rights Programme channeled evaluation’s findings to the government and CSOs with an action plan prepared to feed into 2013 planning.

Similarly, since the launch of the UNICEF EvalNews, findings and recommendations of each evaluation are fed into the publication on a monthly basis[8]. With regard to management responses, as a follow-up to the PMTCT assessment, the CO prepared a management response that will allow for timely integration of lessons learned from pilots at the time of their scaling up.

[2] IRs 1.2, 2.1 and 2.3.
[3] Furthermore, timely implementation of the IMEP allowed for UNICEF’s technical assistance in the areas of reproductive, mother & child health and health promotion and communication (with baseline data disaggregated regionally and thematically[3]).
Effective Use of Information and Communication Technology

The ICT function was effectively performed to ensure the maintenance and enhancement of a reliable and secure infrastructure and to grant access to corporate applications.

Maintenance of the advanced network capabilities as well as the ICT infrastructure optimization were focused. This was ensured through smart investments securing two sustainable fiber-optics Internet channels (main and back-up) at a much higher speed however at a low cost.

In ICT, the following areas were addressed:

Organizational change initiatives ensuring VISION implementation and UNICEF Office modernization

Office ICT environment was modified and updated in accordance with UNICEF installation and configuration requirements:
· VISION was implemented in the office as a part of global VISION rollout. Proper connectivity was provided and tested for VISION support.
· Replacement of the office firewall, reconfiguring the remote office for users for a new secure gateway, creating the new server environment with Hyper-V infrastructure and configuring the external storage with Windows 2008 OS and Hyper-V cluster, ensuring the migration of nine office servers to Hyper-V virtual machines.

Air Conditioning system for the office server room was replaced to ensure proper servers operation.

In accordance with Global ICT planning and budgeting, the software and hardware replacement and updates were strategically estimated.

With regards to the office modernization, the objective of unified communications and collaboration was addressed and achieved. This enabled cost-effective and high-quality staff communication within and beyond the region, ensuring significant time and cost savings. Communication was made by means of VoIP services and Polycom HDX 7001 video conferencing hardware.

Management of complex infrastructure

Infrastructure management and maintenance was effected by skilled staff, including qualified back-up. Contracting qualified telecommunications support companies ensured stable maintenance of the telecommunication system of UNICEF Ukraine.

Business continuity

In addition to maintaining the functioning of the ICT infrastructure in the office, remote access to corporate applications was supported. Office Citrix Presentation and Secure Gateway servers support and maintenance were provided according to new standard software installation requirements. As a result, activity Citrix remote access to office applications like ProMS, PnP and Lotus Notes was supported as a part of the Office Business Continuity Plan.

The CO has supported and ensured the access of frequently travelling staff using the latest technological
products to the Travel server in Geneva thus warranting the business continuity of staff under problematic connection conditions (in case of no Internet access from the laptop).

The office pursued a practice of proper and safe equipment disposal, the decisions for which were made by the LPSB.

Maintenance of UNICEF applications and interfaces were effected as per the prescribed practices. UNICEF standard Windows 7 and Windows 2008R2 and 2003 Servers security upgrades procedures were used and security patches were applied regularly on all operating systems installed on the office servers, computers and laptops using new office WSUS server.

**Fund-raising and Donor Relations**

Against the 2012 OR ceiling of USD 3.6 million, the Country Office managed to generate an overall amount of USD 2.124 million in 2012, which amounts to an overall success rate of almost 60%. As of end 2012, an estimated amount of USD 1.2 million of potential OR funding was in the pipeline with a reasonable likelihood of materializing in 2013.

Donor funding interests remain skewed towards project work aimed at improving service delivery. The Country Office has so far been reasonably successful in demonstrating the need for a more upstream engagement as a prerequisite for sustainability of services established and strengthened. However this portion of the Country Programme remains affected by the brunt of the funding shortfall. The EU assistance to Ukraine as of 2014 is refocused towards areas related to justice and economic development and no longer prioritizes social protection, which is disappointing and counterproductive to the EU-UNICEF working relationship in Ukraine.

Effective monitoring of resources and a good absorption capacity has led to an exemplary performance of the CO in terms of fund utilization, which is meeting all the established benchmarks.

The CO has established a quality measuring system for donor reports which is being maintained by the M&E Specialist and which ensures that only donor reports meeting the established pass-mark will be released by management. On-time performance in donor reporting was 100% throughout 2012.

The CO has been successful in identifying a number of emerging opportunities to realize planned programme activities through leveraging resources from third party entities. An example is the upcoming study visit of ministry officials to the UK, which is slated for direct payment by the Northern Ireland Cooperation Agency (NICO) to the government. Similar funding arrangements which help the CO realize its programmatic objectives are under negotiation with the World Bank.

To mitigate the risk arising from declining fund availability, the Country Office has intensified its efforts to build partnership with the private sector. UNICEF brand awareness has notably increased during 2012 and the country office has put in place a measuring mechanism to quantify future changes in UNICEF brand awareness against an established baseline through a marketing research. As a result of intense and targeted high-level networking, a number of high-profile individuals are beginning to emerge that are looked at to form a nucleus of a future national support group to UNICEF. The private sector partnership has become a key strategy of UNICEF Ukraine for its future sustainability in fulfilling UNICEF’s mission.

As a true “first” in Ukraine, the Country Office has also been benefitting from a (yet very small) amount of locally generated funds from the Sheraton Hotel in Zaporizhzhia through the existing UNICEF-Starwood fundraising partnership “Check-out for Children”. This pioneer-relationship with the private sector has been given special care and attention with the long-term objective to replicate the results achieved while considering the lessons learned.
Management of Financial and Other Assets

The Country Office has been guided by the revised processes and control mechanisms to maintain a good level of performance and fulfillment of activities in line with the organizational mandate and objectives ensuring to safeguard the financial and other assets.

The office has been actively applying the results-based planning and management model, ensuring that the available financial, HR and administrative resources are secured and valuably and efficiently used to achieve the results indicated in the CPAP, CPMP and AMP.

The financial processes, having been significantly altered after the VISION roll-out, were established and have been governed by new financial regulations and rules. In order to ensure continuity and adherence to regulations, programme staff were involved in the realization of financial processes resulting in process streamlining for the office, knowledge sharing and establishment of constantly available back-up. This has formed a favourable basis for creating a Business Support Unit in the Country Office.

In order to ensure realization of the benefits of the improved financial processes, the performance level, adherence to the regulations and functioning in accordance with the Segregation of Duties were regulated timeliness of supply inputs.

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The budget was monitored through VISION and other kinds of reports. A comprehensive format of the funds utilization report was developed by the CO to ensure visibility, easy tracking and control of all types of funds. Regular monitoring visits and financial checks were performed, which revealed no violations and confirmed the effective utilization of resources. The office successfully continued the cash forecasting practice, on a monthly and quarterly basis, giving the managers an opportunity to additionally revise and adjust the payment plans.

Effective financial management was reflected in the results of good performance on key financial indicators:

- % of RR spent
- Apart from PBAs requiring extension, the rest were used within the original duration
- There were no outstanding DCTs over 6 and 9 months.

The planning and utilization of resources was aimed at reaching maximal efficiency of the performed activities. The CO has applied a cost-effective rational approach, taking into account the office capacity and resource constraints. Strategic planning and qualified evaluation of ICT resources ensured their long-term usage and prospective savings. Other kinds of savings were ensured in the area of travel by switching to flight mode from the use of railways, thus securing less travel time and more flexibility; continuation of the use of common services has contributed to the time savings to be used for more valuable activities. Communication and meeting modalities have further adopted more cost-effective strategies – e.g. use of free facilities and switch to the virtual mode through video, tele- and skype conferencing.

Supply Management

The good functioning of the supply component was ensured by streamlining existing work processes and developing and adopting the new ones according to the new policies and regulations. The Procurement Plan has been introduced which included Programme supplies, research services, training and conference activities, procurement within PCAs, etc. The supply and procurement plans are the major documents regulating timeliness of supply inputs.

Quality of the end products/goods was regulated by and checked according to the Request for Goods and Services and specifications submitted. Regular feedback from beneficiaries was received.

During 2012 several REOI were issued to build new and extend existing rosters of various suppliers. ITB aimed at establishing Long-Term Arrangements were conducted.
Local procurement prevailed in 2012, since it ensured significant savings in customs clearance and freight costs, as well as considerably reduced delivery time and effort. The maturity of the local market, with a varied assortment of offers, allowed the CO to conduct a competitive selection and obtain products and services tailored to the needs of the Ukrainian market, without compromising the quality. However, in terms of consultancy and research services provision, there were several RFPs with low or null response. The main reasons behind were: inability of the institutions to submit proposals due to engagement with other projects; vacation seasons (summer mostly); the requested services were out of institutions’ specialization; the requested services were difficult to render due to local protocol and procedural restrictions.

Also, one of the main challenges faced was the advance requests from the local suppliers due to USD rate fluctuations and frequent need to order raw materials from abroad.

In-country logistics and delivery market is represented by a wide net of suppliers providing a full cycle of services. Usually, the CO orders delivery services through the producer or supplier. Delivery is monitored by receiving regular feedback from beneficiaries/end-users.

Supply monitoring of products delivered to partners has been ensured within programme monitoring visits.

The Ukraine CO has ensured the continuing professional development of supply staff. Supply staff has passed IPSAS training, has been attending the related webex sessions and interacting through the Supply Community. Self-development and knowledge acquisition from various sources for key supply processes have been continuously exercised by supply staff.

Among other revisions made, the solicitation documents were amended to ensure better understanding of standard instructions by the suppliers and correct submission of proposal.

The total amount spent on supplies was USD 199385.60.

Off-shore procurement comprised USD 8080.00 which is 4.05 % of the total volume.

In 2012, the value-adding supplies comprised (in %):

- Printing and publicity materials – 68.64%
- Medical and rehabilitation equipment – 2.15%
- IT equipment – 9.75%
- Transportation (vehicle) – 11.46%

The rest are non-value adding supplies.

The above analysis confirms that supply interventions in Ukraine, as in 2011, continue being mostly related to communication activities, with less significant programme and service delivery supply components.

**Human Resources**

UNICEF Ukraine has been applying the results-based model to identify and meet its human capacity needs by defining the goals and planned results through the derivation from the work plans and CO priorities for the year and onwards. Based on an earlier assessment of the competencies and gaps in human capacity of the CO, following the CPMP, two key functions – M&E Specialist and Social Services Officer - were added and filled in 2012.

The Office continued to develop the management, fund-raising and technical skills and relevant competences identified to strengthen its potential to achieve quality results. These were reflected in the individual training plans based on staff performance plans. The individual training plans were consolidated into the Office Training Plan.

Staff technical support skills were developed by involving Programme Assistants into programmatic activities, and by providing them with professional development opportunities and continuous guidance.
VISION skills were enhanced by the staff participation in webex sessions, training at network meetings and encouragement of inter-office Operations support (finance support of UNICEF Armenia and operations support of UNICEF Moscow). Operations and Programme staff were pro-active and responsive to help other offices in the region and beyond.

In cases when special expertise was required, UNICEF Ukraine continued to use local and international consultants. These experts were utilized to assist in design and implementation of activities within key programme areas.

As of 2012, staff performance management outputs and indicators were synchronized with the annual office performance indicators. As a result, performance benchmarks were better embraced by staff and performance discussions were more factual and results-oriented.

The HR-focused retreat addressed raising awareness of staff in the update of HR procedures and ensuring that the staff were cognizant of the related process.

90% of 2011 PERs were completed by end February 2012.

The Peer Support Volunteer function was performed duly and actively in 2012.

The Local Training Committee diligently pursued Staff Learning, ensuring 83% of the Local Training Plan implementation. Based on analysis of reasons for underutilization of learning days in previous years, a model of using learning days was adapted to take learning days at home, resulting in higher utilization of this learning opportunity by staff.

As mentioned earlier, the CO has effectively continued nurturing the talent development through involving the staff into concerned strategic tasks, encouraging participation in decision-making, fostering staff growth by facilitating open communication to reveal short- and long-term professional goals and coaching/mentoring towards the engagement into valuable areas.

Proper follow-up with the 2011 Staff Survey Results was ensured by focusing on improvement areas through encouraging the use of flexible options and taking advantage of learning days, exploring and realizing opportunities of staff development, fostering staff recognition and mutual communication and open interaction of supervisors and supervisees.

The Office is committed to UN Cares and has implemented the minimum standards on HIV in workplace. In 2012, UNICEF, together with other UN agencies, co-financed the participation of UN Cares Focal Points in Eastern Europe and Central Asia Workshop on HIV.

## Efficiency Gains and Cost Savings

UNICEF Ukraine continued implementing the all-encompassing cost-saving policy having achieved the following major results:

### Travel:

Support Budget travel was limited and even so it got reduced further by 4% compared to 2011 when it was already decreased by 50%.

RR travel was reduced by 33% compared to 2011.

The CO has also reviewed the transportation means for local trips, with a preference to opt for morning/evening cost-effective certified flights to avoid overnight train travel where possible. This has resulted in reducing the travel time, avoiding long recovery from travel fatigue and spending additional costs on daily subsistence allowance.

### Rent of premises:

A critical outcome of cost-savings was achieved through the negotiation of premises base rent down by 9.4% despite the firm position of the Lessor. The new lease agreement was signed for three years securing the fixed rate. At the same time, UNICEF Ukraine is continuing its strategic effort to obtain a beneficial opportunity to relocate to UN Common Premises, which will further contribute to cost savings.

### Conferences and meetings:

UNICEF Ukraine has minimized its participation in conferences and external meetings, without affecting
the implementation of the new Country Programme having limited the participation to the absolute required minimum number, with minimal duration.

**Staff training:**
The overall UNICEF Ukraine training budget was reduced by 42%. The main factor for it was replacement of on-site training involving a travel component with relevant valuable e-courses available in UNICEF.

**Communications:**
The Country Office has efficiently reached telecommunication costs reduction by 26% from the originally planned 2012 budget and 15% decrease in comparison with 2011 budget.
Teleconferencing and videoconferencing facilities were easily available for the staff thus contributing to the decrease in travel costs to attend inter-regional meetings. The office staff also actively used Webex and Skype facilities.

Visible efficiency gains have been achieved through the continuation to use Common Services within UN Ukraine.

### Changes in AMP & CPMP

In order to continue with the successful implementation of the new Country Programme, the Office has proposed changes to the current organogram (to be submitted to the coming PBR). The CO has utilized the Temporary Assistance function “Project Officer - Private Sector Partnership” to generate a critical mass of initiatives and partnerships that will help the Country Office to benchmark its position in the emerging Ukrainian landscape of philanthropy and corporate social responsibility. In order to cater for the long-term perspective of this engagement, the need to provide long-term staff capacities to this portfolio emerged. The establishment of the position “Public Private Partnerships Officer” will be proposed to the PBR in February 2013.

The Office has made two critical amendments to the Annual Management Plan:

- Development of a results-based matrix of management indicators reviewed regularly to warrant the CO’s focus on results as per the new CPAP and AMP. Gaps, shortfalls and improvement initiatives are handled through the CMT.
Managers are to utilize the AMP results matrix to define key management accountabilities of staff within their respective performance evaluation processes.
A new Evaluation Management Committee was added to the governance structure to manage CO evaluations and ensure that the evaluation process is in line with the UNICEF Evaluation Policy in order to maintain the quality and utility of evaluations.

### Acronyms

- **AIDS**: Acquired immune deficiency syndrome
- **AMP**: Annual Management Plan
- **AMSU**: Academy of Medical Science of Ukraine
- **ANC**: Antenatal Clinic
- **ART**: Antiretroviral Therapy
- **C4D**: Communication for Development
- **CCC**: Core Commitment for Children
- **CEE/CIS**: Central and Eastern Europe/Commonwealth of Independent States
- **CFCI**: Child Friendly Cities Initiative
- **CMT**: Country Management Team
- **CO**: Country Office
- **CP**: Country Programme
- **CPAP**: Country Programme Action Plan
<table>
<thead>
<tr>
<th>Abbr</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CPD</td>
<td>Country Programme Document</td>
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<tr>
<td>CPMP</td>
<td>Country Programme Management Plan</td>
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<tr>
<td>DHS</td>
<td>Demographic and Health Survey</td>
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<td>EMC</td>
<td>Evaluation Management Committee</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>HBSC</td>
<td>Health Behavioural of School-Age Children</td>
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<td>HIV</td>
<td>Human immunodeficiency virus</td>
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<td>HRO</td>
<td>Human Rights Ombudsman Office</td>
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<td>ICM</td>
<td>Integrated Care Model</td>
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<td>IDU</td>
<td>Injecting Drug User</td>
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<td>IMEP</td>
<td>Integrated Monitoring and Evaluation Plan</td>
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<td>IR</td>
<td>Intermediate Result</td>
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<tr>
<td>KAPB</td>
<td>Knowledge, Attitude, Practice, Behaviour</td>
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<td>LTA</td>
<td>Long-Term Agreement</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MARA</td>
<td>Most-at-risk adolescents</td>
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<td>MDG</td>
<td>Millennium Development Goal</td>
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<td>MICS</td>
<td>Multi-Indicator Cluster Survey</td>
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<td>MoFIN</td>
<td>Ministry of Finance</td>
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<td>MoH</td>
<td>Ministry of Health</td>
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<td>MoRES</td>
<td>Monitoring Results for Equity System</td>
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<td>MoSP</td>
<td>Ministry of Social Policy</td>
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<td>MTSP</td>
<td>Medium-Term Strategic Plan</td>
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<td>Non-Governmental Organization</td>
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<td>NPA</td>
<td>National Plan of Action</td>
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<td>PCR</td>
<td>Programme Component Result</td>
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<td>Public finance Management</td>
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<td>PMTCT</td>
<td>Prevention of mother to child transmission</td>
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<td>RH/FP</td>
<td>Reproductive Health/Family Planning</td>
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<tr>
<td>R-MCH</td>
<td>Reproductive and Maternal and Child Health</td>
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<tr>
<td>UN CEDAW</td>
<td>UN Committee on the Elimination of Discrimination against Women</td>
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<tr>
<td>UN CRC</td>
<td>UN Committee on the Rights of the Child</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>YFC</td>
<td>Youth-Friendly Clinics</td>
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Evaluations

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<td>IMEP 2012</td>
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<td>Knowledge, Attitude and Practice and Behaviour (KAPB) Survey among the General Population of Ukraine on Reproductive, Mother and Child Health (R-MCH) Related Issues</td>
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<td>Assessment of the R-MCH Data and Communication Opinion Leaders in Health System in Ukraine</td>
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<td>Institutional and Legislative Review of the Health Communication and Promotion Services on R-MCH in Ukraine</td>
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<td>Child Rights in Ukraine: Reality and Challenges after 20 Years of Independence</td>
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<td>Review of the Legislative, Regulatory and Technical Environment for the Use of Iodized Salt in the Bread Industry (in Ukraine)</td>
<td>2012/004</td>
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<td>Stakeholders’ Institutional Capacity Assessment in Health Promotion and Public Communication on RMCH</td>
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<td>Leaflet on MARA and HIV (based on the secondary analysis of the national behavioural surveillance surveys data on MARPs)</td>
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<td>The Ministry of Health Order # 612 ‘On Approval of the Primary Registration and Reporting Forms for the PMTCT Programme Monitoring’</td>
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<td>Child Rights Protection: Results of the 1st year of activities of Yuriy Pavlenko, Presidential Commissioner for the Rights of the Child and Analytical Report on the results of the study “Rights of the Child in Ukraine: Reality and Challenges after 20 Yea</td>
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<td>Leaflet on Child Prostitution and Sex Exploitation of Children (in Ukrainian)</td>
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<td>Unequal Opportunities for Children in Ukraine: Analysis and Policy Recommendations (in English)</td>
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<td>Informational leaflets “Prevention of Torture among Children”</td>
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<td>Methodological recommendations for State Penitentiary Service of Ukraine on preparing juvenile convicts for release from penitentiary institutions</td>
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<td>&quot;Facts for Life&quot;: Knowledge of Parents On Major Issues Related to Child Health and Development (survey of parents' knowledge in Chernobyl affected areas of the Republic of Belarus, Russian Federation and Ukraine)</td>
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Lessons Learned / Innovation

Convening power of UNICEF

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<tr>
<td>Rudi Luchmann</td>
<td>English</td>
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<tr>
<td><a href="mailto:rluchmann@unicef.org">rluchmann@unicef.org</a></td>
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Abstract

UNICEF’s role as a child-rights oriented body “outside the box” of governmental structures acts as a convener of different ministerial departments and different ministries to “bust silos” and operationalize the Presidential reform process of social service instruments for children. Also, UNICEF is uniquely positioned to see integrated nature and complexity of broader governance system as it affects social protection of children and families.

Innovation or Lesson Learned

Governments often work in silos and effectively lack the mechanism to develop strategic approaches across the limitations of line-ministries. Ukraine with its reform-oriented Presidential administration is no exception.

Political will and commitment is a necessity and cannot be replaced. However, without looking at the governance obstacles in implementing changes, any reform is vulnerable to the insufficiencies and technical shortfalls of governments.

The lesson learned here is that in order to achieve results for children, especially in a middle-income country, UNICEF has to take into consideration the complexity of the design and layout of a governance, identify the weaknesses in the system and utilize its convening power to make "ends meet".

Potential Application

The example from Ukraine illustrated is not limited to social sector reform. In fact it has been found, that the insufficiency of the governmental procurement system, also supervised and governed by the Ministry of Finance is one of the main reason behind the lack of vaccines available to children in Ukraine, leading to a significant shortfall in EPI coverage.

The newly built inroad to the Ministry of Finance and UNICEF’s convening power will be used to address this issue on an inter-ministerial level.

Issue

Ukraine’s reform of its social protection sector will lead to poverty reduction, protection of children against institutionalization and overall enhanced realization of children’s rights. One of the most delicate obstacles is the fact that the Ministry of Social Policy, which is tasked with the reform, does not have the required knowledge on Public Finance Management necessary to enact the necessary governance mechanisms. At the same time, the Ministry of Finance, which has the PFM expertise lacks the necessary understanding of the reform concept and future scenario for social services for children in Ukraine or fails to see the need for change.

Strategy and Implementation

In line with the on-going dialogue in the area of public finance management and the government’s buy-in in the process, UNICEF identified the Ministry of Finance and its think tank, the Academy of Finance, as the decision makers to be addressed in the area of Children’s Right to Social Protection.

In order to give the Ministry of Finance decision makers a plastic illustration of a functioning social service
system, in which non-state actors are working on the base of reimbursement by the government, a joint study trip to Germany together with the Ministry for Social Policy was conducted.

As an outcome, the Ministry of Finance realized the opportunity to modernize the system and change it into a more results-oriented and cost saving model. Key decision makers in the MoFin also understood the necessity of reform of the public finance management processes was necessary and what it should entail.

Subsequently, UNICEF co-chaired the working group between the Ministry of Finance and the Ministry of Social Policy to work on financing of innovative social services for children. The Ministry of Social Policy - Ministry of Finance-UNICEF working group tasked the Academy of Finance Management to develop a concept paper, which would enlist all necessary changes to existing legislation and policies in order to operationalize the reform model for social services the country is seeking after.

Progress and Results

At the end of 2012, the preliminary outcome is an agreement to develop draft legal provisions that will remove the key bottleneck to community based child-related social services, which is the budgetary accessibility of funding by non-state providers of social services.

This will facilitate the reform driven by the Ministry for Social Policy and UNICEF.

Next Steps

The Ministry of Social Policy and the Ministry of Finance will jointly develop the innovative model of financing. The fact that both key counterparts are involved in the process will mean that the innovative financing instrument for children will not only be effectively developed, but also will have a secured financing that is oftentimes the missing link in the area of social protection.

Prevention of Mother-to-Child Transmission and Improving Neonatal Outcomes among Drug-Dependent Pregnant Women and Children Born to Them in Three Cities in Ukraine

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Abstract

PMTCT coverage of especially vulnerable to HIV groups (IDUs, FSWs) is still low. This group “elevates” the national mother-to-child transmission of HIV (MTCT) rate. Major challenges remain when it comes to reaching most at-risk marginalized women with prevention interventions, including social support. Services do not exist to address the social and health needs of pregnant IDUs.

To introduce integrated services for drug addicted pregnant women through establishment of the Centres for Integrated HIV Prevention, Care and Support Services, UNICEF initiated a pilot project. The Centres established in the framework of the pilot provide a range of medical and psychosocial services to drug addicted women and their children. The main outcome of the pilot is to establish a gender responsive model of integrated services that addresses the needs of drug-dependent pregnant women and the children born to them.

Innovation or Lesson Learned

- To improve the continuity of care and outcomes for vulnerable to HIV pregnant women and children born to them, the pilot project bridged the health care and social systems.
• Uncertainty with ongoing health and social sector reforms, funding issues and staffing shortages, lack of correspondence between the legal and regulatory structure of Ukraine’s medical and social systems created obstacles.
• The project expanded access to care and treatment and increased cooperation across different medical disciplines. Pilots have huge potential to reshape Ukrainian health and social sectors for the better, and not only for people dealing with drug dependency.
• The project had clear impact on shaping staff attitudes and tackling stigma among service providers, and confirmed recognition among medical personnel that the ICM helps to better serve their clients.

**Potential Application**

The innovative model of integrated HIV prevention, care and support services that better serves the needs of drug using women by providing them integrated and effective health, social and community support services developed through pilot will be replicable not only within Ukraine but also in other countries of the CEE/CIS region.

**Issue**

Despite the country progress in PMTCT, there are serious challenges that remain unaddressed, with the major being the integration of health and social services for reaching the most at-risk marginalized pregnant women with prevention interventions to further decrease and eliminate MTCT of HIV. The coverage of the HIV-vulnerable group remains low, which further “elevates” the national MTCT rate. Because drug-using pregnant women often receive prenatal care only towards the end of their pregnancy, they miss out on the possibility of taking the preventative course of ART. Drug-using pregnant women are 2-3 times more likely to transmit HIV to their babies during pregnancy.

**Strategy and Implementation**

To reach pilots’ objectives, UNICEF pursued targeted advocacy and communication campaign, enhanced existing partnerships, built capacity of medical and social workers, provided technical assistance in the area of service delivery and conducted an evaluation of pilots.

Targeted advocacy and communication ensured the ownership of the Ministry of Health and local health authorities providing legal framework that regulates integrated medical services provision to the beneficiaries. It marked the creation of enabling policy environment and recognition of the pregnant drug-addicted women as a target group for provision of the integrated services.

Strong NGO presence stimulates government contracting out of social services to NGOs, an innovation in Ukraine. The pilot demonstrated close partnership between public and civil society organizations.

Capacity building through learning of the international best practice in the area of service provision for vulnerable to HIV women and trainings of medical and social workers equipped them with necessary knowledge and basic skills and stimulated change of their behavior, attitude, and practice towards drug-dependent women.

Service provision - three referral Centers for the Integrated Care (ICM) established within the project provide a range of medical and psycho-social services under ‘one roof’.

Evaluation of the pilot model analysed the bottlenecks of the existing services for drug addicted pregnant women and their children. The findings of evaluation contributed to the formulation of the future PMTCT interventions in a context beyond the medical.

**Progress and Results**

• In terms of regulatory framework, the Orders issued by the national and local health administrations related to the integrated medical services for the drug addicted women established basic legal enabling environment.
• In terms of integrated medical services, those were introduced for the beneficiaries in three cities.
• In terms of capacity building, medical staff was equipped with knowledge and basic skills for provision of quality medical services. Trainings provided to medical workers stimulated noticeable improvement of
medical staff behavior, attitude and practice towards drug dependent women in the pilot sites.

- In terms of beneficiary satisfaction, drug dependent women who benefited from the project expressed their satisfaction with the integrated medical services.
- In terms of partnerships, the project successfully demonstrated close partnership between public and civil society organizations. In terms of sustainability, the initial positive results empowered local authorities to finance additional services to satisfy unmet social needs of target beneficiaries. The integrated care model generated discussions and facilitated close inter-sectoral cooperation of health and social sector partners. The experience with the pilot model stimulated local governments to replicate the model to other cities.

Next Steps

In the framework of the Country Programme’s Intermediate Result “HIV Services for Excluded Women and Children”, also as a follow-up to the determinant analysis for the Leadership Area “Children’s Right to be Born HIV Free” conducted jointly with the government, UNICEF will continuously address service integration, sustainability of the model, expansion of the target group. Communication activities will cement the initially conducted activities in the area.

In terms of Service Integration, UNICEF and the government will define and introduce a basic package of services to be provided by ICM; introduce effective Case Management Function as a transitional model; develop integrated treatment guidelines/protocols; develop staffing norms and job descriptions; train ICM staff.

In terms of model’s sustainability, UNICEF and counterparts will promote rights of service users; promote Top Down Integration to ensure the government ownership after the donor’s funds withdrawal; integrate the ICM model in the new five year National AIDS strategy; develop National legislation regulating ICM; harmonize existing legislation to remove the barriers to services for drug-addicted pregnant women; In terms of target group’s expansion and Outreach Activities, to ensure the potential risks groups are identified at early stage and receive preventive services and support, pilot’s counterparts will include youth and partners of drug dependent women in the target group.

In terms of Information/Communication Activities, pilot’s counterparts, with UNICEF technical assistance will develop the education campaigns to address the stigma of illicit drug use in order to change public perceptions of illicit drug use so that these issues are recognized as legitimate and integral parts of health and social care; will develop and publish information brochures, posters and leaflets on availability, location and procedures to receive integrated services; will distribute information materials using innovative distribution channels (NGOs, SWs, GP/FPs, Diagnostic and consultancy centers, Family Planning Centers, AIDS centers, TB centers, Youth Friendly Clinics, narcology centers, etc.).