Executive Summary

Despite the complexities of the working environment in Uzbekistan, UNICEF sustained its core role of being the advocate for child rights. The independent evaluation assessing UNICEF Uzbekistan’s human rights based approach (HRBA) within the country programme (CP) found that “in child labour, significant gains have been made, through an approach which cannot be characterized as anything less than courageous”.

In line with priorities of the Strategic Plan 2014-2017 and Central and Eastern Europe/Commonwealth of Independent States (CEE/CIS) Regional Knowledge and Leadership Areas, UNICEF Uzbekistan continued to play a lead convening role in key sectors relevant to children, resulting in advances in national plans, policies and monitoring. Legislative elections held in December impacted programme delivery during the second half of year, but significant progress was still made in several areas. Evidence-based policy advocacy, high-level technical assistance and solid institutional leadership made the following equity-driven achievements for children possible in 2014.

The Government of Uzbekistan (GoU) allocated a budget for vaccine procurement covering 100 per cent of Expanded Programme on Immunization vaccines, and introduced a rotavirus vaccine into the routine immunization system, reaching 98 per cent coverage.

Capacity development for healthcare workers resulted in improved practices. The proportion of children examined by doctors (using approved protocols) increased from 23.1 per cent to 55 per cent, and unnecessary prescription of antibiotics was reduced from 53.2 per cent to 3 per cent in target regions.

Sixty five per cent of children living with HIV/AIDS and their families benefited from protection and psychosocial services provided through seven UNICEF-supported Day Care Centres.

UNICEF’s efforts as Coordinating Agency resulted in the signing of the Grant Agreement for US$49.9 between the GoU and Global Partnership for Education (GPE). The GPE grant established conditions to ban child labour during the cotton harvest, which was a major breakthrough and an example of how international development cooperation in one area can improve the overall situation of children in the country.

The UNICEF-convened international conference on Equitable Access to Quality Pre-School Education significantly influenced the 2015-2020 Pre-School Education State Programme and leveraged financing of Early Childhood Education (ECE) with US$500 million. UNICEF and its partners addressed barriers in supply of educational services, introducing an innovative system of ‘half-day’ school readiness programmes. As a result, 5-6 year-old children in 1,220 preschools are enrolled and will be better prepared for primary education. The programmes also focus on influencing and increasing demand by mobilizing community assets and improving quality of services through enhancing curriculum and further developing teachers’ professional capacities.
The UNICEF-supported Situation Analysis (SitAn) of children in residential institutions provided evidence for childcare reform policy recommendations. New intersectoral collaboration of state structures and NGOs in addressing child protection issues was introduced at the municipal level in the Fergana and Samarkand regions. As a result, a gate-keeping mechanism is being implemented for identification, referral, assessment and monitoring of the situation of children being at risk and/or placed in institutions. A database on children in institutions was developed and the number of children in institutions in Fergana and Samarkand decreased, with 111 children being reintegrated into biological or patronage families.

UNICEF Uzbekistan’s renewed engagement with the State Committee on Statistics resulted in Uzbekistan re-joining TransMonEE (a database of indicators reflecting the situation of children in CEE/CIS) after a seven-year break. This meant doubling a range of data available against an agreed upon package of critical child-related indicators.

UNICEF Uzbekistan supported the Ministry of Health (MoH) in the first ever nationwide Knowledge, Attitudes and Practice study on adolescents’ health and development, the findings of which will provide quality evidence for policy-dialogue and future UNICREF programming.

Constructive dialogue with the Ministry of Finance (MinFin) opened up space for debate on previously sensitive budgeting issues and enhanced advocacy for child-focused cross-sectoral budget planning and implementation, contributing to promoting informed policy decision-making. As a follow-up to the UNICEF-supported preschool financing study’s findings, GoU froze parental fees and increased capital investment in preschools.

Partnerships with the media and private sector were instrumental in making child’s rights agenda a topic for a nationwide discussion within the CRC@25 framework. The first ever partnership with the private entity UCELL (Uzbekistan’s TeliaSonera affiliate) helped raise UNICEF’s brand visibility. Through innovative IMAGINE points and distribution of more than 1.5 million short text messages, UCELL helped increase the reach of the UNICEF Uzbekistan website (www.unicef.uz) among various audiences.

While these achievements are contributing to the improvement of child rights, there are still concerns with regards to sustainability of achievements. Reliable and disaggregated data, to be used systematically for informed policy decisions, remains a major challenge. Furthermore, national and CSOs capacity on child rights, leadership and fragmented coordination, low capacity of public sector to manage and deliver services, as well as inadequate budget allocations for certain components of social sectors, continued to hinder realization of child rights.

**Humanitarian Assistance**

There was no major natural disaster in Uzbekistan in 2014. UNICEF’s focus was on building emergency preparedness and response (EPR) capacity of staff and key stakeholders. A two-day EPR workshop was organized for UNICEF staff that contributed to a better understanding of roles and responsibilities of each staff member during emergencies. This workshop was followed by a one-day session for partner organizations, devoted to awareness raising on the international humanitarian response system, humanitarian reform, transformative agenda, and UNICEF Core Commitments for Children in humanitarian action.

A Simulation Exercise (SimEx) was organized together with the Government and
representatives of the humanitarian community. The exercise aimed at learning about a timely, effective and coordinated response to a disaster, reinforcing partnership among the various participating agencies and strengthening their emergency response capacity. A half-day Lessons Learned Workshop was conducted the next day, followed by a half-day session to discuss and update the Uzbekistan Inter-Agency Contingency Plan (IACP). These sessions provided participants with an understanding of the importance of the IACP and other emergency preparedness and response. The exercise and follow-up workshops fostered partnership among participating agencies and identified a number of key emergency response gaps that should be filled.

As part of emergency preparedness package, a country-specific Humanitarian Performance Management (HPM) tool was developed, to support country humanitarian programmes in strengthening results based performance management, and to help identify barriers and bottlenecks to meeting targets, together with support for humanitarian advocacy and resource mobilization within a global context of increased accountability to affected populations. Taking into consideration that Uzbekistan is disaster-prone country and hazards might result in severe consequences, UNICEF Uzbekistan carried out local/regional/global market research of emergency supplies and logistics analysis. Contingency supply was prepositioned to be deployed in case of emergency. The list of supplies was developed in accordance with the agreed IACP scenario.

**Equity Case Study**

The Autonomous Republic of Karakalpakstan (RoK) has the highest poverty rate in Uzbekistan (32.5 per cent compared to a national average of 15 per cent). Almost half of its children are poor (as compared to 12.5 per cent in Tashkent City). Stunting among children living in RoK is double that of children living in Tashkent City, compromising physical growth, mental and cognitive development and leading to intergenerational poverty. Anaemia prevalence among children of 6-24 months old is the highest in the country - more than 35 per cent of children suffer from different levels of anaemia, which in some districts registered up to 67 per cent. According to a recent Knowledge, Attitudes Practices Survey on child feeding, 92 per cent of mothers believed in and practiced giving strong black tea with animal fat to children, including infants. Less than 54 per cent of caregivers did not know basics of complementary feeding.

In order to improve feeding practices and reduce prevalence of vitamin and mineral deficiencies, especially iron deficiency anaemia, among the most vulnerable children aged 6-24 months in RoK, UNICEF supported the MoH in piloting a new nutrition programme that integrates provision of information for caregivers on complementary feeding and home fortification of foods using micronutrient powder (MNP) “Sprinkles”.

The six target districts chosen for the intervention were selected in consultation between Karakalpakstan’s Ministry of Health and UNICEF. Selection criteria reflected key determinants of inequalities when it comes to applying proper infant feeding practices. In particular, cultural aspects as well food production and consumption were taken into account. The main inclusion criteria for the pilot group were age (children between the ages of six and 18 months) and level of diagnosed anaemia (children diagnosed with mild or moderate forms of anaemia based on the World Health Organisation’s classification). The intervention aimed at preventing rather than treating anaemia, so the target group did not include children with severe forms of anaemia. If such children were discovered, recommendations were made for their appropriate treatment.

Eligible children were randomly split into pilot and control groups in order to compare the impact
of integrating nutrition education with micronutrient supplementation on the one hand with nutrition education alone on the other hand. This was done to determine whether it would be enough just to build capacity of communities for optimal feeding practices for children of 6-18 months old or if nutrition education should be always accompanied by supplementation with micronutrients.

The control group received only nutrition education while the pilot group also received MNP powder with 15 components. Mothers and other caregivers in both the pilot and the control group received intensive counselling on optimal complementary feeding that referred to locally available foods and feeding behaviours that needed to change. The results of the 14-month intervention were analysed in 2014.

Pilot and control groups were closely monitored for haemoglobin and ferritin levels, weight and height. The intervention also supported capacity building of national laboratory technicians on modern low serum volume testing methods for Ferritin and C-reactive protein tests (ELISA). Food composition and variety also was studied for both groups of children. Focus group discussions to collect qualitative information were also conducted, in order to better understand emerging findings on the quantitative side.

Monitoring findings showed that the concentration of haemoglobin (Hb) in blood was two times higher in the pilot group as compared to the control group, indicating a comparatively more significant reduction in anaemia prevalence in the pilot group. In both groups, improvements with regard to meal composition and variety were observed, as consumption increased in 5 out of 7 food categories. This led to the conclusion that, with high probability, home fortification with MNP “Sprinkles” combined with the nutrition education programme had a significant impact on Hb.

Hb was improved among boys and girls almost equally in the pilot group. However, qualitative data from focus group discussions found that boys received sometimes better food (high protein meat, eggs) especially on the initiative of the father’s grandparents. This seems to be dictated by the belief that boys will be family heads and will continue supporting the household. On the other hand, girls are expected to leave the family after marriage and will not therefore provide major support. Family investments, including access to high-energy and quality foods essential for child growth and development, are therefore geared more to benefit of boys. Such practices seems to be particularly prevalent in rural areas. This finding came out as a result of deeper analysis that was possible only through direct and continuous exchange with local communities and shed some light on household practices that were not much studied before. This important information is being further analysed as a determinant of inequality and is being taken into account in the ongoing planning process of the new Country Programme Document (CPD).

Home-based fortification has been found to be an effective, efficient (price of 30 sachets is $0.75 without cost of transportation) preventive measure for mild and moderate anaemia. The combination of information and education activities on optimal complementary feeding together with MNP supplementation was found to be a more effective strategy.

**Summary Notes and Acronyms**

- BCP - Business Continuity Plan
- BOS - Business Operations Strategy
- CCA - Common Country Assessment
- CCC - Core Commitments for Children
To help improve quality of maternal and child health, a supportive supervision system was developed for increased accountability. Available quality assurance tools were contextualized, regulations developed and feedback mechanisms established. Staff skills in collaborative management were developed to ensure traditional approaches were replaced with mentoring, joint problem solving and dialogue, thus resulting in improved service delivery to children and mothers.

In 2014, UNICEF assisted in creating operating space for improved financing of the health sector. With UNICEF support, international expertise was hired to assess institutional capacity gaps in health financing aimed at increasing efficiency, transparency and accountability. The assessment contributed to a strong policy dialogue on access barriers and gaps for effective provision of social health protection programs for vulnerable populations.

Following the designation of 2014 as the ‘Year of Healthy Child’, community advisors were mobilized and equipped with Communication for Development (C4D) tools to increase parents’ awareness of the importance of a good early start in life. This bottom-up strategy helped create more demand for quality pre-school education.

In a more focused effort and with expectation of a long-term impact, in child protection, Together with Tashkent State Law University, a child rights and justice for children BA program was developed to cater to the country’s need for law professionals specialized in child rights issues. UNICEF provided technical assistance to help develop curriculum and textbooks as well as the knowledge and skills of the teaching staff. The first cohort of students entering the pilot program will begin their education in February 2015 and the full-fledged course will commence in September.

Policy dialogue has been framed in the context of the recommendations from several human rights bodies and has focused on mid-term reform strategies particularly for maternal and child health (MCH), Child Care Reform and the Education Sector Plan (ESP).

The majority of the CRC Observations were incorporated in the recently-adopted 2015-2016

The design and adoption of the State Programme on Further Strengthening Mother, Child and Adolescent Health 2014-2018 was the result of continuous dialogue with MoH and other UN agencies, enriched by inputs from top-notch international expertise and by the evidence generated through the 2013 study on MCH Services Performance.

The 2014 Child Protection Forum – a governmental and civil society platform for inter-sectoral policy dialogue – was dedicated to child care reform, as a result of continuous exposure to international debates, such as the International Conference on Protection of Children from Violence, Abuse, Neglect and Exploitation (Belarus). Informed by the 2014 Situation and Cost-Benefit Analysis of Child Care Reform, the Forum provided key inputs for the reform strategy, including an agreement on establishing a gatekeeping system for vulnerable children.

Ongoing dialogue with the Ministry of Public Education (MoPE) and MinFin within the ESP 2014-2017 framework and findings from the Review of the State Policy on Financing of ECE contributed to the government’s decision to prioritize ECE and develop the state programme on ECE Development 2015-2020. Study findings on the causes for low preschool coverage informed the Government’s decision to freeze parental fees, which is intended to reduce barriers of access for children from poor families. High-level advocacy and trust building also led to GoU to accept third party monitoring of children’s involvement in the cotton harvest as a condition for GPE funding.

UNICEF Uzbekistan’s renewed engagement with the State Committee on Statistics resulted in Uzbekistan re-joining TransMonEE after a seven-year break. This meant doubling a range of data available against an agreed upon package of critical child-related indicators.

**Partnerships**

The first ever partnership with the private entity Teliasonera (UCELL) helped raise UNICEF’s brand visibility and make the children’s rights agenda a topic for a nationwide discussion in the framework of the 25th Anniversary of the Convention on the Rights of the Child (CRC@25). Through innovative IMAGINE points and distribution of more than 1.5 million short text messages, UCELL also helped increase the reach of UNICEF Uzbekistan’s website (www.unicef.uz) among various audiences.

Constructive dialogue with the Ministry of Finance opened up space for debate on previously sensitive budgeting issues, including childcare reform, preschool education and social health protection. It allowed undertaking equity-focused research and enhanced advocacy for child-focused cross-sectoral budget planning and implementation. This partnership also resulted in increased knowledge and understanding of social protection issues among government officials and helped improve communication among the line ministries.


Partnership with the National Association of SOS Children’s Villages helped develop capacity of
community leaders, school administration, medical workers and child protection front-line professionals in Fergana province in identification, referral, assessment, responding and monitoring of child protection issues and in development of inter-agency child protection protocols.

UNICEF Uzbekistan continued strategic partnership with the EU delegation under the “Improvement of the Mother and Child Health Services” Project Phase II aimed at scaling up cost effective newborn and child survival interventions at the national level. This has led to positive and sustainable systemic changes for children and women, including the most vulnerable.

Partnership with WHO and GAVI Alliance resulted in introduction of the rotavirus vaccine into the National Immunization Calendar and approval of a US$17 million Health System Strengthening grant for Uzbekistan.

The Mother and Child Health Coordination Council (MCHCC) established at UNICEF Uzbekistan’s initiative contributed to improved coordination of MCH efforts among the Ministry of Health, other government bodies and international partners. MCHCC facilitated policy dialogue, supported healthcare sector reform and contributed to sustainability and coherence of MCH interventions.

**External Communication and Public Advocacy**

External communication was used strategically to accelerate equity-focused programme results. Nearly all interventions were driven by the CRC@25 agenda and facilitated making children’s rights a key topic of public discourse as well as celebrating the successes and highlighted the work that needs to be done for children, especially most deprived.

UNICEF Uzbekistan regularly updated its website (www.unicef.uz) and Facebook page to keep internal and external audiences abreast of recent developments. A quarterly newsletter kept the donor community informed of UNICEF Uzbekistan’s results. A series of interviews with the Representative aired on national television and radio, and articles published in key mainstream print and online outlets maintained the public focus on children’s rights throughout the year.

In partnership with the Ministry of Health and the Ministry of Public Education, UNICEF Uzbekistan launched the first ever ‘edutainment’ TV series ‘Power in Unity’. Broadcast by the national TV channel, the 15-episode serial informed millions of adolescents about their rights and suggested ways of addressing social concerns within their communities. Dubbed into Russian, the serial has a potential to reach children in the neighbouring CIS countries. The www.kuch.uz website facilitates discussions around the topics raised in the series.

A roundtable held at the Senate, the One Minute Junior workshop, the CRC@25 Summer Outreach Campaign and the Clay Toy Festival organized in cooperation with various national and international partners gave more visibility to the CRC among children, caregivers and wider audiences, including key decision-makers.

Continued media capacity building resulted in more than 600 analytical articles on children’s issues published at subnational level.

On 20 November, the CRC@25 gala event, the largest yet conducted by UNICEF Uzbekistan and partners, brought together more than 800 children from all corners of the country. The event
involved some of society’s most marginalized children — children with disabilities, HIV-positive, from low-income families and children living in institutions. Extensive media coverage of the event sustained the dialogue around children's rights at all levels.

A subsequent launch of the IMAGINE Campaign in Tashkent, Samarkand, Bukhara, Kashkadarya and Khorezm became the final musical accord of the CRC@25 and resulted in two renowned music artists assuming the role of National Child Rights Champions.

**Identification Promotion of Innovation**

In order to provide a unique opportunity for anyone who wished to contribute their voice to support children’s rights and to join the innovative IMAGINE call in the country (less than 30 per cent of the population have smartphones) UNICEF Uzbekistan entered into a strategic partnership with UCELL mobile company to launch the IMAGINE public corners.

Established at the two most prominent locations in Tashkent, as well as in convenient locations in Bukhara, Kashkadarya, Khorezm and Samarkand provinces, the effort reached most ‘unreachable’ members of the Uzbek society, including children with disabilities, children with HIV and children in residential care.

The devices and internet connection at public corners were ensured through 4G technology in the capital and through 3G in the provinces. The effort resulted in more than 300 recordings of the IMAGINE song and ‘I Imagine...’ messages generated from 16 to 30 December 2014. That is a noteworthy number given that the majority of Uzbekistan’s population are not familiar with John Lennon’s legendary anthem.

Led by the slogan “Raise your voice in support of children’s rights!” this partnership also helped raise awareness of the CRC@25 and promote the www.unicef.uz website through a series of short text messages sent to more than 2 million UCELL users in the target areas.

Another result this innovative project is that a number of Uzbek celebrities have joined UNICEF to promote a better world for children. Two renowned music artists assumed the role of National Child Rights Champions and are currently working on the official version of the IMAGINE music video for Uzbekistan. It will be regularly aired by popular youth and music channels in 2015.

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

UNICEF provided support to the Government to conduct a comprehensive situation analysis of children being placed in residential institutions. This cross-sectoral work between the child protection and social policy programmes aimed at building evidence used in developing policy recommendations for a nationwide strategy for childcare reform.

A research team that included international (the Moscow-based Centre for Fiscal Policy) and national (Institute for Social Research) expertise was involved in collecting and analysing detailed data on children in residential institutions. With the aim of promoting public awareness and stimulating thinking, the team presented main findings and policy recommendations to a wide range of high-level decision makers during the 2014 International Child Protection Forum. This initiative also provided a solid base for interagency collaboration and informed dialogue examining child rights from a holistic perspective. Key government officials from the Ministries of Public Education, Health and Finance worked together closely and actively participated in all stages of the process, including research team selection, multi-sector stakeholder consultations and data collection in three selected regions.
At the sub-national level, UNICEF continued to support Inter-sectorial Working Groups (IWGs) on child wellbeing in integrated child rights implementation and monitoring in Fergana, Khorezm and Karakalpakstan regions. In Fergana, IWG promoted the practice of interagency coordination between local government and nongovernmental agencies for evidence-based decision-making. A gatekeeping mechanism was tested in selected districts for identification, referral, assessment and monitoring of situation of children being at risk and/or placed in institutions. Advocacy efforts resulted in development of database on children being placed in institutions.

In Karakalpakstan, IWG identified poor nutrition and household hygiene as key factors negatively affecting child wellbeing. More than 60,000 caregivers and 20,000 children under five benefited from the specific and focused community-oriented interventions supported by UNICEF. Non-medical specialists were also trained to conduct a baseline study and to monitor child wellbeing in the region.

### Service Delivery

A total of 3,747 children living with HIV (2,015 boys and 1,459 girls), representing more than 65 per cent of the total number of children living with HIV, benefited from psycho-social support through a network of seven UNICEF-supported Day Care Centres (DCC) established in five regions most affected by HIV/AIDS. The package of services provided by DCC included paediatricians’ consultations with HIV positive children and adolescents (2,240 consultations in 2014), consultations with parents (1,384 in 2014), distribution of 1,492 different information materials regarding HIV/AIDS; psycho-social support to HIV positive children and adolescents, including disclosure of HIV status through psychological counselling (709 children). Support groups for parents were organized in Tashkent, Namangan, Andijan and Samarkand, and peer support groups for adolescents were organized in Tashkent, Andijan and Samarkand. A total of 605 peer to peer sessions for adolescents and 41 support group sessions for parents were conducted in 2014.

HIV positive children participated in designing the 2015-2016 antiretroviral treatment (ART) calendar. The calendars are printed and distributed among children receiving ART to be used for recording their treatment. In order to support the ongoing activities of DCC, consultation protocols for children and adolescents affected by HIV/AIDS were adopted and approved by the HIV Experts’ Commission. The protocols are used by all DCC staff to standardize consultation process.

In order to build capacity of national partners and make sustainable psycho-social support efforts, the first ever Uzbek guidelines on “Organization of care, medico-psychological and social support to HIV infected children” were developed in both Russian and Uzbek. The guidelines will be used by the staff of all DCC as well by all other medical and non-medical professionals involved in providing services to HIV affected children and their families.

### Human Rights-Based Approach to Cooperation

The 2014 SitAn and Common Country Assessment (CCA) analysed the causes of non-realized rights as well as capacity gaps of duty bearers and rights holders. Both analyses focused on the situation of vulnerable groups and the bottlenecks and barriers that determine inequalities, and both took into account the latest CRC and Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Concluding Observations. Studies have been planned on the basis of critical knowledge needs for understanding causes of unfulfilled child rights and
determinants of inequalities. Examples are the KAP Survey on Adolescent Behaviours, the Analysis of the Health Sector Financing, and the Situation and Cost-benefit Analysis of the Child Care Reform.

From a planning perspective, the 2016-2020 CPD and the new United Nations Development Assistance Framework (UNDAF) are being discussed on the basis of the SitAn/CCA and the observations and recommendations from human rights bodies, including CRC and CEDAW Committees. As stated by the UNICEF-commissioned CP Evaluation, “the political sensitivities around some issues constrain both the scope for dialogue, and the nature of the dialogue that can occur, in relation to specific dimensions of child rights”. Nevertheless, within the ongoing dialogue with partners, UNICEF Uzbekistan succeeded in ensuring that the 2016-2020 programme results relevantly address the causes and determinants preventing the realization of all rights for all children.

HRBA training was organized for UN staff within the UNDAF process. UNICEF Uzbekistan made available the Programme Planning Process (PPP) training for all newly appointed staff to enable them to fully contribute in the planning/programming process. UNICEF also continued efforts to expose its partners, especially MoPE and MoH, to HR principles and HRBA-based analysis.

The CP evaluation found that “in child labour, significant gains have been made, through an approach which cannot be characterized as anything less than courageous”. The 2014 Child Protection Forum’s endorsement of the need to establish a gatekeeping system for vulnerable children is a clear result of a series of evidence generation, capacity building and evidence-based advocacy efforts aimed at overcoming a key bottleneck for children subject to abuse, neglect and violence and deprived of a protective environment.

**Gender Mainstreaming and Equality**

Since the establishment of the Gender Task Force (GTF) in January 2014, UNICEF Uzbekistan has made relevant progress toward integrating gender equality in its annual programming.

As part of the GTF Action Plan 2014-2015, UNICEF Uzbekistan implemented several activities to strengthen the capacity of UNICEF staff to mainstream gender in their programming. To identify potential gaps and challenges toward integration of gender equality, and to understand the conceptual knowledge areas that needed strengthening, a gender analysis was conducted in May 2014. Following the analysis, an international consultant conducted a two-day training for all UNICEF staff. All members of GTF, Heads of Sections, Country Management Team (CMT) members, Peer Support Volunteers (PSVs) and Harassment focal points completed the e-learning course on gender equality.

UNICEF Uzbekistan developed a C4D advocacy package in collaboration with the Women’s Committee, with key ECE messages, including the gender equality principle. A total of 5,000 copies were printed and more than 700 regional/district and senior maslakhatchi were trained to use the package. A total budget of US$43,700 was spent to implement this initiative.

A qualitative study within the child care reform initiative commissioned by UNICEF Uzbekistan found that domestic violence was one of the causes of children’s placement in institutions. A total of US$7,000 was allocated to conduct the study. Study findings flagging the domestic violence issue were presented to a wide range of high-level decision makers during the 2014 International Child Protection Forum.
UNICEF Uzbekistan played a very active and strong role in advocating for gender equality and domestic violence during the development of the new UNDAF. The UNDAF social protection area, led by UNICEF, has agreed with the Government to include an unprecedented outcome to end domestic violence.

As part of the peer-to-peer approach launched by the Regional Office (RO), the GTF Chair supported the design and facilitation of a gender training for UN staff and government officials in Azerbaijan.

Environmental Sustainability

Environmental sustainability is integrated into the current Country Programme, where applicable. For instance, the UNICEF and GAVI-supported immunization programme has a training component for medical professionals on safe immunization protocols, including medical waste utilization. This capacity development intervention covered more than 700 health workers nationwide. A total of 46,120 safety waste boxes were supplied for the Ministry of Health immunization programme in 2014.

In 2014, UNICEF supported the Ministry of Public Education in School Water, Sanitation and Hygiene (SWASH) activities. The integrated SWASH and health promotion interventions were also enriched with environmental education and “SWASH in cold seasons” topics, covering more than 8,000 schoolchildren of selected regions of Uzbekistan. Through these interventions, children were given an understanding of the importance of protecting and keeping clean the surrounding environment and nature, appropriately using sanitation facilities and practicing hygienic behaviour.

To help reduce its environmental footprint, UNICEF Uzbekistan introduced an internal rule of two-side printing and recycling paper. UNICEF encouraged national partners to apply the “green approach” and follow the same practice.

Effective Leadership

2014 was the first year of the implementation of UNICEF Uzbekistan’s Multi-Year Management Plan (MYMP) 2014-2015, which was approved in February. The MYMP contains key management, programme and operations priorities, strategic partnerships and results, Multi Year Work Plans, Terms of Reference (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 office priorities, and responsible staff and key performance indicators are identified. MYMP objectives, priorities and results were defined in participatory fashion during the all-staff retreat.

UNICEF Uzbekistan systematically uses risk management techniques, including through an established Risk Management Task Force. Each year the risk profile is updated and an action plan developed to mitigate key risks, as part of the MYMP adoption process. The Risk Profile Action Plan also included clear steps to reduce the risks associated with the change to a new enterprise resource platform, SAP and VISION performance management system, as well as other changes in the external environment. The Business Continuity Plan also is updated to reflect updated risk assessment, ongoing staff changes, and BC testing conducted.

UNICEF Uzbekistan advisory and review committees and Task Forces are active and functioning well. The office governance structures include the Country Management Team
The CMT took major initiatives in 2014 to improve operations and programme management performance and achieve quality assurance. This included approval of the 2014 Training/Learning and Supply Plans, Global Shared Service Centre (GSSC) Programme and Budget Review (PBR) strategic discussions and recommendation, Audit follow up, 2014 revised Financial Guidelines, revised updates of Statutory Committees, segregation of duties of roles in VISION, as well as JCC related actions, including successful resolution of the status of Ancillary Staff. CMT also reviews, as per standing agenda item, updated Office Performance Management Indicators, ensuring that performance indicators, including those related to programme and operations management, are routinely monitored.

During 2014, the Table of Authority (ToA) was updated to reflect the 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 an update provided to the CMT.

In close coordination with and with guidance from the CEE/CIS RO and UNICEF Headquarters, observations from the 2012 Audit on HACT and Cash Transfers were closed by the Office of Internal Audit and Investigations (OIAI) in 2014.

Financial Resources Management

UNICEF Uzbekistan achieved all programmatic and operational activities within the planned budgeted resources. Overall utilisation in 2014 was US$7,248,156, representing 98 per cent of planned funds.

Institutional Budget (IB) and other resources (OR) (expiring in 2014) amounting to US$1,323,296 were fully utilized (including Outstanding Budgetary Obligations (OBO) and OR funds in amount of US$138,762.90). Utilization of Regular Resources (RR) was 96 per cent. Of the US$4,106,055 allocated, US$3,937,935 was fully utilized (including OBOs amounting to US$152,183.73).

UNICEF Uzbekistan successfully safeguarded the financial and other assets of the organization and ensured efficient, timely and cost effective utilization. All financial closure activities were successfully completed in full compliance with prescribed deadlines, including ongoing 2014 Accounts Closure activities. Bank reconciliations were done in a timely manner. Replenishment requests were placed promptly and funds were received in a timely manner.

UNICEF Uzbekistan continued to make effective use of its bank optimization and cash forecasting tools. The office also used Vision tools such as the Administration and Finance Dashboard, VISION Performance Management reports and SAP-generated reports for regular monitoring of financial and other assets. Financial trainings were provided to counterparts on UNICEF’s updated financial regulations. These mechanisms, together with CMT review of Performance Management Indicators and clear accountabilities and good ongoing communication with partners, resulted in having no direct cash transfers (DCTs) over 6 months at 31 December 2014.
Since 2012, UNICEF Uzbekistan participated in the global Efficiency and Effectiveness initiative, and is a member of the Field Implementation Group (FIG) on identifying opportunities for simplification and efficiency gains in business processes and transactions. UNICEF is leading the process to simplify processes in HR, Procurement and ICT at Operations Management Team (OMT) level as part of Delivering as One Approach (DaO).

**Fund-raising and Donor Relations**

UNICEF Uzbekistan submitted all donor reports on time after following the established mechanism of quality assurance. A new three-step quality assurance system was introduced in 2014. After clearance by the head of section, a report is cleared by the Deputy Representative. As a final step, a sample number of donor reports are spot checked by the relevant Regional Advisor.

By the end of 2014, a total of US$18,994,000 of Other Resources (OR) was mobilized for the six-year Country Programme of Cooperation. At this pace, it is likely that UNICEF Uzbekistan will reach the OR ceiling of US$22,500,000 before the end of the Country Programme.

As a lower middle-income country, Uzbekistan is a low-priority for most donors. Given the global economic situation, it is expected that already scarce fund-raising opportunities will plausibly decrease in the near future.

The main current donor is the European Commission (providing 50 per cent of the OR funds) supporting the Country Programme in the area of Maternal and Child Health. The second largest source of Other Resources is UNICEF Thematic Funds, currently sustaining the Education, Maternal and Child Health and Child Protection programmes.

A two-tier management performance monitoring system tracks expiring grants at the programme section and programme coordination levels on a monthly basis. As a result, all grants expired in 2014 were 100 per cent utilized.

**Evaluation**

UNICEF Uzbekistan moved to a new understanding of the Integrated Monitoring, Evaluation and Research Plan (IMEP) as a strategic planning tool based on knowledge management priorities, and the 2014 IMEP was designed on the basis of the key information gaps for the country programme (CP) in consultation with senior management, M&E and Programme Sections. Planning of fewer, studies, surveys and evaluations allowed for improved quality assurance throughout the research process.

Eighty per cent of IMEP items planned for completion in 2014 were finalized by December. One review (PMTCT review) was postponed due to emerging difficulties within the operating context. One study and one evaluation planned for completion in 2015 were cancelled when the assessment and methodological considerations revealed they were not feasible, even considering minimum quality standards.

The country programme evaluation demonstrated its value in terms of independently analysing the CP as a package rather than in individual pieces. The management response to the CPE is in progress. The evaluation report is already being used as critical input in discussion with GoU, UN and UNICEF CEE/CIS Regional Office regarding design of the new CPD, which is taking place in the midst of substantial changes in the operating context.
The Uzbekistan CP evaluation experience was shared within the regional M&E network.

**Efficiency Gains and Cost Savings**

Cost savings were achieved by extending useful life of Information and Communication Technology (ICT) equipment, as well as leveraging human and financial resources by increasing the number of office-based Long Term Arrangements (LTAs). In 2014, UNICEF Uzbekistan concluded new LTAs for Event Management Companies, Catering Services and Office Supplies. These LTAs and combined financial and human resources savings further contributed to increased effectiveness and efficiency.

UNICEF Uzbekistan outsourced ancillary services (including security and cleaning) through UNDP as of 1 December 2014.

As part of OMT, UNICEF Uzbekistan also actively participated in the review of Procurement, HR and ICT activities, with the aim of establishing more cost effective and efficient utilization of cross-Agency activities as part of the Business Operations Strategy of Delivering as One. Initiatives related to insurance of vehicles and procurement of office paper took place. HR will focus on review and implementation of harmonised translators’ rates across all UN agencies, and a common HR roster for consultants was established between all UN Agencies. ICT activities will focus on establishing a Memorandum of Understanding (MoU) to maintain an alternate back up satellite link to be hosted by United Nations Office on Drugs and Crime (UNODC) and shared by all Agencies. In 2015, UNICEF Uzbekistan will continue to 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.

**Supply Management**

UNICEF Uzbekistan’s supply component consisted of procurement of goods and services amounting to close to US$2 million. This represented an increase of more than 50 per cent compared to 2013 due to 2014 programme interventions, especially in Health and Education. All supplies were procured and delivered on time with proven quality of goods and services and quality of contracted suppliers.

Local Procurement accounted for 90 per cent of all supply activities, with the remaining 10 per cent relating to off-shore procurement. To ensure steady monitoring and implementation of supplies, the Supply Plan was completed by March 2014 and was reviewed throughout the year, including by CMT.

UNICEF Uzbekistan assisted the MoH in ensuring smooth processing and monitoring of vaccine delivery. Moreover, UNICEF also facilitated in-kind donation of Vitamin A that reached 99 per cent of children ages 6-59 months in Uzbekistan. As part of the Disaster Risk Reduction (DRR) interventions and based on the local market research and emergency stockpiling activities, additional prepositioning needs were identified and goods were procured and delivered to the UNICEF Uzbekistan warehouse.

As part of the optimization and effective use of resources, Long Term Arrangements covering 2014-2015 were established with technically qualified Event Management companies, Catering Service providers and suppliers of Office Supplies. The establishment of the LTAs will enable UNICEF to effectively utilize financial and human resources and decrease costs, and will also allow other UN agencies to benefit from them, working toward the Delivering as One initiative.
**Security for Staff and Premises**

In 2014, UNICEF Uzbekistan continued to strengthen its security and preparedness standards and activities, internally within UNICEF and with counterparts.

UNICEF is a member of the Security Management Team (SMT) and an active participant in UN security meetings and trainings. All staff were informed on security and safety issues. The UNICEF office was Minimum Operating Security Standards (MOSS) compliant.

In 2014 United Nations Department of Safety and Security (UNDSS) held an all staff presentation of UN Security Plan, including detailed information on Minimum Operational Residential Security Standards (MORSS), MOSS and evacuation details. A separate presentation by UNDSS was held to training staff on use of VHF/UHF equipment.

As a matter of routine collaboration established with UNDSS, information on key office staff, essential staff lists, satellite, vehicle and radio lists was shared with UNDSS and SMT on a regular basis during 2014. Several key UNICEF security preparedness exercises were also held in 2014, including all staff fire-drill exercises and communication tree testing, as per the UNDSS and SMT endorsed schedule. VHF/UHF monthly radio checks were held with Senior Management (members of SMT) and Security Focal Points and Alternates.

In alignment with the latest UNICEF standards, digital hand held radios were procured to replace the analogue radios that were in use since 2004.

In 2014, in accordance with current MORSS and as recommended by UNDSS, security alarm systems were procured and installed in residences of all Implementing Partner (IP) staff members residing in houses. The alarm systems are programmed to detect motion and in case of any unwanted motions, the system automatically prompts calls to the staff member, alternatively to UNICEF security guards.

The Emergency Preparedness and Response Plan (EPRP) was regularly updated in 2014. Online updates and information on risk assessment were posted on the Early Warning-Early Action system.

The Business Continuity Plan (BCP) was updated in October 2014 to reflect the updated risk assessment, staffing list, critical response team and ICT information. It was endorsed by CMT and shared with all staff. As part of the BCP and ICT preparedness, office satellite phones were tested during 2014.

**Human Resources**

UNICEF Uzbekistan’s recruitment was conducted throughout the year based on the needs and requirements of the Country Programme and was grounded on the UNICEF Competency Framework. In 2014, the UNICEF Uzbekistan conducted a number of recruitments to fill vacant positions created by the departure of staff, as well as staff separated from the organization. UNICEF completed recruitment for the Chief of Education P-4 international post, national professional posts including Social Policy Officer NOB and Communication Officer NOB, and several consultancies, including Team Leader (EU long term consultancy). Recruitment for the Chief of Communication P-4 international post is ongoing.

Additional staff will be recruited as necessary based on the new Country Programme 2016-2020.
Performance management is undertaken systematically, with clear deadlines for Performance Appraisal System/Staff Performance Evaluation Report (PAS/PER) task definition and completion monitored by the CMT. One hundred percent of staff had their 2013 PAS/PER completed on time and 2014 PAS/PER end-year review discussions were ongoing per global deadlines. In addition to the official performance appraisals, staff members also had regular feedback discussions with managers and supervisors to discuss their work, aspirations, challenges and career opportunities.

In 2014, UNICEF Uzbekistan continued to invest in staff through the Training Learning Committee and through all staff trainings, including EPR, Gender, and Security, to name a few. Staff participated in regional networks, through virtual media and participation in Webinars and WebExes. In turn, staff who took part in such trainings shared the knowledge obtained in regularly scheduled Knowledge Management presentations to all staff. Three staff (one IP and two national staff) participated in development assignments during 2014 at CEE/CIS Regional office in Geneva, at UNICEF Bosnia and Herzegovina and UNICEF Armenia, respectively. One IP staff member provided remote support to the CEE/CIS Regional Office during 2014.

UNICEF Uzbekistan applied UNICEF Human Resources policies on learning days, flexi-time and working from home, with positive results. The office had compressed summer working hours in 2014, while maintaining a 40-hour work week.

In 2014, three local JCC meetings were held, bringing together management and staff representatives to ensure the high morale of staff as well as staff well-being. JCC discussed the results of the 2013 Staff Survey, 2014 Staff Survey, and road map for designing the 2014 Local Staff Association (LSA) work plan. The LSA and Management encouraged staff to participate in the 2014 Staff Survey and shared information on UN Cares with all staff.

**Effective Use of Information and Communication Technology**

One of the important priorities in 2014 was ensuring availability of ICT services and resources to the end users in accordance with established practices. Access to the network, access to the internal and external applications, and availability of communication were provided to all staff in a timely manner and in alignment with ITSS policies. There were no incidents related to ICT and IT assets or access to UNICEF servers and sites. Corporate email and file sharing services were migrated to Office 365, a cloud based Microsoft service, according to a scheduled timetable. The overall process of migration was smooth and accurate.

Throughout 2014, one of the priorities for ICT was support of the two UNICEF websites (unicef.uz and ona-bolasalomatligi.uz), which received 23,767 and 7,645 page views, respectively. The ICT section updated the content management system software, and troubleshoot issues with the web server.

Based on 2014 ICT Procurement Plan, equipment was procured as needed. Extending useful life of equipment and equipment usage to ensure balance between available resources and utilisation of properly functioning equipment was a priority. As per the decision of the Property Survey Board (PSB) committee and as per request by local Government partners, 20 obsolete desktop computers were given away.

As part of the OMT-established ICT sub-group, UNICEF is pursuing establishment of an MoU with UNODC to take place in the first quarter of 2015. This MoU aims to secure back up access
to the UNODC held satellite link, which should provide UNICEF with an alternate internet link in case of possible internet failures.

Programme Components from RAM

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:
In line with priorities of the SP 2014-2017, UNICEF Uzbekistan continued to play a lead convening role in key sectors relevant to children - health, education, child protection and most notably, social protection, resulting in advances in national plans, policies and monitoring. Strategic partnerships, evidence-based policy advocacy, high-level technical assistance and solid institutional leadership made the following equity-driven achievements for children possible in 2014:

- Finalization and president's endorsement of the “State Programme on Strengthening and Development of Protection System of Reproductive Health of Population, Health of Women, Children, and Adolescents in Uzbekistan for the period 2014–2018” -- The programme will serve as a guiding normative framework for the implementing agencies.
- Institutionalization of International Live Birth Definition (ILBD) into the health statistics -- It is expected that ILBD will allow reduction of inconsistency between international and national statistics and better reporting on child mortality.
- GoU-sustained budget allocation for vaccine procurement covering 100 per cent of EPI vaccines, and introducing a rotavirus vaccine into the routine immunization system, reaching 98 per cent coverage.
- Capacity development efforts for primary healthcare workers resulted in improved practices -- in target regions, the proportion of children examined by a doctor according to the approved protocols increased from 23.1 per cent to 55 per cent; unnecessary prescription of antibiotics to children was reduced from 53.2 per cent to 3 per cent.
- 65 per cent of children living with HIV/AIDS (2,015 boys and 1,459 girls) benefited from protection and psychosocial services provided through seven UNICEF-supported Day Care Centres.
- UNICEF’s efforts as Coordinating Agency resulted in the official signing of the Grant Agreement for US$49.9 million between the GoU and Global Partnership for Education (GPE), moving ESP implementation one major step ahead. The GPE fund was instrumental in advocating with GoU to ban child labour during the cotton harvest season. This was an example of how international cooperation for development in one area of work can improve the overall situation of children in the country.
- The UNICEF-convened international conference on Equitable Access to Quality Pre-School Education significantly influenced the Pre-School Education Sub-Sector State Program (2015-2020) and leveraged financing of the ECE with US$500 million. UNICEF and its partners addressed barriers in supply of educational services, introducing an innovative system of ‘half-day’ school readiness programmes. Children ages 5-6 in 1,220 preschools are now enrolled to be better prepared for the start of their primary education. The program also focused on influencing and increasing demand by mobilizing community assets as well as improving the quality of services through enhancing curriculum and further development of teachers' professional capacities.
Along the lines with UNICEF CEE/CIS Regional Knowledge Leadership Agenda (RKLA) KLA4, UNICEF Uzbekistan supported MOPE to integrate a CFS-based framework of Quality Basic Education (QBE) into the national educational M&E system. UNICEF’s contribution focused on developing indicators and monitoring tools for the M&E system.

UNICEF provided support to the GoU in conducting a comprehensive SitAn of children being placed in residential institutions with the aim of building evidence for developing policy recommendations for a nationwide childcare reform. A new intersectoral collaboration of state structures and NGOs in addressing child protection issues was introduced at municipal level in Fergana and Samarkand regions. As a result, a gatekeeping mechanism is being implemented for identification, referral, assessment and monitoring of situation of children being at risk and/or placed in institutions. A database on children in institutions has been developed and the number of children in institutions in Fergana and Samarkand has been decreased, with 111 children being reintegrated into biological or patronage families.

UNICEF continued to build an effective cooperation with the Research Centre under the Supreme Court of Uzbekistan. During 2014 a comparative analysis of national legislation with international justice for children standards was conducted in four regions of Uzbekistan. The analyses covered issues related to access to justice for children in conflict with the law, child victims and witnesses and children participating in civil court proceedings. The legislative analysis has been finalized and a second analysis focused on judicial practices will take place in 2015.

The above achievements contributed to the CEE/CIS Regional Knowledge and Leadership Agenda on children’s rights to family environment; children's right to support for reintegration into society; children's right to education: early learning and school readiness; children's right to education: Including All Children Out of School in Quality Learning; children's right to be born HIV free; children's right to health: Infant and under 5 mortality; children's right to social protection; and Second Decade, Second chance, Adolescents.

OUTPUT 1 By 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:
UNICEF continued its advocacy efforts and provided technical support to MoH, focusing on improvement of quality of services in the area of Maternal, Newborn and Child Health (MNCH), Nutrition and HIV. In 2014, the “State Programme on Strengthening and Development of Protection System of Reproductive Health of Population, Health of Women, Children, and Adolescents in Uzbekistan for the period 2014–2018” was finalized and endorsed by the President. The programme will serve as a guiding normative framework for the implementing agencies. New guidance was developed on “Regionalization of Perinatal Services” aimed at improving access and quality of perinatal services at all levels of health system. Additional results of UNICEF’s activities included:

- Institutionalization of ILBD into the health statistics; Sustained budget allocation for vaccine procurement covering 100 per cent of EPI vaccines and inclusion of a new rotavirus vaccine into the National Immunization Calendar;
- Adaptation and endorsement of the WHO’s “Safe Immunization” manual, incorporating aspects of key associated legislation, and highlighting a need for strong inter-agency cooperation in expanding vaccine coverage. The manual outlines the role of mahallas’ (neighbourhood) leaders in communication with communities, especially with
households’ decision makers (including grandparents and mothers-in-law) to ensure timely vaccination of children;

- The First National Concept on Quality Improvement and related tools were piloted in 16 medical institutions;
- Improvement of skills of more than 9,000 healthcare professionals, health managers and teachers from the medical education institutions in the area of newborn and child survival, nutrition and HIV/AIDS. This resulted in improved practices of primary healthcare workers, Compared to the baseline assessment, in target regions the proportion of children examined by a doctor according to the approved protocols increased from 23.1 per cent to 55 per cent; and unnecessary prescription of antibiotics to children was reduced from 53.2 per cent to 3 per cent.
- 450 pedagogical personnel from medical universities enhanced their knowledge in application of revised curricula in order to ensure quality implementation of revised pre-service curricula in medical institutes. In partnership with WHO, UNICEF supported the MoH in development of a supportive supervision system that will contribute to quality improvement of MCH services, and to changing the punitive control system into supportive monitoring.
- Approximately 97 per cent of 6-59 month old children nationwide benefitted from two rounds of UNICEF-supported Vitamin A supplementation.
- Results of the “Improvement of IYCF and home fortification in RoK” initiative showed that home fortification (Sprinkles) together with nutrition counselling reduced anaemia among children in a pilot group two times more that in a control group. The findings were presented to the MoH in support of developing an appropriate nutrition policy to target the most vulnerable children.
- Testing Innovative Early Infant Diagnosis of HIV (Dry Blood Spot method/DBS). The result of the testing confirmed practicality of DBS use.
- A total of 2,015 boys and 1,459 girls with HIV, representing more than 65 per cent of children living with HIV in Uzbekistan, benefited from psycho-social support through a network of seven UNICEF-supported Day Care Centres.
- The first nationwide KAP study on adolescent’s health and development was conducted. Findings will be used for programing and development of the new country programme.

In 2015, UNICEF will continue its support for quality improvements for health services, as this has been identified as one of the major bottlenecks for child survival. This will include revision of the regulatory framework, capacity development, revision and updating of postgraduate curricula for medical universities and nursing colleges, as well as testing and finalization of the Quality Improvement Action plan and tools. In partnership with MoPE, UNICEF will implement SWASH initiatives in 27 of the most deprived schools.

**OUTPUT 2** By 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 early 2014, UNICEF convened an international conference on New Approaches in Providing Equitable Access to Quality Pre-School Education, significantly influencing the State Program on Further Development of the Pre-School Education Sub-Sector (2015-2020) and leveraging financing of the ECE with US$500 million. A total of 1,220 pre-schools are now covered by this program, half of which are supported by UNICEF. Children in these innovative half-day school readiness programs receive quality services based on the new curriculum, *Bilimdon*, from teachers who are re-trained on this child-centred program. To ensure increased demand for
ECE, 620 maslakhatchis (community advisors promoting social services), were mobilized to use a C4D package to educate families on ECE and encourage enrolment. Bilimdon is now included in the national pre-service teacher training program to ensure sustainability and adequacy of a quality workforce. Seven Pre-School Coordination Councils in different regions are also providing management support to the program. In 2015, UNICEF will continue advocating for expanded coverage and improved quality of services.

UNICEF Uzbekistan supported MOPE to integrate a CFS-based framework of QBE into the national educational M&E system. UNICEF’s contribution focused on developing indicators and monitoring tools for the M&E system. As the program progressed, the need emerged to create a shared understanding of the conceptual framework and strengthen collaboration among stakeholders. This will be addressed in 2015. In an intervention conducted by MOPE, analysis of the learning outcome measures of students in mathematics, reading and foreign languages in 51 districts of 6 regions revealed barriers to quality education. With support from UNICEF, localized remedial teacher training programs were implemented by district departments of education and methodology councils. To promote equity, UNICEF supported development of a model for enhanced education in small and remote schools in Navoi, Samarkand and Djizzak regions. This included establishment of mobile teacher training courses, distance teacher certification mechanisms and in-school professional support. UNICEF will use this successful example and lessons learned from it to leverage its expansion in 2015.

As GPE Coordinating Agency, UNICEF continued its support for the materialization of the Uzbekistan ESP, as a result of which a funding agreement between GPE and Uzbekistan for a US$49.9 million grant was signed in October 2014. UNICEF will continue to support the Local Education Group (LEG) in 2015 to guarantee proper implementation and monitoring of the ESP.

**OUTPUT 3** By 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:**

UNICEF provided support to the government in conducting a comprehensive situation analysis of children being placed in residential institutions. This cross-sectoral work between the child protection and social policy programmes aimed at building evidence used in developing policy recommendations for a nationwide strategy for childcare reform. This initiative intends to place a functional child protection system within the broader umbrella of social welfare through a comprehensive approach to policy analysis.

A research team that included international expertise was involved in collecting and analysing detailed data on children in residential institutions. With the aim of promoting public awareness and policy development, the main findings of the research study were presented to a wide range of high-level decision makers during International Child Protection Forum.

In a more focused effort, and with expectation of a long-term impact, an effective partnership was built with Tashkent State Law University to develop a child rights and justice for children BA program to cater to the country’s need for law professionals specialized in child rights issues. UNICEF provided technical assistance for the development of curriculum and textbooks as well as knowledge and skills of the teaching staff. The first cohort of students entering the pilot program will start their education in February 2015 and the full-fledged course is planned to commence in September.
UNICEF continued to build an effective cooperation with the Research Centre under Supreme Court of Uzbekistan. In 2014, a comparative analysis of national legislation with international justice for children standards was conducted in four regions of Uzbekistan. The analyses covered issues related to access to justice for children in conflict with the law, child victims and witnesses and children participating in civil court proceedings. The legislative analysis has been finalized and a second analysis focused on judicial practices will take place in 2015.

A new intersectoral approach of collaboration to address child protection issues was introduced at the municipal level in Fergana and Samarkand regions. Through this approach, a practice of interagency coordination of state structures and nongovernmental agencies has been triggered to address child protection issues. As a result, a gate-keeping mechanism is being tested in the aforementioned districts for identification, referral, assessment and monitoring of the situation of children at risk and/or placed in institutions. A database on children in institutions was developed and the number of children in institutions has decreased. In Fergana 55 children (17 per cent) and in Samarkand 56 children (16 per cent) from institutions were reintegrated to biological or patronage families.

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:

UNICEF contributed to the CEE/CIS Regional Knowledge and Leadership Agenda (RKLA). Focus areas included knowledge generation and exploring new modalities for collaborating with government partners in selected priority areas such as: childcare reform, access to quality preschool education advocacy for social health protection, and multi-agency work on social protection and monitoring the impact of public spending on children. UNICEF Uzbekistan regularly shared its experience, successful strategies and lessons with other UNICEF offices in the region.

UNICEF applied a multi-sector approach both within its programmes and with national partners to maximize linkages for improving sector outcomes. The UNICEF-supported Social Protection Interagency Group (SPIG), which included representatives from all key ministries and the non-governmental sector, served as a platform to create a common understanding of the social protection conceptual framework, the importance of child-sensitive social protection and the steps to achieve mutual goals.

The partnership between the Ministry of Finance and UNICEF opened up space for debate on previously sensitive budgeting issues, including childcare reform, preschool and social health protection. It allowed equity-focused research to be conducted, as well as advocacy for child-focused cross-sectoral budget planning and implementation. UNICEF facilitated broad consultative processes and encouraged involving social sector ministries (public education, health, labour, social protection) and national research institutions in evidence-based planning and budgeting, with the aim of ensuring adequate and quality investments in children.

These efforts contributed to better understanding of issues and promoted informed policy decision making. Subsequent to the presentation of UNICEF-commissioned study findings in the area of preschool financing, in 2014, the Government froze parental fees and increased capital investment in preschools. An initiative led by UNICEF, in partnership with WHO and UNFPA, contributed to the opening of a floor for policy debate in this area as well as to the
ongoing dialogue in the area of health financing. The government agencies involved in this work, particularly the Ministry of Finance and Ministry of Health, benefited from improved inter-agency communication.

UNICEF was a key player in the area of childcare reform. Its advocacy efforts led to evidence generation and provided a solid base for intersectoral dialogue examining child rights from a holistic perspective. This cross-sectoral work between the child protection and social policy programmes aimed to build evidence that was used in developing policy recommendations for a nationwide strategy for childcare reform. Key government officials from the Ministries of Public Education, Health and Finance worked together closely and actively participated in all stages of the process, including research team selection, multi-sector stakeholder consultations and data collection in three selected regions.

As a part of the ongoing UNDAF formulation process, UNICEF chaired the UNDAF Social Protection Group and organized a number of joint working group meetings and consultations. Advocacy and lobbying was successful in terms of defining and agreeing on key messages in the area of social protection, and resulted in formulation of UNDAF outcomes focusing on two out of the eight proposed.

As part of its work enhancing the child rights monitoring system at the sub-national level, UNICEF promoted strengthening inter-sectoral coordination, informed decision-making and accountability of duty bearers to child rights. These efforts resulted in developing thematic Action Plans focused on region-specific priority issues, identified through overall monitoring of child wellbeing indicators. The plans aimed to enhance the knowledge and skills of communities, women and children on childcare reform, ECE, optimal nutrition, hygiene and sanitation practices. NGOs were encouraged to play a role in this process and to contribute to reinforcement of accountability measures to right holders and coordination among duty bearers. These activities stimulated cross-sectoral discussions raising awareness that reliable, routinely collected data are essential for developing plans to address child rights issues.

In partnership with the National Human Rights Centre, UNICEF facilitated the visit to Uzbekistan of a member of the Committee on the Rights of the Child during which the main recommendations of the CRC Committee were highlighted and recommendations on the international best practices in key areas of child rights were provided. The outcome of these meetings contributed to enhancing inter-agency coordination on child rights and laid the groundwork for implementation of the latest Concluding Observations on the UNCRC. Due to continuous advocacy efforts, the Government did not mobilize children under the age of 18 during the 2014 cotton harvest season.

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

Analytical Statement of Progress:

UNICEF continued its efforts to stimulate multi-agency collaboration, involving a range of professionals working together in an integrated way in order to promote positive outcomes for children. SPIG discussions allowed for opening the agenda on some critical social budgeting issues, including preschool, childcare reform and social health protection. These efforts resulted in increased knowledge and understanding of social protection issues among government officials as well as improved communication between government agencies. Several meetings
were organised to examine challenges and critical issues resulting from multi-agency coordination within the SPIG framework, which resulted in agreement to explore further new ways of collaboration, based on lessons learned.

UNICEF committed to monitor the impact of public spending on children by conducting reviews across sectors to ensure that efficiency gains are invested in the most vulnerable, including children and women. UNICEF brought international expertise to support the Ministries of Finance and Public Education to build up their capacities, aimed at increasing the efficiency, transparency and accountability of public funds use. In response to the Ministry of Finance’s request, a team of international and national experts is developing packages of policy interventions (per-capita funding, parental fees for different forms of preschool services, social protection programs, optimize staffing and procurement) focused on improving access and quality of provided preschool education services in rural areas. Regular field monitoring was undertaken to observe potential impacts of changes in resource planning and parental fee policies on coverage rate and quality of offers.

As part of advocacy and awareness raising on universal health coverage and social health protection, UNICEF initiated a scoping mission on health financing and financial protection to assess the feasibility of conducting a comprehensive study in this area. The key findings of this joint work with WHO and UNFPA were presented to key duty-bearer stakeholders. A training workshop was organized for national partners and UN agencies. Technical assistance was provided to the Government for conducting a comprehensive situation analysis of children in selected institutions. Findings from the qualitative and quantitative research as well as policy recommendations were presented to a wide range of high-level decision makers during the 2014 International Child Protection Forum.

OUTPUT 2 By 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 continued to support Inter-sectoral Working Groups (IWGs) on child wellbeing in integrated child rights implementation and monitoring through interagency coordination between local governments and NGOs to implement regional Action Plans on specific issues. In Fergana, IWGs promoted testing of a gatekeeping mechanism. In Karakalpakstan, poor nutrition and household hygiene were identified as key factors negatively affecting child wellbeing in the region. In Khorezm, enhancing early childhood education was identified as a priority. The NGO capacity building programme implemented jointly with the Association of NGOs resulted in an increased number of grants received by NGOs and value-added participation of the third sector in implementation of projects in education, health and child wellbeing. Out of 20 NGOs that UNICEF supported individually, 11 received government grants. According to government monitoring, the quality of the proposals also substantially improved. A Handbook on Results Based Project Management and NGO Strategic Planning was published in Uzbek and Russian. UNICEF has been the only organization supporting capacity building of NGOs for the past five to seven years, since the massive closure of international and community based NGOs.

UNICEF supported the visit to Uzbekistan of a member of the CRC Committee to provide high-level advocacy on latest Concluding Observations. High-level meetings and seminars allowed government officials, including representatives from ministries, courts and law enforcement agencies, to improve understanding on issues related to the legislative and practical framework
for the protection of children’s rights. Specific topics included access to disaggregated data, the position of children with disabilities, establishment of a children’s Ombudsperson, childcare reform and social protection, quality of education in rural areas and closed institutions, corruption and corporal punishment in schools, inclusive education, establishment of the juvenile justice system, combatting early marriages and other cross-cutting issues.

Recommendations were provided on aligning legal concepts to the CRC principles, the adoption of new and amendment of existing legislation for implementation of the Two Optional Protocols as well as ratification of the Third. As part of its advocacy work, UNICEF supported printing of the Compendium of General Comment of the CRC and translation of the latest CRC Concluding Observations into Uzbek. In coordination with the UN County Team, UNICEF supported the Government in the development of the National Action Plan for implementation of the UPR and other UN Treaty Bodies’ recommendations, including the UNCRC.

OUTCOME 3 Programme cross-sectoral

Analytical Statement of Progress:

In the framework of the 25th Anniversary of the CRC, UNICEF Uzbekistan continued to advocate for children’s rights at different levels, with a focus on the most vulnerable. A series of campaigns and events were supported throughout the year, including the “CRC@25: I know my rights!” Summer Camp Outreach Campaign that engaged more than 180,000 children, OneMinuteJr workshop and the Clay Toy Festival with participation of the most excluded groups of children. 2014 efforts culminated on 20 November with a gala event,

An edutainment TV serial was aired on national television, and reached more than 5 million citizens, promoting key behaviours in health, hygiene, nutrition, education and child protection among adolescents and their caregivers.

Promotion of positive behaviours on health, nutrition and child rearing practices for children under 5 were supported through capacity building of patronage nurses and community workers in the Republic of Karakalpakstan and Namangan regions through participatory evidence-based techniques. Piloting of innovative methodologies targeting 36,000 people began in 2014 and will continue throughout 2015, when the end-line study is expected to measure the results and inform policy decisions for potential scale up.

UNICEF Uzbekistan’s strategic effort to sustain media capacity building for child rights based reporting resulted in more than 600 analytical articles in subnational media, an unprecedented number of media reports on this subject.

The 2014 independent Evaluation of the CP 2010-2015 concluded that “the CP was faced with a slim evidence base from the outset, but has made major efforts to build this post-approval. It will end its period of implementation based on far firmer evidentiary and analytical foundations”. A critical bottleneck for equitable realization of child rights in Uzbekistan is related to challenging difficulties to generate reliable and quality evidence. Enhanced access to and quality of evidence is therefore a critical result for UCO.

Advocacy within the broader framework of UNICEF Uzbekistan’s 2013-2015 Evidence Generation Strategy and renewed engagement with the State Committee on Statistics resulted in Uzbekistan’s re-joining TransMonEE (a database of indicators reflecting the situation of children in CEE/CIS) after a seven-year break.
OUTPUT 1  By 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:
UNICEF Uzbekistan continued to advocate for children’s rights at different levels using the opportunity of the CRC@25 with focus on most vulnerable members of the society – children with disabilities, children living with HIV and children in residential care.

In the lead up to the CRC@25 gala event on November 20, the biggest ever conducted in Uzbekistan, a comprehensive year-long action plan was developed and implemented in strategic collaboration with national and international partners.

The “CRC@25: I know my rights!” Summer Camp Outreach Campaign engaged more than 180,000 children in discussion of their rights using the peer-to-peer approach. A strong monitoring mechanism helped ensure that the dialogues around children’s rights are being continued throughout the academic year 2014-2015.

The OneMinuteJr workshop and the Clay Toy Festival, conducted with participation of the most excluded groups of children, emphasized a child’s right to play, to participate and to self-expression.

UNICEF Uzbekistan’s strategic effort to sustain media capacity building for child rights based reporting resulted in more than 600 analytical articles in subnational media, an unprecedented number of media reports on this subject.

UNICEF Uzbekistan continued strengthening inter-personal communications skills and community mobilization and participatory monitoring techniques in the education and health sectors through a series of workshops. This enabled education and health professionals to identify community barriers to positive child care, health and early childhood development practices and take appropriate action.

Special focus was given to training more than 1,000 community workers in Tashkent City on changing negative attitudes and perceptions toward disability at the grass-roots level, and to methodologies for conducting situational analysis of children with disabilities.

Capacity of patronage nurses and community workers in the Republic of Karakalpakstan and Namangan regions in participatory evidence-based techniques was built. Action plans for community dialogues roll-out were developed to motivate households to follow essential family practices for child care and development. Piloting of innovative methodologies targeting 36,000 people began in 2014 and will continue throughout 2015, when the end-line study is expected to measure the results.

The edutainment TV serial developed in 2013 to promote key behaviours in health, hygiene, nutrition, education and child protection among adolescents and their caregivers was aired on national television, reaching more than 5 million citizens. The serial was dubbed into Russian to extend its outreach. The online portal www.kuch.uz was launched to provide audiences an opportunity to re-visit the series, learn more about the topics covered, and exchange opinions.
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:
The 2014 independent Evaluation of the CP 2010-2015 (CPE) summarized the achievements against this result as follows: “The CP was faced with a slim evidence base from the outset, but has made major efforts to build this post-approval. It will end its period of implementation based on far firmer evidentiary and analytical foundations”. A critical bottleneck for equitable realization of child rights in Uzbekistan is related to challenging difficulties in generating reliable and quality evidence. Enhanced access to and quality of evidence is therefore an important result for UCO to pursue in order to deepen the understanding of the situation of vulnerable children and women and set the ground for policy advocacy.

Advocacy within the broader framework of UNICEF Uzbekistan’s 2013-2015 Evidence Generation Strategy and renewed engagement with the State Committee on Statistics resulted in Uzbekistan’s re-joining TransMonEE (a database of indicators reflecting the situation of children in CEE/CIS) after a seven-year break. This decision was an important step toward transparency and State Committee on Statistics’ constructive engagement in favour of child rights. It resulted in the range of available data (against an agreed upon package of critical child-related indicators) doubling since 2013 and increasing more than five-fold since 2012.

The implementation of the 2014 IMEP provided evidence used for policy dialogue. The ongoing discussions on the child care reform strategy are being informed by the Situation and Cost-Benefit Analysis of Child Care Reform. The 2014 equity- and HRBA-focused SitAn, together with the CPE, is being used to guide the discussions between GoU and UN/UNICEF in preparation for the 2016-2020 UNDAF and CPD.

OUTCOME 4 Programme Component Results support

Analytical Statement of Progress:

2014 was the first year of implementation of the UNICEF Uzbekistan Multi-Year Management Plan (MYMP) 2014-2015, which was developed and approved in February 2014. The 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.

UNICEF Uzbekistan made systematic use of risk management techniques, including through the work of the established Risk Management Task Force. As part of MYMP adoption process, the risk profile was updated and an action plan developed to mitigate key risks.

UNICEF Uzbekistan’s advisory and review committees and Task Forces were active and functioning well. CMT took major initiatives in 2014 to improve operations and programme management performance and achieve quality assurance. This included approval of the 2014 Training/Learning and Supply Plans, GSSC PBR strategic discussions and recommendation, Audit follow up, 2014 revised Financial Guidelines, updates of Statutory Committees, segregation of duties of roles in VISION, as well as JCC related actions, including successful resolution of the status of Ancillary Staff in Uzbekistan. CMT regularly reviewed, as per standing agenda item, the updated Office Performance Management Indicators. This
continuous monitoring ensured that performance indicators, including those related to programme and operations management, were routinely monitored.

With facilitation from CEE/CIS RO and UNICEF Headquarters, UNICEF Uzbekistan closed two final pending Audit observations from the 2012 Audit.

All programmatic and operational activities were completed within the planned budgeted resources.

All financial closures activities were successfully completed and in full compliance with prescribed deadlines, including on-going 2014 Accounts Closure activities. The bank reconciliations were done in a timely manner and all replenishment requests were placed promptly and funds received in a timely manner. UNICEF Uzbekistan successfully safeguarded the financial and other assets of the organization and ensured efficient, timely and cost effective utilization.

UNICEF Uzbekistan recruitment was conducted throughout the year based on the needs and requirements of the Country Programme and was grounded on UNICEF Competency Framework. This included recruitments for international and national posts, including professional and GS posts.

Additional recruitment will take place following endorsement of the new CPD 2016-2020, expected in the second quarter of 2015.

UNICEF Uzbekistan continued a policy of investing in staff. This was done through the Training Learning Committee and through all staff trainings, including EPR, Gender, and Security, to name a few. Staff participated actively in regional networks, through virtual media and participation in Webinars and WebExes. One hundred per cent of professional staff spent more than five days on learning. UNICEF Uzbekistan applied UNICEF Human Resources policies on learning days, flexi-time and working from home, with positive results.

In 2014, three local Joint Consultative Committee meetings were held, bringing together management and staff representatives to ensure the staff well-being and high staff morale. JCC discussed the results of the 2013 Staff Survey, 2014 Staff survey, and road map for designing the 2014 LSA work plan. LSA/Management also encouraged staff participation in the 2014 Staff Survey and shared information on UN Cares with staff.

OUTPUT 1 Effective and efficient Governance and Systems

Analytical Statement of Progress:

2014 was the first year of the implementation of the UNICEF Uzbekistan Multi-Year Management Plan (MYMP) 2014-2015, which was developed and approved in February 2014. The 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 office priorities, and responsible staff are identified. Key performance indicators, MYMP objectives, priorities and results were defined in a participatory fashion during the all-staff retreat.
UNICEF Uzbekistan made systematic use of risk management techniques, including through the work of the Risk Management Task Force. As part of MYMP adoption process, the risk profile was updated and an action plan developed to mitigate key risks. The Risk Profile Action Plan also included clear steps to reduce the risks associated with the change to a new enterprise resource platform, SAP and VISION performance management system, as well as other changes in the external environment. The Business Continuity Plan was updated to reflect updated risk assessment, ongoing staff changes and BC testing conducted.

UNICEF Uzbekistan’s advisory and review committees and Task Forces were active and functioning well. The office governance structures included Country Management Team (CMT), Contract Review Committee (CRC), Project Cooperation Agreement Review Committee (PCA RC), Local Property Survey Board (LPSB), Joint Consultative Committee (JCC), as well as the newly established Publication Review Committee, Gender and C4D Task Forces, among others. The Terms of Reference and memberships of office committees were reviewed regularly and updated when necessary.

CMT took major initiatives in 2014 to improve operations and programme management performance and achieve quality assurance. This included approval of the 2014 Training/Learning and Supply Plans, GSSC PBR strategic discussions and recommendations, Audit follow up, 2014 revised Financial Guidelines, revised updates of Statutory Committees, segregation of duties of roles in VISION, as well as JCC related actions, including successful resolution of the status of Ancillary Staff in Uzbekistan. CMT regularly reviewed, as per standing agenda item, updated Office Performance Management Indicators. This continuous monitoring ensured that performance indicators, including those related to programme and operations management, were routinely monitored.

During 2014, the Table of Authority (ToA) 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 the Approva system and ZRole was also conducted and an update provided to the CMT.

In close coordination and with guidance from the CEE/CIS RO and UNICEF Headquarters, the two remaining observations from the 2012 Audit with regard to HACT and Cash Transfers were closed by OIAI in 2014.

OUTPUT 2 Effective and efficient Management and Stewardship of Financial Resources

Analytical Statement of Progress:
UNICEF Uzbekistan completed all programmatic and operational activities within the planned budgeted resources.

UNICEF Uzbekistan successfully safeguarded the financial and other assets of the organization and ensured efficient, timely and cost effective utilization. All financial closure activities were successfully completed in full compliance with prescribed deadlines, including on-going 2014 Accounts Closure activities. The bank reconciliations were done in a timely manner. Replenishment requests were placed promptly and funds received in a timely manner.

UNICEF continued to make effective use of its bank optimization and cash forecasting tools. The office also used 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. Financial trainings were provided to counterparts on UNICEF’s updated Financial
regulations. These actions were successfully applied as part of UNICEF’s risk minimizing control system. These mechanisms, along with CMT review of Performance Management Indicators and clear accountabilities and good ongoing communication with partners, resulted in having no outstanding direct cash transfers (DCTs) over 6 months at year-end, in line with UNICEF financial management standards.

Since 2012, UNICEF Uzbekistan has participated in the global Efficiency and Effectiveness initiative and has been 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 HR, Procurement and ICT areas), with UNICEF leading the process.

**OUTPUT 3  Effective and efficient management of Human Capacity**

**Analytical Statement of Progress:**
UNICEF Uzbekistan’s recruitment was conducted throughout the year based on the needs and requirements of the Country Programme. Recruitment was grounded on the UNICEF Competency Framework. In 2014, the UCO conducted a number of recruitments to fill vacant positions created by the departure of staff, as well as staff separated from the organization. Recruitment was completed for the Chief of Education P-4 international post, as well as for national professional posts including Social Policy Officer NOB and Communication Officer NOB, and for several consultancies, including Team Leader (EU long term consultancy). Recruitment for the Chief of Communication P-4 international post is ongoing.

Additional staff will be recruited as necessary based on the new Country Programme 2016-2020.

Performance management was undertaken systematically, with clear deadlines for PAS/PER task definition and completion monitored by the CMT. One hundred per cent of staff had their 2013 PAS/PER completed on time and PAS/PER Mid-Year progress review discussions are ongoing as per global deadlines. In addition to the official performance appraisals, staff members also had regular feedback discussions with managers and supervisors to discuss their work, aspirations, challenges and career opportunities.

In 2014, UNICEF Uzbekistan continued a policy of investing in staff through the Training Learning Committee and through all staff trainings, including EPR, Gender, and Security, to name a few. Staff participated actively in regional networks, through virtual media and participation in Webinars and WebExes. In turn, staff who took part in such trainings shared the knowledge obtained in regularly-scheduled Knowledge Management presentations to all staff. Three staff (one IP and two national staff) participated in development assignments during 2014, at CEE/CIS Regional office in Geneva, at UNICEF Bosnia and Herzegovina and at UNICEF Armenia. One IP staff member provided remote support to the CEE/CIS Regional Office during 2014.

UNICEF Uzbekistan applied UNICEF Human Resources policies on learning days, flexi-time and working from home, with positive results. UNICEF also used compressed summer working hours in 2014, while maintaining a 40-hour work week.

In 2014, three local Joint Consultative Committee (JCC) meetings were held, bringing together management and staff representatives to ensure the staff well-being and high staff morale. The JCC discussed the results of the 2013 Staff Survey, 2014 Staff Survey, and road map for
designing the 2014 LSA work plan. LSA/Management also encouraged staff participation in the 2014 Staff Survey and shared information on UN Cares with staff.

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