

Uzbekistan

Executive Summary

In line with priorities of the SP 2014-2017 and Central and Eastern Europe/Commonwealth of Independent States (CEE/CIS) Regional Knowledge and Leadership Agenda, UNICEF Uzbekistan played a lead convening role in key sectors relevant to children, using upstream work with downstream initiatives to support policy implementation and addressing inequities in child rights' fulfilment.

Notable achievements included:

- Development/revision of regulatory framework for Maternal and Child Health (MCH) care services complimented with capacity development efforts of over 7,800 health professionals, resulted in significant quality improvement of MCH services in selected regions.
- Over 4,400 children and adolescents living with HIV benefited from psycho-social support. Sixty HIV-positive adolescents were trained to provide regular support to their peers.
- Pneumococcal vaccine was included in the National Immunization Calendar as a result of joint UNICEF-WHO advocacy.
- UNICEF Uzbekistan's evidence-based advocacy for half-day preschools for increased access and improved curriculum on child-centred approaches resulted more funds allocated by the Ministry of Finance, and consequently a two per cent increase in preschool enrolment.
- UNICEF Uzbekistan supported small-scale interventions aimed at operating space in complex programming for inclusive education. Building on a comprehensive causality analysis, Communication for Development (C4D) interventions were designed to address negative social norms and cultural beliefs. A capacity development plan for staff on social inclusion and teaching children with special educational needs was also designed. With UNICEF Uzbekistan's close monitoring and programmatic support to fine-tune interventions, the number of children included in mainstream schools doubled. The lessons learned will guide future interventions to bring inclusive education approaches to scale.
- Several studies on child care reform and justice for children were finalized. Despite limited operations, UNICEF Uzbekistan achieved significant results in modelling gatekeeping systems in selected regions: 141 children were prevented from institutionalization; 149 children were reintegrated into biological families or placed in alternative care (out of which 92 children were under three years old).
- Through participatory consultations with UN agencies, UNICEF Uzbekistan supported development of standard operating procedures (SOPs) for humanitarian needs assessment, focusing on development of inter-agency data-collection tool for initial rapid-needs assessment (based on Multi-Sector Initial Rapid Assessment: MIRA).
- UNICEF Uzbekistan worked with the Association of Master Chefs to conduct cooking classes with communities that improved nutrition in traditional recipes using locally-available food. A cookbook was designed and disseminated nationally by Ministry of Health to improve the nutritional status of communities.

- The Uzbekistan Country Office (CO) invested in staff career development with training and network opportunities, contributing to overall staff motivation and empowerment. Staff (both international professional and National Officers) undertook seven stretch/mission assignments in 2015. Furthermore, the CO actively exercised work-life balance activities (i.e. learning days, flexi time and work-from-home) for better effectiveness and efficiency. All this contributed to the high results of the Global Staff Survey.
- The CO effectively managed funds with a 100 per cent utilization rate and no outstanding Direct Cash Transfers (DCTs) over six months. All donor reports met the deadline.

Challenges:

- Insufficient national monitoring and accountability mechanisms were a critical bottleneck for equitable realization of children's rights. Likewise, limited operations to engage with communities and address sensitive issues (i.e. violence and abuse against children, domestic violence, adolescent issues) were challenging. Building on the lessons learned from the work on eliminating forced child labour, the new Country Programme (CP) emphasizes a need for reliable and disaggregated data, evidence-generation and advocacy, and the quality improvement of social services with focus on the most vulnerable.
- General elections and continuous changes in Government structures affected implementation and required effort to re-establish relations.

Collaborative partnerships:

- UNICEF Uzbekistan, in partnership with Ministry of Finance, worked to enable local governments to develop measures that leveraging resources, form policy and enhance existing partnerships with Civil Society Organisations (CSOs) for realization of child rights.
- 2015 was the last year of a Ministry of Health and European Union Delegation partnership to improve Maternal and Child Health (MCH). The programme resulted in a national scale-up of newborn and child-survival interventions, and systemic changes for better quality of MCH services. It created a better commitment to MCH, and Government of Uzbekistan declared 2016 "the year of healthy mother and healthy child".
- UNICEF Uzbekistan successfully acted as the coordinating agency in Global Partnership for Education efforts.

This year was dominated by the planning and development of a new country programme (CP). Through a participatory process and based on a comprehensive Theory of Change (ToC), the 2016-2020 CP was formulated and approved by the Executive Board in September 2015. By December, the CO completed a major recruitment process.

Humanitarian Assistance

There were no major disasters in 2015 that requested external support, and the Government handled all small-scale emergencies. Therefore, UNICEF Uzbekistan focused on emergency preparedness and disaster risk reduction activities. As follow-up to previously conducted inter-agency simulation exercise, UNICEF Uzbekistan supported development of standard operating procedures (SOPs) for humanitarian needs assessment, in particular the development of an inter-agency data collection tool (based on MIRA) for an initial, rapid-needs assessment. The developed SOPs, along with information on UN emergency response resources, were

presented to Government counterparts.

As part of the CEE/CIS network, UNICEF Uzbekistan provided the services of:

- Human Resource (HR) Assistant, an IT Assistant and a Supply Assistant for extensive period to the UNICEF Ukraine CO to support the emergency crisis and provide technical expertise for IT, HR and Supply/Logistics management;
- A Child Protection Specialist for three months to UNICEF Ethiopia to support with a refugee crisis;
- Communication for Development (C4D) Officer for three months to support UNICEF Ukraine and lead the process for determination and development of the C4D strategy during the Polio outbreak.

Mid-term Review of the Strategic Plan

Since its introduction, and especially in the current reporting period, the 2014-2017 UNICEF Strategic Plan (SP) showed considerable promise in Education in a middle-income country context such as Uzbekistan. The focus of the cooperation of UNICEF Uzbekistan with the Government in the Education Sector was on quality of education. Almost complete access to basic education - an achievement and a legacy of the socialist system - was always paired with quality and learning. In this context and in the framework of the UNICEF Uzbekistan 2006-2013 Mid-Term Strategic Plan (MTSP), the gaps in quality could be addressed with interventions falling under the Child-Friendly Schools (CFS) initiative. There were few policy options to offer Government that promoted equity in access to quality education.

The 2014-2017 Strategic Plan, on the other hand, with its focus on learning and emphasis on equity gives COs the space required for policy-level interventions in line with equitable quality education. The SP provisions were useful, especially during the United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) preparation process in Uzbekistan, when UNICEF Uzbekistan used options from the results framework to respond to the needs of the country and requests of Government in the Education sector. The indicators on Early Childhood Education (ECE) enrolment under the learning achievement outcome, facilitated establishing a link between Early Childhood Development (ECD) and Quality Basic Education in programming for the upcoming CPD. It placed adequate emphasis on the importance of early learning for achievement in later stages of education. The SP also highlighted the equal importance of early learning and development as compared with health and physical growth.

In the case of outcomes traditionally covered under health, however, the 2014-2017 Strategic Plan posed challenges for programmes in middle-income countries with less resource allocations. Separate outcome areas and a range of indicators for Health, Nutrition, Water and Sanitation, and HIV/AIDS in a context like Uzbekistan (limited due to the relatively small size of organization's operation), have programmatic challenges, and challenges with allocation of human and budgetary resources to each result area. In addition, complex issues of middle-income countries demand integrated approaches. It should also be pointed out that closer alignment of the SP with the UNICEF Health Strategy developed during the reporting period could provide COs with better frameworks to implement programmes effectively and with clarity.

Concerning cross-cutting issues, such as adolescent and youth participation, gender, and children with disabilities (CWD)—to name a few—the CO faced challenges with clarity and guidance on how to integrate such important issues in programming. Programme experience in Uzbekistan showed that including appropriate indicators on different groups of vulnerable

populations under each main programme area was more conducive to better results for children's vulnerabilities and inequalities. Placing all such goals under the general category of Social Inclusion can hurt accountability as well as clarity of results.

Summary Notes and Acronyms

BCP-Business Continuity Plan
BOS-Business Operations Strategy
C4D-Communication for Development
CEDAW-Convention on the Elimination of All Forms of Discrimination against Women
CEE/CIS-Central and Eastern Europe/Commonwealth of Independent States
CEP-Costed Evaluation Plan
CMT-Country Management Team
CO-Country Office
CPAP-Country Programme Action Plan
CP-Country Programme
CPD-Country Programme Document
CRC-Convention on the Rights of the Child
CRPD- Convention on the Rights of Persons with Disabilities
CWD-Children with Disabilities
DaO-Delivering as One
DCC-Day Care Centres
DCT-Direct Cash Transfer
DIPECHO-Disaster Preparedness Programme of EC Humanitarian Aid department
DPG-Development Partners Group
DRR-Disaster Risk Reduction
E&E Initiative-Effectiveness and Efficiency Initiative
ECD-Early Childhood Development
ECE-Early Childhood Education
ERM-Enterprise Risk Management
ESP-Education Sector Plan
EU-European Union
EWEA-Early Warning-Early Action
GAVI-Global Alliance for Vaccines and Immunization
GEROS-Global Evaluation Report Oversight System
GIZ-Deutsche Gesellschaft für Internationale Zusammenarbeit (German: German Society for International Cooperation, Ltd.)
GoU-Government of Uzbekistan
GPE-Global Partnership for Education
GS-General Staff
GSSC-Global Shared Service Centre
GTF-Gender Task Force
HACT-Harmonised Approach to Cash Transfers
HRBA(P)-Human Rights Based Approach (to programming)
IACP-Inter-Agency Contingency Plan
IB-Institutional Budget
ILO-International Labour Organisation
IMCH-Integrated Maternal and Child Health
IMCHS 2-Improvement of the Mother and Child Health Services-Phase 2
IMEP-Integrated Monitoring, Evaluation and Research Plan
IP-Implementing Partner

IWG-Inter-sectorial Working Group
JCC-Joint Consultative Committee
JWP-Joint Work Plan
KAP-Knowledge, Attitudes and Practices
KPI-Key Performance Indicators
LEG-Local Education Group
LPSB-Local Property Survey Board
LSA-Local Staff Association
LTA-Long-Term Agreement (with suppliers)
M&E-Monitoring and Evaluation
MCH-Maternal and Child Health
MinFin-Ministry of Finance
MIRA-Multi-Sector Initial Rapid Assessment
MoES-Ministry of Emergency Situations
MoH-Ministry of Health
MoHSSE-Ministry of Higher and Secondary Special Education
MoLSP-Ministry of Labour and Social Protection
MoPE-Ministry of Public Education
MORSS-Minimum Operational Residential Security Standards
MOSS-Minimum Operating Security Standards
MoU-Memorandum of Understanding
MRM-Monitoring and Reporting Mechanism
MTSP-Medium Term Strategic Plan
MYMP-Multi-Year Management Plan
NAEMM-National Association for the Electronic Mass Media
NAP-National Action Plan
NHRC-National Human Rights Centre
OMT-Operations Management Team
PBA-Programme Budget Allotment
PCA-Programme Cooperation Agreement
PER/PAS-Staff Performance Evaluation Report/Appraisal System
PLA-Participatory Learning and Action
PMTCT-Prevention of mother to child transmission
PRIME-Plan for Research, Impact Monitoring and Evaluation
PWD-Person with Disabilities
QBE-Quality Basic Education
RBM-Results-Based Management
RCO-Resident Coordinator's Office
RKLA-Regional Knowledge and Leadership Agenda
RR-Regular Resources
SitAn-Situation Analysis
SMT-Senior Management Team
SOP-Standard Operating Procedures
SWASH-School Water, Sanitation and Hygiene
ToA-Table of Authority
ToR-Terms of Reference
the CO-Uzbekistan Country Office
UNCT-United Nations Country Team
UNDAF-United Nations Development Assistance Framework
UNDG-United Nations Development Group
UNDP-United Nations Development Programme

UNDSS-United Nations Department of Safety and Security
UNESCO-United Nations Economic, Scientific and Cultural Organization
UNICEF Uzbekistan-United Nations International Children's Emergency Fund
UNODC-United Nations Office on Drugs and Crime
UNRC-United Nations Resident Coordinator
UN-United Nations
WASH-Water, Sanitation and Hygiene
WHO-World Health Organization

Capacity Development

Monitoring the situation of children was a challenge in the Uzbekistan programming context and UNICEF Uzbekistan invested considerably in capacity development on data and evidence generation. In 2015, in four regions, UNICEF Uzbekistan supported the Child Wellbeing Inter-Sectorial Working Groups by generating evidence and developing policy recommendations for prioritized child outcomes. Tools developed for these exercises were integrated into the regional monitoring systems to ensure sustainability. Additionally, local NGOs were supported with implementation of two equity-focused studies on single mothers and Children with Disabilities (CWD). At national level, UNICEF Uzbekistan supported participation of Government officials in the Regional Disability Measurement Workshop in July 2015, to introduce key concepts and methodologies of disability measurement. Together with the upcoming UN Situation Analysis of PWD/CWD, this intervention will expand policy dialog on the issue.

To complement policy advocacy with public opinion, and for better visibility of key concerns related to children, UNICEF Uzbekistan continued capacity development of media professionals. Thirteen pools comprising 200 journalists specializing on child rights were established, resulting in increased media coverage on inclusive education, MCH and social protection.

In education, UNICEF Uzbekistan supported development of tools and training of Ministry of Public Education (MoPE) staff to improve monitoring of learning in preschools. The institutionalized monitoring exercise was used to improve delivery of ECE services in 1,220 target preschools. In child protection, field testing the gate keeping mechanism by health and education service providers and community advisors re-integrated 364 children to their biological families or to alternative care; and prevented the institutionalization of an additional 141 children. In health, capacity development for new-born care resulted in more maternities correctly applying new-born survival packages recommended by WHO and UNICEF by 40.5 per cent.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF Uzbekistan supported high-level advocacy visit of a CRC committee member, contributing to implementation of CRC Concluding Observations and Optional Protocols.

UNICEF Uzbekistan reinstated education sector Development Partners Group to support Education Sector Plan (ESP) implementation. Following evidence-based advocacy, Ministry of Finance agreed to fully fund half-day preschool education programme to increase access for disadvantaged children. The third-party monitoring mechanism of children in cotton harvesting, advocated by UNICEF Uzbekistan through leveraging of Global Partnership for Education (GPE) funds, was implemented by the ILO in 2015. Monitoring revealed that children were not systematically involved in cotton harvesting.

UNICEF Uzbekistan finalized the EU-funded project “Improvement of the Mother and Child Health Services-Phase 2” (IMCHS-2). Independent evaluation of IMCHS-2 highlighted its high relevance and effectiveness in facilitating MCH sector reform. Under the project framework, UNICEF Uzbekistan commissioned Health Facilities Assessment to provide important evidence on the level of quality of MCH services. Knowledge, Attitude and Practice (KAP) study of essential household behaviours in targeted areas demonstrated effectiveness of community-based communication interventions in reducing social-norms related barriers. The project’s final conference was a sector-wide platform for policy dialog on the MCH sector reform agenda.

UNICEF Uzbekistan advocated a shift of focus from an abrupt de-institutionalization process towards gradual and comprehensive childcare reform. Building on previous year situation analysis of children-in-institutions, UNICEF Uzbekistan finalized costing of selected childcare institutions and available alternative services. Policy recommendations were shared with key stakeholders at national Child Protection Forum.

To support policy dialogue with solid evidence, and based on the review of national legislation compliance with international justice-for-children standards, UNICEF with Research Centre under Supreme Court commissioned a study of judicial practices concerning children in contact-with-law in selected regions. Policy recommendations how to harmonize national legislation and improve judicial practices were shared with Supreme Court.

Partnerships

In 2015, UNICEF Uzbekistan convened the Development Partners Group (DPG) comprising UN agencies, INGOs and bilateral donors involved in the Education sector. The purpose of the DPG was to foster synergies around the Education Sector Plan 2014-17 (ESP), and create a meaningful link with the Local Education Group (LEG), a government-based coordination mechanism. In 2013, UNICEF Uzbekistan supported GoU’s application for US\$ 49.9 million Global Partnership for Education (GPE) grant. The DPG is the first and the only donor coordination mechanism established in the country that can support the under-funded ESP sub-sectors.

UNICEF Uzbekistan established a partnership with Tashkent Paediatric Medical Institute to strengthen capacity of medical professionals to prevent neglect and maltreatment of children. As a result of this partnership, state curricula of leading medical schools were revised to incorporate topics related to early identification and prevention of child abuse and neglect.

2015 was the concluding year of the partnership with the MoH and EU Delegation for IMCHS-II in Uzbekistan, which led to national scaling up of newborn and child survival interventions and systemic changes for better quality health services. UNICEF Uzbekistan continued its partnership with WHO and GIZ for quality improvement of MCH services and certification system.

Partnership between UNICEF Uzbekistan and GAVI resulted in introduction of new pneumococcal vaccine from November 2015, to lower child morbidity and mortality rates due to pneumonia and meningitis.

UNICEF Uzbekistan’s reinforced partnership with the National Association for the Electronic Mass Media (NAEMM) resulted in the pro-bono visibility to children’s issues through the NAEMM’s nation-wide television network.

The partnership with the Association for Support of Children and Families facilitated the process of nationwide consultations around the SDGs amongst over 1,000 girls and boys from various socio-economic backgrounds, including most vulnerable.

External Communication and Public Advocacy

In 2015, UNICEF Uzbekistan engaged with media at national and regional level to orient media professionals on issues related to children's rights. This intervention resulted in an increased number of media reports concerning child rights. Content analysis of media reports showed that print-journalists produced more analytical and in-depth articles. The topics included MCH, inclusive education, ECE, special needs of children in institutions, violence against children (VAC) and women. This contributed to an enhanced public dialogue on child rights.

UNICEF Uzbekistan also strengthened partnerships with associations, foundations and funds for print and electronic media. This led to increased visibility of UNICEF and contributed to public discourse on children's issues.

Public advocacy initiatives focussed on CWDs. Interventions to empower children, including CWDs, to express their views using different media like photography were rolled out. The CO also contributed to UNICEF global campaign on equity, 'For Every Child', on the Universal Day of Children. International Children's Day, commemorated in CEE/CIS in June, provided an opportunity for UNICEF Uzbekistan to highlight the right of children's participation in decision-making. UNICEF Uzbekistan staff were a part of the global campaign 'I Stand for Equity'.

Engagement with celebrities helped empower the voices of CWD. Eminent musician and UNICEF Goodwill Ambassador Steve Barakatt visited Uzbekistan with his version of John Lennon's 'Imagine', as part of UNICEF global campaign.

Along with other UN agencies, UNICEF Uzbekistan participated in commemorating the 70th Anniversary of the United Nations. This included an interactive discussion with college students on social protection and equity.

Four issues of the newsletter were published to communicate to the development community and partners about UNICEF Uzbekistan's key interventions.

UNICEF Uzbekistan continued digital engagement with public with a trilingual website and social media interaction on Facebook.

South-South Cooperation and Triangular Cooperation

For national capacity on emergency preparedness and response (EPR), UNICEF Uzbekistan supported a study visit to Turkey for the partners from the Ministry of Emergency Situations (MoES). The main objective was to learn from the rich experience on EPR system of Turkey. The visit resulted in a comparative analysis of EPR systems of two countries that enabled experts in MoES to understand the benefits and shortcomings of current national EPR system. Furthermore, national partners were equipped with the knowledge to contribute to the ongoing reform of the state EPR system.

Disaster risk reduction (DRR) in education was another sphere that UNICEF Uzbekistan exchanged with Government of Uzbekistan experience and good practices. Participants from

relevant Ministries, along with representatives from four countries from Central Asia, visited Armenia to learn about the progress it made integrating DRR in the Education sector and with experience in school-based DRR. Participants got acquainted with practical implementation of DRR policies at national, subnational, and school levels, and good practices in promotion of school-based DRR.

UNICEF Uzbekistan supported Government counterparts to take part in the knowledge management workshop, organized within UNICEF regional DRR initiative, with participation of national stakeholders from seven countries. This workshop aimed at sharing information, exchanging ideas, and agreeing on priorities for advancing DRR in the region. During this event, delegation from Uzbekistan learned about experiences of other countries on DRR and shared the good practices and achievements of Uzbekistan on school-based DRR. Participants were empowered to further promote DRR interventions in their respective areas.

Identification and Promotion of Innovation

To ensure the protection of and respect for human and child rights within all research, evaluation and studies, UNICEF Uzbekistan adopted new procedures for Ethical Standards in Research, Evaluation, Data Collection and Analysis. In the absence of qualified national/institutional ethics review boards and in compliance with UNICEF Uzbekistan's ethical standards, the CO established its own Ethics Review Panel consisting of internal and external members. The panel conducted the first ever ethics review of data collection methodology and tools for the IMCHS II Summative Evaluation in October 2015. UNICEF Office of Research Innocenti provided guidance for establishing the Ethics Review Panel, setting up procedures, developing the tools and assessment criteria for ethics review.

UNICEF Uzbekistan advocated for development and inclusion of psychosocial support to HIV-positive children and adolescents within the national protocol on HIV clinical management. For the first time, the Government recognized the importance of including the psychological support in clinical protocol for treatment adherence and success. UNICEF Uzbekistan also built capacity of professionals involved in consistent application of the protocol. This contributed to HIV-positive children coping better with personal and social stress, and with their adherence to treatment.

To address nutrition issues in communities, UNICEF Uzbekistan designed an innovative concept of conducting master classes by expert chefs. They demonstrated to the communities that using traditional recipes and locally available food ensures balanced and healthy diet for the family. New recipes were created and a cookbook of simple and innovative recipes was designed and disseminated through the Ministry of Health.

Support to Integration and cross-sectoral linkages

The following cross-sectoral linkages contributed and informed evidence-generation, policy dialogue and knowledge management:

- Enhancement and use of Inter-agency Working Group (IWG) regional cross-sectoral platform to think of alternative policy choices. UNICEF Uzbekistan supported local governments in evidence-generation and developing policy messages on prioritizing child outcomes. In Khorezm, Monitoring Group surveyed 257 households to identify reasons for low enrolment in preschools. In Karakalpakstan based on data from three districts, the Council of Ministers endorsed resolution on involving CSOs in awareness

raising on nutrition practices, including breastfeeding. In Jizzakh, UNICEF Uzbekistan promoted use of global WASH monitoring tools by testing in six preschools with the highest prevalence of helminthiasis among children.

- Local governments in Fergana and Karakalpakstan, involving local NGOs, launched two crosscutting studies on the situation of single mothers and CWDs respectively. The disability study confirmed the lack of data-sharing among Government agencies and weak inter-sectoral coordination at regional level. Key findings of the studies will facilitate inclusion of the needs of single mothers and CWD into the agenda of local governments. Interventions at regional level revealed limited capacity of national partners in conducting quality policy analysis and in using analytical tools for better problem-solving practice.
- UNICEF Uzbekistan's Social Policy and Child Protection programmes successfully engaged external and national expertise resulting in a number of comprehensive analyses and policy proposals. An international think tank jointly with national partners conducted a costing analysis of family support alternative services. Key findings were presented at the 2015 National Child Protection Forum, and shared with the Government for the purpose of addressing outcomes of different policy choices.
- UNICEF Uzbekistan's Health and Child Protection programmes organized a training-of-trainers and first two trainings for the staff of childcare institutions on specifics of care of HIV-positive children living in institutional care.

Service Delivery

UNICEF Uzbekistan supported the revision of clinical standards/protocols and of capacity development of health professionals to improve service delivery in health facilities in targeted regions. Maternities that correctly applied newborn survival packages according to WHO/UNICEF recommendations increased from 13.5 per cent in 2013 to 54 per cent in 2015; and paediatric hospitals correctly applying child survival package increased from 2.3 per cent to 77.7 per cent. At primary healthcare level, proportion of children 2-59 months who received medical care according to the protocols and standards increased from 23.1 per cent to 72.6 per cent; the proportion of children 6-12 months whose caregivers received recommendations on nutrition increased from 17 to 89 per cent and those consulted on danger signs for seeking care immediately increased from 12 to 72 per cent.

UNICEF Uzbekistan provided support to children living with HIV through a network of seven day care centres established in the regions most affected by HIV/AIDS. As a result, 2,488 boys and 1,923 girls (50 per cent of the children were adolescent) received information about HIV, opportunistic diseases associated with HIV/AIDS, adherence to ARV treatment, provision of psycho-social support to children/adolescents and their families. Sixty HIV-positive adolescents with leadership skills became peer-supporters. A newly created Facebook network covered around 400 adolescents living with HIV and peer-supporters.

UNICEF Uzbekistan supported Special Olympics of Uzbekistan which is working at the community level to facilitate inclusion of children with disabilities (CWD) in selected activities at mainstream schools. The intervention, mainly focusing on social integration of CWDs in four target regions, included involving community members, school staff, parents and children themselves in awareness-raising activities to de-stigmatize disability. Schools and teachers received support to include children in joint activities such as art and sports that required less technical capacity and resources for inclusion. Teachers also learned how to interact with CWD to foster inclusion.

Human Rights-Based Approach to Cooperation

UNICEF Uzbekistan was active in human rights despite limited operating space allowed within the country. From a planning perspective, the CPD 2016-2020 and UN joint actions plans were developed based on analysis of barriers to human rights, as well as duty bearers and right holders' capacity gaps identified by the Common Country Assessment and SitAn. The programme areas and interventions were addressed bottlenecks and barriers affecting the most vulnerable and took into account the latest CRC and CEDAW Concluding Observations. For example, UNICEF Uzbekistan advocated for a comprehensive childcare reform and for the development of coherent prevention and response services for children deprived of a protective environment.

The visit of a prominent CRC Committee member brought Government clarity on the latest recommendations of the Committee, including on the two Optional Protocols and for advocacy on the ratification of the third Optional Protocol.

As part of the United Nations Country Team (UNCT), UNICEF Uzbekistan was actively engaged with the GoU in formulation of the National Action Plan on the implementation of human rights treaty bodies' recommendations. The process of creating a results-based action plan with indicators was delayed and will take continued advocacy over the next years.

UNICEF Uzbekistan played a key role in the UN Gender Task Force submitting the UNCT shadow report to the CEDAW Committee. As Resident Coordinator (RC), the UNICEF Uzbekistan Representative represented the UNCT at the review of the 5th Uzbekistan CEDAW Report in Geneva, followed up by a report to the CO's Gender Task Force and to the UNCT on CEDAW process, concluding observations and existing windows of opportunities.

UNICEF Uzbekistan committed to the first UN Joint Programme on People and Children with Disabilities (PWDs/CWDs) to be developed after a comprehensive Situation Analysis of PWDs/CWDs is conducted. UNICEF Uzbekistan funded the initial ten-month consultancy of the Team Leader to coordinate and lead the process. UN Joint Programme on Disabilities is expected to greatly contribute to the GoU's ratification of the Convention on the Rights of Persons with Disabilities (CRPD).

Gender Mainstreaming and Equality

In 2015, UNICEF Uzbekistan made progress towards integrating gender equality, including commissioning a gender audit to revise the 2010-2015 CPD, as well as the 2016-2020 CPD and Country Programme Action.

UNICEF Uzbekistan played crucial role in supporting the CEDAW reporting process, including participation in the elaboration of the UNCT shadow report as well as development of a UNICEF Uzbekistan confidential report submitted to UNICEF Uzbekistan's Human Rights section in Geneva.

At the programme level a few initiatives were implemented to promote gender equality and encourage partners and audiences to question gender-related stereotypes. By testing the participatory learning and action approach (PLA) in selected regions of Uzbekistan, UNICEF Uzbekistan promoted active involvement of male caregivers in the issues related to child-care and well-being to begin to break stereotypes and bias roles of boys and girls. The PLA approach empowered female caregivers, raising the self-confidence to take decisions that better

their, and their children's, health and wellbeing. Communities were sensitized on the importance of women and men having an equal voice on family decisions.

UNICEF Uzbekistan encouraged Monitoring Groups, established under the regional Inter-agency Working Groups, to integrate the gender dimension into thematic surveys and ensure attention to gender issues in policy analysis. Particularly, policy discussions took into account the context-specific situation of gender equality in such topics as hygiene and sanitation (Jizzakh region), single-headed households (Fergana region) and access to services by CWD (Karakalpakstan).

Finally, UNICEF Uzbekistan provided technical support to the Ministry of Health to conduct the Knowledge, Attitude and Practices Study for Adolescent's Health and Development, and gender disaggregation was applied in all questions of the study. Gender differences in knowledge and attitudes of adolescents were clearly revealed in the report and will help design interventions targeting adolescent girls and boys within the new Country Programme.

Environmental Sustainability

Environmental sustainability was integrated into the current Country Programme where applicable. UNICEF Uzbekistan used GAVI's grant for introduction of new vaccine, supported Ministry of Health in conduction of series of trainings on Safe Immunization. One of the modules of this training contained a component on medical waste utilization. This capacity development intervention covered over 3,000 health workers nationwide. Moreover, 46,120 safety waste boxes were supplied for the immunization programme of the Ministry of Health in 2015.

During 2015 in the framework of the Disaster Risk Reduction (DRR) programme, UNICEF Uzbekistan supported a workshop on development of short video spots on DRR for and by children. As the outcome of this workshop eight video productions were developed by children, two cover issues related to environmental sustainability and responsible behaviour with regards to environment. The productions by children will be publicly available through different media.

To reduce its environmental footprint, UNICEF Uzbekistan conducted two-side printing and recycling office paper, and encourage national partners to apply the "green approach" and followed the same practice in the office.

Effective Leadership

2015 was the final year of implementation of UNICEF Uzbekistan CO 2014-2015 multi-year workplan (MYMP) which was further revised and updated in May. MYMP objectives, priorities and results were defined in participatory fashion during all-staff retreat, reflecting changes in staffing and procedures and building upon lessons learned. MYMP contains key management, programme and operations priorities, strategic partnerships and results, sectoral MYMPs, and ToRs of Statutory Committees, Table of Authority (ToA), update on risk assessment and equity analysis, as well as revised work processes, among other key office documents. As a result of MYMP revisions, responsible staff and key performance indicators were identified, and all staff understand CO priorities.

The CO made systematic use of risk management techniques, including the work of the Risk Management Task Force. Risk profile was updated regularly and action plan developed to mitigate key risks. Additionally, Business Continuity Plan (BCP) was updated and testing conducted.

The CO advisory and review committees and task forces were active and functioned well. The CO governance structures included CMT, JCC, PCA and Contract Review Committees, as well as Gender and C4D Task Forces, among others.

The Country Management Team (CMT) took initiatives in 2015 to improve operations and programme management performance. This included Global Shared Service Centre (GSSC) strategic discussions and recommendation, HACT follow-up, revised financial guidelines, and updates of Statutory Committees, segregation of duties of roles in VISION and JCC-related actions, including successful continuation of the Staff Well Being/Work Life Balance practices reflected in excellent ratings by staff in the Global Staff Survey. CMT regularly reviewed updated office performance management indicators.

During 2015, the Table of Authority (ToA) was updated to reflect arrival of new staff and related staff changes and responsibilities. Segregation of Duty conflicts were reviewed and cleaned up. A reconciliation exercise of roles assigned in Approva system and ZRole was conducted and update provided to CMT.

Financial Resources Management

The CO completed all programmatic and operational activities within planned budgeted resources. Overall utilisation of Institutional Budget, Regular Resources, (IB, RR) and Other Regular Resources funds in 2015 was US\$ 6,793,863 representing 100 per cent of planned funds.

Overall, the Uzbekistan CO successfully safeguarded financial and other assets of the organization and ensured efficient, timely and cost effective utilization. All financial closures activities, including year-end account closure, were successfully completed within prescribed deadlines. Bank reconciliations were done timely, replenishment requests placed promptly and funds received timely.

The CO made use of its bank optimization and cash forecasting tools, as well as using Vision tools such as the Admin/Finance Dashboard, Performance Management reports and SAP-generated reports for regular monitoring of financial and other assets. These actions were applied as a financial and administrative risk-minimizing control system. Moreover, comprehensive training on updated financial regulations was provided to counterparts. These mechanisms, together with CMT review of Performance Management Indicators and clear accountabilities, and good on-going communication with partners, resulted in no outstanding Direct Cash Transfers (DCTs) over six and nine months at year-end.

In 2016, the CO will solidify programme and operational assurance activities taking into account upcoming HACT activities, including planned modified spot checks and programmatic visits, (to be outlined in detailed Assurance Plan and monitored by CMT on quarterly basis).

UNICEF Uzbekistan participated in the global Initiative-Effectiveness and Efficiency Initiative (E&E) initiative and is a member of the Field Reference Group working on identifying opportunities for simplification and efficiency gains in business processes and transactions. Simplification is being sought at OMT level as part of Delivering as One (in Human Resource, Procurement and ICT).

Fund-raising and Donor Relations

The CO submitted all donor reports on time after quality assurance as per new three-step quality assurance system introduced in 2014. After clearance by the head of section, the report was cleared by the Deputy Representative. A final step included a spot check of a sample number of donor reports for each CO by the relevant Regional Advisor.

By the end of 2015, a total of US\$ 18,507,656 of Other Resources (OR) were mobilized out of US\$ 22,500,000 OR ceiling set for Country Programme. In 2015, the main donor was the European Union (EU Development Cooperation funding and DIPECHO funding, providing 77 per cent of OR funds) supporting the CP in MCH and DRR. Other sources of OR included Global Thematic Funds, currently sustaining the Education and Health programmes; the GAVI Fund; Micronutrient Initiatives and the UK Government (DFID). In addition, with advocacy and partnership building, the CO attracted in-kind contributions from the non-government organization LDS Charities, in the framework of EU-funded “Improvement of the Mother and Child Health Services-Phase 2” (IMCHS-2) project.

However, Uzbekistan – a lower middle-income country, with a low priority for most donors – was not always favoured in terms of fund-raising opportunities. Fund-raising opportunities are expected to fall further in the future with the changing environment in the humanitarian development, and the global economic situation.

A two-tire management performance monitoring system tracked expiring grants at the programme section and programme coordination levels on a monthly basis. As a result, all grants expired in 2015 were 100 per cent utilized.

Evaluation

The CO used the PRIME as a strategic planning tool based on knowledge management priorities. In consultation with senior management, M&E and Programme Sections, PRIME 2015 was designed on the basis of the key information gaps for the 2016-2020 Country Programme and prioritized fewer (but strategic number) of studies, surveys and evaluations. Therefore, 100 per cent of PRIME items were finalized by the end of 2015 that included seven studies and one evaluation. Among others, two important thematic studies addressing knowledge gaps on situation of the most vulnerable children (i.e. children in institutions and adolescents) were finalized.

The 2010-2015 UNICEF Uzbekistan Country Programme evaluation was recognized among 50 Best Evaluations globally by the UNICEF Global Evaluation Report Oversight System (GEROS). UNICEF Uzbekistan senior management and M&E assured that management responses to evaluations were timely prepared, implemented and reported. The evaluation of the EU-funded project “Improvement of the Mother and Child Health Services in Uzbekistan - Phase 2” (IMCHS-2) was successfully completed in 2015 and rated “as highly satisfactory” by the regional quality assurance system. While its management response is still in progress, the knowledge generated by the evaluation was being used to inform the new Country Program 2016-2020 and for advocacy with GoU on further improvement of the quality of MCH services. In addition, the CO and national partners contributed to the review and ongoing discussions of the findings and recommendations of RKLA 6 Multi-Country Evaluation commissioned by UNICEF CEE/CIS Regional Office.

To ensure ethical oversight and in compliance with UNICEF Procedures for Ethical Standards in

Research, Evaluation, Data Collection and Analysis (CF/PD/DRP/2015-001), the CO pioneered establishment of Ethics Review Panel that conducted the first-ever ethics review of IMCHS-2 evaluation.

Efficiency Gains and Cost Savings

Taking into account office capacity and resource constraints, the CO applied a cost-effective rational approach. Savings were achieved with ICT equipment by extending useful life and usage, and with leveraging human and financial resources by increasing number of office based long-term arrangements (LTAs). In addition to the existing LTAs (catering services and office supplies), the CO expanded the roster with LTAs for Event Management Companies. These LTAs and combined financial and human resources savings contributed to effectiveness and efficiency.

Additionally, the CO raised effectiveness and efficiency by outsourcing ancillary services (including security and cleaning) through UNDP while maintaining same level of security and preparedness, as well as office maintenance.

The CO is also, as part of OMT, leading and actively participating in the review of Procurement, HR and ICT activities with aim of establishing more cost effective and efficient utilization of cross-agency activities as part of Business Operations Strategy of Delivering as One. The proposed procurement pilot projects, related to insurance of vehicles and procurement of office paper, did not yield expected savings and will be revisited in the future.

A common HR roster for consultants was established and utilized between all UN Agencies. In 2016 the UN system will revisit the possibilities for harmonised translators' rates across all UN Agencies. Finally, ICT activities resulted in establishment of alternate back up satellite link to be hosted by UNODC and shared by all Agencies.

In 2016, the CO will review its expenditures in programme and operational areas to identify potential areas for more efficient and effective use of funds, including in areas of LTAs, security and maintenance, as part of our new MYMP 2016-2017.

Supply Management

Supply activities in 2015 were quite diverse taking into account the end of the country programme cycle. Following the usual practice, all supply activities were completed duly with close monitoring of the quality, delivery and after-sales services. The overall amount of the procurement carried out by supply team reached US\$ 2 million.

UNICEF Uzbekistan 2015	Value in US\$
Programme supplies	653,272
Administrative supplies	75,799
Procurement of services	1,295,371
Total	2,024,442

With respect to different categories of supplies and services, most of the supplies were related to ICT equipment, printing and event management, for example: the multimedia studio and printing equipment under Disaster Risk Reduction project and teleconferencing equipment within the framework of Quality Basic Education were relatively high value procurement. With

the purpose of effective and efficient use of resources, the supply team conducted bulk procurement of ICT equipment for all programme sections and it allowed for more standardized approach towards supplies and best value for money given the lower costs for high volume procurement.

Concerning the use of LTAs, the CO used this tool to minimize gaps in duration of procurement and standardization of the services absorbed. LTAs covered specific areas of office stationery and supplies, printing, event management services and travel management. In 2015, the CO initiated bidding and concluded two LTAs for event management which were serving successfully the programme activities/needs. Nevertheless, supply team in collaboration with programme staff, closely monitors performance of service providers and suppliers within the framework of LTAs with off-site and on-site reviews.

The current value of inventory (emergency pre-positioned stock and other) is US\$128,972.

Security for Staff and Premises

In 2015, the CO conducted relevant security and preparedness measures to maintain its security and preparedness standards.

Regular security preparedness exercises included all staff fire-drill exercises and communication tree testing, as per UNDSS and Senior Management Team endorsed schedule was held throughout the year. Senior Management (members of SMT) and Security Focal/Alternate Points attended regular VHF/UHF radio checks conducted by UNDSS. The information on key office staff, essential staff lists, satellite, vehicle and radio lists was shared with UNDSS and SMT on a regular basis as per SMT endorsed work-plan.

All staff were refreshed on security and safety issues in up-to-date manner including on security advisory issues. The CO was MOSS compliant.

In 2015, UNDSS conducted an all staff presentation on UN Security Plan. Furthermore, a separate training on usage of VHF/UHF equipment was conducted by UNDSS for the Office Drivers, Security Focal/Alternate Points and International and Local Wardens.

The CO continued to install the security alarm systems in residences of newly recruited IP staff members. The security alarm systems installation was recommended by UNDSS in accordance with MORSS to ensure full security of staff residing in houses, in compliance with SMT and Security Plan. The alarm systems are programmed to detect motion and in case of any unwanted motions, the system prompts calls to the SM, alternatively the CO Security guards automatically.

Moreover, the Business Continuity Plan (BCP) was updated to reflect the most recent risk assessment, staffing list, critical response team as well as updated ICT information and as such was endorsed by CMT and shared with staff.

Human Resources

In 2015 the CO conducted several recruitments, filling vacant positions resulted from staff departure, new positions created for the 2016-2020 CP, and revised office structure. The CO completed recruitment for the Chief of Communication P-4 international post (IP) as well as national professional posts including Admin/Finance Officer NOA, Programme Assistant GS6

and Project Assistant GS5, in addition to several consultancies. The CO started the process of recruitment for the Monitoring and Evaluation Specialist P3 IP, ECD NOB Officer, and newly created position of Child Rights Monitoring Officer, NOB. The CO had several vacant posts at GS and NOB (TA) levels that will be filled in early 2016.

Performance management was conducted on a regular basis as per established deadlines, and the PAS completion was regularly monitored by the CMT. One hundred per cent staff completed their 2014 PAS/PER and 2015 Mid-Year Progress Review discussions took place as per global deadlines. The feedback discussions with managers and supervisors to discuss staff work, aspirations, challenges and career opportunities took place on a regular basis.

The CO contributed to the staff development by providing learning opportunities and all-staff trainings, including EPR, Gender, and security trainings. During 2015, seven staff had stretch assignment opportunities in UNICEF, including in Tajikistan, Ukraine and Ethiopia COs, CEE/CIS Regional Office and GSSC Budapest. The CO exercised the policies on learning days, flexi-time and working from home with positive results. While maintaining a 40-hour work week, the CO used compressed summer working hours.

Total of four meetings of the Joint Consultative Committee (JCC) were conducted in 2015 to discuss staff well-being and staff morale. One of the key issues was structure and content of the CPD 2016-2020, which was reviewed in participatory fashion by all staff and successfully endorsed by CMT.

Effective Use of Information and Communication Technology

In alignment with the Information Technology Solutions and Services Division, the CO made progress including technical infrastructure, application deployment, security and end-user support. Advancements included start of migration to the Windows 8.1, upgrading local WSUS server to the latest Windows Server 2012 R2 released by ITSS and supporting Programme in delivering solutions for the partners involving IT.

As one of the pioneers, in 2015 UNICEF Uzbekistan ICT participated in an Open Pilot deploying the latest version of Windows Server 2012 R2 as a WSUS server for CO. This step was one of the requirements of moving to the next client operating systems, Windows 8.1.

In order to enhance utilization of Office 365 services in the office with limited internet speed, Steelhead Cloud Accelerator (SCA) service was deployed as a pilot project. SCA optimizes WAN traffic to and from the Cloud that is essential where high-speed reliable internet is not available.

In cooperation with Communications programme, significant content updates were made on UNICEF Uzbekistan CO website. Through October 2015, 9,960 new visitors accessed the website (and 2,460 returning visitors).

In 2015, the CO upgraded obsolete IT and communications equipment. Updated list of equipment included HVF handheld radios from Motorola, Panasonic systems phones and newly procured laptops from LTA to replace useful life computers.

The ICT provided extensive support to EU-funded IMCHS project in implementing the database solutions in all regions of Uzbekistan. The support include installation and configuration of IMCHS database, as well as troubleshooting technical problems during the workshops organized in 12

regions.

In September 2015, as a result of effort to enhance the Internet connection in the country, the CO reached an agreement with local ISP EVO to increase speed of broadband internet for the same price as before thus achieving substantive savings.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of 2015, children and mothers benefit from quality and increasingly inclusive social services for children

Analytical Statement of Progress:

Contributing to the RKLAs #5, 6 and 10, UNICEF Uzbekistan achieved extensive results in the Health Programme by supporting the Government in development and revision of regulatory framework, and setting up the standards for quality MCH services according to international recommendations. Complemented by capacity development efforts of over 7,800 health professionals this resulted in significant improvement of quality of MCH care in targeted regions.

As a result of joint UNICEF and WHO advocacy and financial support of GAVI, Government of Uzbekistan introduced Pneumococcal vaccine into the National Immunization Calendar.

UNICEF Uzbekistan supported development of the first clinical protocol on care, treatment and psychosocial support of HIV positive children, approved by the MoH. Protocols specified terms of treatment, psychological support and care for children living with HIV and their caregivers. Over 60 representatives from all AIDS centres dealing with HIV positive children and adolescents have capacity to provide psychosocial support to children/adolescents living with HIV and their families.

Around 98 per cent of 6-59 months old children nationwide benefitted from two rounds of UNICEF-supported Vitamin A supplementation.

As a result of advocacy and technical assistance, the Cabinet of Ministers approved the resolution "On measures for the prevention and treatment of helminthiasis in children in the Republic of Uzbekistan for 2015 - 2018."

In the Education Programme, UNICEF Uzbekistan made achievements in the area of early learning, contributing to the RKLA # 3 and 7. Advocacy for the half-day preschools as an alternative solution for increased access resulted in allocation of funds to expansion of the programme by Ministry of Finance. The improved curriculum for the preschools and training of teachers on child-centred approaches guaranteed quality of services, increasing demand among communities. An increase of approximately two per cent in the enrolment rate is observed in early learning programmes, however the geographical disparity persists. Closing the disparity gap requires a more equity-programming in years to come.

Recognizing the importance of a supportive and enabling environment, UNICEF Uzbekistan assisted the Government in revising and/or developing normative frameworks governing provision of educational services or operation of teachers. Seven such documents were the result of the cooperation programme, to date.

Monitoring quality of services at the basic education level made promising progress. With UNICEF Uzbekistan technical and financial support, Ministry of Public Education now is equipped with a three-tier M&E system based on child-friendly schools (CFS) standards working at regional, district and school levels, as well as staff with knowledge and skills to operationalize the system.

Teachers as a part of quality education was the focus of the UNICEF Uzbekistan programme from the beginning of the current cycle, and contributing to the RKLA #4. The reporting period witnessed diversified interventions in teacher development focusing on both national and local needs. Systematic introduction of child-centred education into pre- and in-service teacher training programmes at national level, and tailor-made teacher development interventions on multi-grade teaching in regions with small and remote schools, and training programmes for teachers working with children with special educational needs are chief among such interventions.

Child Protection Programme built an effective cooperation with the Research Centre under Supreme Court of Uzbekistan, contributing to RKLA 2. The analysis of national legislation and judicial practices in four regions on international justice for children standards was conducted. The analysis was unique for the country: it covered different categories of children, including children in conflict with the law, child victims and witnesses of crimes, and children participating in civil court proceedings; and also judicial data was collected and assessed. The analysis led to recommendations in terms of changes into legislation and judicial practices concerning child rights in the justice system which will be used for policy advocacy and development child-friendly procedures. A Child Rights Course was piloted at Tashkent State Law University. The course assessment showed success and provided recommendations for improvement of content and teaching methodology.

To contribute to realization of child right to a family environment as per RKLA 1 focus, UNICEF Uzbekistan in cooperation with Ministries of Education, Finance and Health and with a situation analysis of children in institutions conducted a cost-benefit analysis based on financial data of child-care institutions and with the only model of preventive services run by “SOS villages”. Report findings and recommendations addressed social protection and provided costing scenarios for preventive services. The research report was shared during Child Protection Forum and other high level advocacy events for due consideration by the Government.

OUTPUT 1 By the end of 2015, the health system provides quality services for mothers and children in line with adopted legislative and normative frameworks aligned with international standards

Analytical Statement of Progress:

Contributing to RKLA 6&7, the CO continued advocacy and technical support to MoH on quality improvement of MCH services. Development and/or revision of regulatory framework combined with capacity building of over 7,855 professionals resulted in significant improvement of service delivery at health facility levels in targeted regions. Proportion of maternities correctly applying newborn survival packages according to WHO/UNICEF recommendations increased from 13.5 per cent in 2013 to 54 per cent in 2015; paediatric hospitals correctly applying child survival package increased from 2.3 per cent to 77.7 per cent. At primary level, proportion of children 2-59 months old receiving medical care according to protocols/standards increased from 23.1 per cent to 72.6 per cent; proportion of children 6-12 months old, whose caregivers received recommendations on nutrition increased from 17 to 89 per cent, and those consulted on danger signs increased from 12 to 72 per cent.

To strengthen MCH information system, two databases were developed: (i) data collection and reporting on *Maternal and Neonatal Health and Mortality*, and (ii) *Child Mortality*. Application of software will allow standardizing indicators, automatizing data collection at facility level and streamlining data analysis process at district, regional and national levels.

Over 3,000 regional PHC professionals and mid-level immunization managers acquired skills in planning, management and monitoring of immunization programme at local level.

Bottleneck analysis on water and sanitation conducted in thirty most deprived schools, resulted in development of SWASH improvement plans. Check-up of over 4,000 children for prevalence of helminths infections shows average prevalence in nearly half of children.

The CO contribution to RKLA 5, helped reduce MTCT to 2.3 per cent. Contributing to the country's efforts to increase access of HIV-positive children/adolescents to affordable and effective care at primary healthcare level, the CO supported MoH's capacity building of health professionals. In 2015 over 750 health professionals from four regions enhanced their capacity to provide *Paediatric AIDS* services.

Contributing to RKLA 10, the CO continued providing support to children living with HIV through a network of seven *Day Care Centres*: 2,488 boys and 1,923 girls (out of which 50 per cent HIV-positive adolescents) and their families received psycho-social support, information about HIV, opportunistic diseases associated with HIV/AIDS and adherence to ARV treatment. Sixty HIV-positive adolescents with leadership skills became peer-supporters. Facebook network was created covering 400+ ALHIV and peer-supporters.

The results of KAP study on adolescents' health and development were discussed in multi-sectoral round table with relevant ministries and NGOs, resulting in endorsement of cross-sectoral recommendations.

OUTPUT 2 By the end of 2015, the education system provides quality and increasingly inclusive services for children in line with the adopted legislative and normative frameworks aligned with the latest achievements of the world's science and economy.

Analytical Statement of Progress:

In line with UNICEF USP 2014-2017 Outcome 5, and the RKLAs 3/4 the CO continued to support the education sector in four main areas of ECE, Quality Basic Education (QBE), Education Policy and DRR.

In the reporting period, 107 short-term preschool groups in four out of six target regions were established, with yet more to begin operation in early 2016. This was made possible through advocacy efforts of UNICEF Uzbekistan with Ministries of Public Education (MOPE) and Finance (MOF), the latter allocating earmarked budget to ensure sustainability of the programme. Children in pre-schools now receive better quality services thanks to the capacity building programmes such as development of monitoring tools for quality assurance and training of MOPE staff on educational M&E in pre-school sub-sector.

At the basic education level, teachers were provided with quality support trainings that more than 450 methodologists received on principles of professional support and coaching. MOPE with UNICEF Uzbekistan support revised the normative framework for methodological support

to create the enabling environment required for improved professional development of teachers. Additionally, a more flexible teacher re-training programme was introduced in the in-service teacher training institutes, which created training opportunities on multi-grade and child-centered education for 330 teachers working in small and remote schools. The programme also offered training for teachers of CWD.

To make school system more responsive to emerging needs, UNICEF Uzbekistan assisted with the institutionalization of psychological support to children in difficult situations in the Republic of Karakalpakstan. Following an assessment of specific regional needs, 112 school psychologists were equipped with improved skills and diagnostics tools to provide counselling to schoolchildren. As a result they succeeded in preventing 11 cases of suicides among other achievements.

In an effort to widen the operating space for further work on inclusive education (IE) teachers in target schools were trained on developing individualized educational plans for CWD. As a result, 12 CWD were integrated into five target schools of Fergana region. A review of this programme will form the basis of future work on IE.

Staff from regional Education and Emergency Departments were trained on ways to encourage participation of children in consultations for programming on School-Based Disaster Risk Reduction (SBDRR) as well as family emergency preparedness. SBDRR guidelines were enhanced for better disaster management at school level. In order to demonstrate the practical application of these guidelines, the DRR resource school was established which is being used for promotion of DRR among other educational establishments.

UNICEF Uzbekistan supported convening the second Local Education Group meeting of the year 2015 in December to review implementation of the Education Sector Plan and utilization of the Global Partnership for Education grant. In addition, UNICEF Uzbekistan convened the Education Sector Development Partners Group meeting to ensure complementarity of programmes and improve coordination.

OUTPUT 3 By the end of 2015, the system of Social Protection of Children provides preventive, protective and alternative services in selected areas, in line with international standards

Analytical Statement of Progress:

To contribute to realization of child right to family environment as per RKLA 1 focus, UNICEF Uzbekistan in close cooperation with the MoH, MoPE, MoF and research agencies conducted a cost-benefit analysis based on financial data of selected child-care institutions and at present the only model of preventive services run by “SOS villages”. Report findings and recommendations addressed social protection and provided costing scenarios for preventive services. The research report was further shared during Child Protection Forum and other high level advocacy events for due consideration by the Government.

UNICEF Uzbekistan continued to advocate for inter-sectoral approach of collaboration on child protection issues at national level. This approach was being field-tested at municipal level in Fergana region, with possibility to be scaled up nationally. Through field-testing of gate-keeping mechanism, front-line workers including health, education and community workers were able to identify and respond to cases of children identified without parental care and/or in need of protection. These interventions yielded following results: reintegration to biological families of 57

children and prevention of institutionalization of 141 children in Samarkand region. In Fergana, during 2015 out of 212 children in baby homes, 95 children (45 per cent) were placed either to biological or alternative type of care (adoption/patronage families). A database at local level was created for better analysis and decision-making regarding children deprived of parental care and in need of protection.

As a new initiative, UNICEF Uzbekistan established a partnership with Tashkent Paediatric Medical Institute to strengthen capacity of professionals from medical higher education institutions. The focus of capacity building activities was on prevention of neglect and maltreatment of children. A training of trainers for teachers of medical institutions was conducted jointly with WHO. As a result, a state curricula of leading medical schools was revised to incorporate topics related to early identification and prevention of child abuse and neglect. Due to sensitivity of the topic, project activities are temporarily stopped by the Government.

UNICEF Uzbekistan continued to build an effective cooperation with the Research Centre under Supreme Court of Uzbekistan, contributing to RKLA 2. The analysis of national legislation and judicial practices in four regions in light with international justice for children standards was conducted. The analysis of this kind was unique for the country not only because it covered different categories of children, including children in conflict with the law, children victims and witnesses of crimes and children participating in civil court proceedings, but also because judicial data was collected and assessed. The analysis led to a number of recommendations both in terms of changes into legislation and judicial practices concerning child rights in the justice system, which will be used for policy advocacy and development of child-friendly procedures. Moreover, Child Rights Course was piloted at Tashkent State Law University. The course assessment showed success and provided recommendations for improvement of both, content and teaching methodology.

OUTCOME 2 By the end of 2015, the country fulfils the remaining observations of the CRC on child rights monitoring, evidence generation and resources for children

Analytical Statement of Progress:

There was a slowdown in launching and implementing joint initiatives with the Government partners in some sensitive policy areas due to presidential elections occurred earlier this year. Nevertheless, UNICEF Uzbekistan continued expanding available operating space through various means and channels: facilitating multi-agency collaboration, bringing international expertise and engaging local institutions to take a more proactive role in conducting policy research. UNICEF Uzbekistan facilitated extensive consultative processes with Government partners and promoted utilizing the Ministry of Finance's (MoF) powerful position and prominent role within the Government.

To enhance the equity focus of the PCR 2, UNICEF Uzbekistan continued contributing to the CEE/CIS Regional Knowledge and Leadership Agenda (RKLA). Key focus areas included evidence generation and effective use of existing partnership mechanisms for policy dialogue and consultations in selected priority areas: childcare reform (RKLA 1), access to quality preschool education (RKLA 3), advocacy for social health protection (RKLA 6). As member of the RKLA 8 Reference Group, the CO regularly shared its experience, and particularly, provided inputs for several initiatives of the Regional Office.

UNICEF Uzbekistan continued to support duty bearers at all levels in implementation of the CRC Concluding Observations and strengthening their capacities in CRM, evidence generation, policy dialogue and advocacy for realization of child rights. The programmatic areas and interventions remained focused on addressing critical bottlenecks and barriers affecting the most vulnerable and took into account the latest CRC and CEDAW Concluding Observations. The visit of Justice Winter, CRC Committee member, enhanced understanding of the Government of the latest recommendations of the Committee, including on the two Optional Protocols and advocated for ratification of the third Optional Protocol. As part of UNCT, UNICEF Uzbekistan was actively engaged with the Government in formulation of the National Action Plan on the implementation of human rights treaty bodies' recommendations.

At the sub-national level, UNICEF Uzbekistan continued supporting Child Wellbeing Intersectoral Working Groups (IWGs). For the first time local governments jointly with NGOs applied equity-based approach in monitoring priority areas of child rights specific to their regions. The generated evidence focused on vulnerabilities and inequities in the areas of child protection (situation of single mothers), education (demand to pre-school education) and health (nutrition and WASH). As a result, the programme enabled local governments to develop specific measures in leveraging additional resources, policy formulation and enhancing existing partnership with local CSOs for realization of child rights. Based on the evidence, a number of critical policy messages were developed and shared with decision makers at district and local levels.

UNICEF Uzbekistan supported the local NGO, the Association to Support Children and Families who at the request of the local government (the Council of Ministers of Karakalpakstan) launched a needs assessment among CWDs from rural and urban areas. The findings of the study will serve as a baseline to the first UN Joint Programme on People and Children with Disabilities, which is expected to greatly contribute to the Government's ratification of the UNCRPD.

From a planning perspective, CPD 2016-2020 and UN joint workplans on Governance and Social Protection were developed based on the analysis of the causes of non-realized rights as well as duty bearers and right holders' capacity gaps. The Social Protection and Child Rights Monitoring programmes implemented over the period of 2010-2015 were documented, focusing on the lessons learned and challenges in the implementation and monitoring of CRC recommendations.

OUTPUT 1 By the end of 2015, national social protection and public finance systems adopt equity-focused, child-sensitive policies and practices

Analytical Statement of Progress:

Interventions mainly focused on two areas, enhancing partnership with the Ministry of Finance (MoF) to monitor public spending on children (contributing to RKLAs 1 and 6), evidence generation and documentation of best practices (contributing to RCLA 8).

UNICEF Uzbekistan continued working with MoF to improve monitoring of impact of public spending on children and to generate knowledge on investments in children. The Training Centre of the Ministry developed a training module on child-focused budgeting in education, health and social protection. Over 75 public officials from regional/district finance departments of three regions were trained. This joint work contributed to policy debate on social welfare

schemes and the efficiency of social expenditure at regional level.

On the request of the MoF, UNICEF Uzbekistan contracted an international consultant to produce case studies that document knowledge and good practices in the area of alternative models of preschool education in countries with a similar context regarding ECD. The consultant developed three case studies of countries that have a rather low enrolment rate in ECD paired with inequality in access due to poverty, sociocultural barriers, inadequate infrastructure, and ineffective work force.

UNICEF Uzbekistan initiated the documentation of Social Policy programme implementation within CPAP for 2010-2015. Locally-hired consultant developed a detailed report that brings together the knowledge and experience of UNICEF Uzbekistan and focuses on key milestones and challenges faced during the programme realisation and results achieved versus objectives put forward.

The Ministries of Finance, Health, and Public Education were involved in UNICEF -supported study on the situation analysis of children in residential institutions and the costing analysis of alternative services (Family Support Centres) available in Uzbekistan. Dissemination and presentation of the report at the 2015 National Child Protection Forum contributed to ongoing discussion on the financial implications of a childcare reform. The evidence-based recommendations, developed by the Centre for Fiscal Policy (Russia), were used for advocacy for child rights with all key stakeholders.

The CO contributed to several regional initiatives, including two regional papers on Child Poverty and documenting promising practices in SP in CEE/CIS (RKLA 8), and a Country Study on PFM in the area of maternal, newborn and child health, nutrition and immunization (RKLA 6).

OUTPUT 2 By the end of 2015, national and regional governments, civil service training institutions and NGOs partner and effectively contribute to strengthen child rights system for integrated implementation and monitoring

Analytical Statement of Progress:

UNICEF Uzbekistan jointly with the National Human Rights Centre (NHRC) supported high-level advocacy on the implementation of the CRC recommendations. A prominent member of the CRC Committee visited Uzbekistan to provide high-level advocacy on the best practices and supported NHRC in development of questionnaire for monitoring of the current practices in the implementation of the OPAC and the findings concerning the importance of strengthening preventive measures were shared with the Government.

Among major achievements was further enhancement and involvement of Intersectoral Working Group (IWG) and Monitoring Groups (MG) – established under local governments in four target regions – in the process of evidence generation and developing policy messages on the prioritized child outcomes. Specifically, on the thematic survey data analysis on nutrition, hygiene and sanitation (Karakalpakstan), on demand for preschool services (Khorezm), on situation of single mothers in urban and rural settings (Fergana), and monitoring of WASH in selected six preschools (Jizzakh). Equity approach and gender dimensions were integrated into thematic surveys and policy discussions.

The generated evidence was translated into alternative policy choices. For instance, in Khorezm, it resulted in budget allocations for renovation of preschools, enhanced awareness of

communities on the importance of ECE and application of strict measures in administration of the benefits for low-income families leading to an increased enrolment rate. In Karakalpakstan, MG identified the evidence on the correlation between the level of knowledge of caregivers on optimal nutrition, children's daily food intake and its development. In Fergana, the importance of understanding problems of single mothers was revealed as part of testing of gatekeeping mechanisms. In Jizzakh, global WASH monitoring tools were tested in six preschools and revealed important cross-sectoral bottlenecks to be addresses for further improvement of children's health.

At the same time in Karakalpakstan, a local NGO for the first time conducted a needs assessment on the situation of CWDs from rural and urban areas. The findings of the study facilitated the inclusion of the needs of CWDs into the agenda of local government and provided evidence on their social protection and inclusion.

Child friendly version of the UNCRPD "It's all About Abilities" was translated into Uzbek, and disseminated to advocate for further ratification of the Convention. The current country programme demonstrates enhanced partnership of local government with NGOs, however the engagement requires further capacity building of duty bearers in results based project management, policy formulation and utilization of monitoring tools.

OUTCOME 3 Programme cross-sectoral

Analytical Statement of Progress:

Interventions under PCR 3 are cross-sectoral throughout the CP, and outcomes of these interventions are in the areas of communication, planning, monitoring and evaluation. Support was provided to other programme components by facilitating advocacy, external communication and behavioural change communication for the progressive realization of child rights. It also supported the office planning, result based programming and generation of solid evidence as a basis for advocacy.

By the end of 2015, M&E supported the new CPD and UNDAF 2016-2020 development, aimed at addressing the existing knowledge gaps on the situation of the most vulnerable children, and continued advocacy for partnerships on evidence generation. In particular, M&E facilitated development of results based management -compliant CPD and CPAP's M&E framework and supported programme sections in development of Theories of Changes for their respective sectors.

M&E, jointly with the CO's programme sections, substantially contributed to UNDAF 2016-2020 and two-year UN joint work-plans development.

100 per cent of PRIME-2015 items were successfully completed. Number of thematic studies on situation of the most vulnerable children were finalized. The recent CP 2010-2015 evaluation was recognized among 50 UNICEF Best Evaluations globally. The summative evaluation of the EU-funded project "Improvement of the Mother and Child Health Services-Phase II" (IMCHS-II) was rated "highly satisfactory" by the regional quality assurance system. The M&E pioneered establishment of the CO's Ethics Review Panel that conducted ethical review of IMCHS-II evaluation.

The renewed engagement with the State Committee on Statistics resulted in Uzbekistan's contribution to TransMonEE 2015 and an update of package of critical child-related indicators.

In 2015, support was also provided to programmes through communication-related activities. Public advocacy initiatives of the CO created an enabling environment for discussions around policies and programmes. Interventions with media and social media created and contributed to a public discourse on key issues of children. Building capacity of journalists and a continuous engagement with media on child rights based reporting enhanced visibility of issues in public domain.

Efforts towards changing behaviours and social norms around key practices which are crucial for child survival, development and protection were intensified and parents, caregivers and service providers participated in many training and information dissemination sessions. Participatory learning and action approach was used, and the end line KAP study demonstrated its effectiveness.

Several communication tools and information packs like books, videos, television and radio spots were prepared to impart knowledge effectively to audiences. While producing these materials, needs assessment was done to design the communication products, so that materials were used effectively. NAEMM broadcast the TV and radio spots pro bono.

Engagement with youth on dialogues around Sustainable Development Goals and child rights was completed and documented.

Forty children, including CWD participated in a workshop with renowned photographer to learn how to express their views using photography. An exhibition of these photographs was inaugurated to commemorate the UNICEF Uzbekistan children's day.

Engagement with local eminent singer Lola and UNICEF Good Will Ambassador Mr. Steve Barakatt added to the advocacy initiatives of the office around issues related to children's participation and protection.

The CO contributed to the design of the UN joint Country Programme on disability, with special focus on women and children with disabilities.

The focus of the CO through its communication activities was to address equity, so that decision makers and community have the necessary information on key issues related to children and women.

OUTPUT 1 By the end of 2015 research-based advocacy, partnership and C4D strategies enable children, mothers and youth, especially the most disadvantaged, to access improved and inclusive social services, practise positive behaviours and realise their rights in a supportive and caring environment.

Analytical Statement of Progress:

For public advocacy through media and other partners, the CO's efforts to sustain capacity building of media personnel for child rights-based reporting resulted in higher number of media reports and articles. UNICEF Uzbekistan tracked over 1,156 informative and analytical articles in subnational media, related to children's issues. About 78 meetings of the regional media teams were organized during January-November 2015 to discuss progress and challenges in area of child rights-based reporting.

The CO trilingual website promotes UNICEF Uzbekistan interventions and sustains consistent web-presence. Over 50 updates were published. The number of visitors reached almost 15,000.

the CO regularly disseminated information through the interactive UNICEF page on Facebook, around key issues of children's rights.

Activities for behaviour change and addressing social norms included building capacity of patronage nurses and community advisors in the two intervention regions to promote essential child care practices through participatory techniques; community dialogues around key behaviours by trained facilitators in twelve pilot makhallas; and community-led monitoring mechanisms.

The CO established an innovative partnership with National Chefs Association to run series of master classes on cooking traditional recipes with locally available and affordable food to promote balanced diet and good nutrition practices in pilot makhallas. A cookbook comprising recipes was designed and distributed through the Ministry of Health.

A 2015 end-line study showed the considerable improvements in five essential behaviours promoted in families for children's wellbeing compared to the baseline done in 2013.

To maximize the reach of the messages, TV and radio spots were produced as part of the IMCHS II, which were broadcast pro bono by NAEMM.

The CO organized two workshops for 40 children, including children with disabilities, to learn the skills of photography from an international photographer and express their views through photography.

To commemorate the Universal Children's Day, the CO organized an exhibition of photographs taken by children that presented their opinions on decisions that affect their lives. Eminent Uzbek singer Lola interacted with these children and urged everyone to be a part of this initiative.

Celebrated musician and UNICEF Good Will Ambassador Mr. Steve Barakatt visited Uzbekistan and created his version of the famous song 'Imagine' to advocate for a world fit for children. The CO created a music video of the song for larger dissemination.

The CO was also part of the global campaign 'I Stand For Equity', which focussed on reaching out to the last child.

While designing the UN Joint Country Programme on Disabilities, the CO advocated for, and included in the agenda the need for conducting situation analysis, improving data collection on the persons with disabilities (with focus on women and children) and applying C4D strategies to tackle negative attitudes and social norms towards the persons with disabilities.

The CO facilitated a series of consultations around the SDGs with over 1,000 boys from various socio-economic backgrounds, to get their opinions on the relevance of the SDGs.

Through C4D and communication activities, the CO continued to focus on reducing inequities for the most vulnerable children through the RKLA strategy.

OUTPUT 2 Throughout the Country Programme Cycle, the cross-sectoral M&E framework constantly adapts to the changing needs and informs CO's evidence- and result-based planning and programming with HRBA

Analytical Statement of Progress:

By the end of 2015, M&E supported the formulation of the new CPD and UNDAF 2016-2020, aimed at addressing the existing knowledge gaps on the situation of most vulnerable children, and continued advocacy for partnerships on evidence generation.

M&E supported development of the new CPD 2016-2020 that was approved by Executive Board. In particular, M&E facilitated development of RBM-compliant CPD and CPAP's M&E framework (i.e. CPD RRF, Costed Evaluation Plan and CPAP results framework).

M&E supported the programme sections in development of Theories of Changes (ToCs) of programme components and facilitated training for the CO programme staff on RBM/ToC.

M&E, jointly with the CO's programme sections, substantially contributed to UNDAF 2016-2020 development (UNDAF RRFs and narrative) and supported development of two-years UN joint work-plans. Furthermore, M&E played active role in establishing the UN joint working group on development of common UN approach to generation and use of evidence. As a result, the UN Concept Note on Evidence Based Policy Making was finalized and shared with UNCT.

100 per cent of PRIME 2015 items were successfully completed. The CO, with comprehensive M&E support, finalized a number of important thematic studies to address existing knowledge gaps on situation of the most vulnerable children, particularly children in institutions and adolescents, and end-of-cycle gender assessment of CP 2010-2015. In addition, M&E facilitated participation of key national partners at regional Disability Measurement Workshop and supported formulation of the concept of joint UN Situation Analysis of People and Children with Disabilities.

The CO, with comprehensive M&E support, continued strengthening the evaluation function. The recent CP 2010-2015 evaluation was recognized among 50 Best Evaluations by UNICEF Global Evaluation Report Oversight System (GEROS). The evaluation of the EU-funded project "Improvement of the Mother and Child Health Services-Phase 2" (IMCHS-2) was completed in 2015 and rated "as highly satisfactory" by the regional quality assurance system. In compliance with newly adopted UNICEF Uzbekistan ethical review procedures and first-ever in UNICEF Uzbekistan, M&E initiated establishment of the CO's Ethics Review Panel that conducted the ethics review of IMCHS-2 evaluation with active involvement of UN agencies' programme staff as external panel members. M&E and the CO's management assured that management responses to evaluations were timely prepared, implemented and reported.

Since Uzbekistan re-joined TransMonEE in 2014 after a seven years break, M&E continued advocacy to strengthen the CO's strategic partnership with State Committee on Statistics (SCS) on TransMonEE initiative (a database of indicators reflecting situation of children in CEE/CIS). As a result, SCS contributed to TransMonEE 2015 that resulted in an update of package of critical child-related indicators.

OUTCOME 4 Programme Support**Analytical Statement of Progress:**

Effective and efficient governance of the CO was ensured through the development, implementation and review of the office management plan in a participatory manner, and full functioning office statutory committees.

Overall, the CO worked to successfully safeguard the financial and other assets of the organization and ensure efficient, timely and cost effective utilization through close monitoring and assurance activities to ensure the due diligence of financial resource utilization in line UNICEF Uzbekistan financial rules and standards.

In 2015 management of human resources focused on recruitment of staff, supporting the development of CPMP 2016-2020, supporting staff performance management system, supporting staff training and development and staff welfare. Financial management was ensured through monitoring of utilisation and expenditures of UNICEF funds, including on daily and quarterly basis using SAP based reports. Supply Management was reviewed and monitored through Supply Plan review on quarterly basis, including by the CMT.

OUTPUT 1 Effective and efficient Governance and Systems

Analytical Statement of Progress:

2015 was the final year of the implementation of the Uzbekistan CO Multi-Year Management Plan (MYMP) 2014-2015 which was further revised and updated in May 2015, building upon lessons learnt and reflecting changes in staffing and procedures. MYMP contains key management, programme and operations priorities, strategic partnerships and results, Multi Year Work Plans, ToR of Statutory Committees, Table of Authority, as well as revised work processes, among other key office documents. It also includes an update on risk assessment and equity analysis. As a result of MYMP revisions, all staff understand CO priorities, responsible staff are identified and key performance indicators. MYMP objectives, priorities and results were defined in participatory fashion during the all-staff retreat.

The Uzbekistan CO makes systematic use of risk management techniques, including work of the CO established Risk Management Task Force. Each year the risk profile is updated and an action plan developed to mitigate key risks, including in 2015, as part of MYMP adoption process. Additionally, Business Continuity Plan is updated to reflect updated risk assessment, ongoing staff changes and BC testing conducted.

Uzbekistan CO advisory and review committees and Task Forces are active and functioning well. The office governance structures include CMT, Contract Review Committee (CRC), Project Cooperation Agreement Review Committee (PCA RC), Joint Consultative Committee (JCC), as well as Gender and C4D Task Forces, among others.

CMT has taken major initiatives in 2015 to improve operations and programme management performance and achieve quality assurance. This included approval of the 2015 Training/Learning and Supply Plans, GSSC strategic discussions and recommendations, HACT follow up, the 2015 the CO revised Financial Guidelines, revised updates of Statutory Committees, segregation of duties of roles in VISION, as well as JCC related actions, including successful continuation of the Staff Well Being/Work Life Balance practices as reflected in excellent ratings provided by staff in Global Staff Survey. CMT regularly reviews, as per standing agenda item, updated Office Performance Management Indicators.

During 2015, Table of Authority was updated to reflect arrival of new staff and related staff changes and responsibilities. Segregation of Duty (SoD) conflicts were reviewed and cleaned up. A reconciliation exercise of roles assigned in Approva system and ZRole was also conducted and update provide to the CMT.

OUTPUT 2 Effective and efficient Management and Stewardship of Financial Resources

Analytical Statement of Progress:

The CO completed all programmatic and operational activities within the planned budgeted resources. Overall all funds were fully utilised in 2015.

Overall, the CO successfully safeguards the financial and other assets of the organization and ensures efficient, timely and cost effective utilization. All financial closures activities were successfully completed and in full compliance with prescribed deadlines, including on-going 2015 Accounts Closure activities. The bank reconciliations were done timely. Replenishment requests were placed promptly and funds received timely.

The CO made effective use of its bank optimization and cash forecasting tools. The office also uses Vision tools such as the Admin/Finance Dashboard, VISION Performance Management reports as well as SAP-generated reports for regular monitoring of financial and other assets. In depth financial training was provided to the counterparts on UNICEF updated Financial regulations. The actions continued to be successfully applied as a financial and administrative risk minimizing control system. The mechanisms, together with CMT review of Performance Management Indicators and clear accountabilities and good on-going communication with partners resulted in having no outstanding DCTs over 6 and 9 months at year-end, in line with UNICEF financial management standards.

In 2016, the CO will solidify programme and operational assurance activities taking into account upcoming HACT activities, including planned Modified Spot Checks and Programmatic Visits, which will be outlined in detailed Assurance Plan to be monitored by CMT on quarterly basis.

Taking into account the CO capacity and resource constraints, the Uzbekistan CO applied a cost-effective rational approach. Savings were achieved in the areas of ICT equipment by extending useful life of equipment and usage of ICT equipment, as well as leveraging human and financial resources by increasing number of office-based LTAs. In addition to the existing LTA's in areas of Catering Services and Office Supplies, the CO expanded upon existing roster of LTA's in area of in Event Management Companies. These LTAs and combined financial and human resources savings further contributed to increased effectiveness and efficiency.

The CO participates in the global Efficiency and Effectiveness global initiative and is a member of the Field Reference Group working on identifying opportunities for simplification and efficiency gains in business processes and transactions. Furthermore, simplification is being sought at OMT level as part of Delivering as One (in HR, Procurement and ICT areas).

OUTPUT 3 Effective and efficient management of Human Capacity

Analytical Statement of Progress:

In 2015 Uzbekistan CO conducted several recruitments to fill in the vacant positions resulted from the staff departure as well as new positions created as a part of the development of the Country Programme Management Plan 2016-2020 and revised office structure in line with the new CPD 2016-2020. The office completed recruitment for the Chief of Communication P-4 IP post as well as national professional posts including Admin/Finance Officer NOA, Programme Assistant GS6 and Project Assistant GS5 in addition to several consultancies. The office also started the process of recruitment for the Monitoring and Evaluation Specialist P3 International

post, the vacant position of ECD Officer, NOB and the newly created position of M&E Officer CRM, NOB. the CO currently has several vacant posts including at GS and NOB (TA) level that will be filled in the beginning of 2016.

Performance management was conducted on the regular basis as per established deadlines and the PAS completion was regularly monitored by the CMT. Up to date, 100 per cent staff had their 2014 PAS/PER completed and PAS/PER Mid-Year progress review discussions has taken place as per global deadlines. The feedback discussions with managers and supervisors to discuss staff work, aspirations, challenges and career opportunities continued to take place on a regular basis.

In 2015 Uzbekistan CO greatly contributed to the staff development by providing the learning opportunities to all staff as well as through all-staff trainings, including EPR, Gender, and Security trainings. During 2015, seven staff had stretch assignment opportunities in UNICEF Country Offices including Tajikistan, Ukraine and Ethiopia COs, in Regional Office for CEE/CIS and GSSC Budapest. The CO exercised the policies on learning days, flexi-time and working from home with positive results. The office also used compressed summer working hours in 2015, while maintaining a 40-hour work week.

In 2015, the CO conducted regular local JCC meetings to discuss the staff well-being and staff morale. One of the key issues of JCC in 2015 was structure and content of the CPD 2016-2020 that was reviewed in fully participatory fashion by all staff and successfully endorsed by CMT. Total of three JCC meetings have taken place in 2015.