

1. EXECUTIVE SUMMARY

Among UNICEF's achievements in Turkey in 2010, the following are noteworthy:

- UNICEF advocacy helped to determine the wording of amendments which introduced child rights into the Constitution and to ensure the amendment of the Anti-Terrorism Act to prevent children accused of terrorism offences from being tried as adults. UNICEF advocacy was influential on several other fronts ranging from ECD to violence against children.
- The Country Programme for 2011-15 was finalised with a sharper focus on policy and system change to ensure equity for vulnerable girls and boys. The programme's components are disparity reduction and youth. It places increased emphasis on social policy, preschool, secondary education and youth.
- Preparations for implementation are well advanced including positioning, partnerships, fund raising (EU, RR, private sector etc.) and human resources. UNICEF started to become more involved in South-South cooperation, facilitating several study visits to Turkey.

With respect to partnerships, the Office took a more strategic approach in 2010, assessing existing options and exploring new ones through a mapping process and the development of a strategy of engagement. Among others:

- UNICEF increasingly acted as a strategic partner of the EU with a common agenda. The EU-funded "Children First" project was successfully concluded. A new EU-funded project began on preschool and child day care, including the development of a community-based model.
- UNICEF enjoyed exemplary ties with Parliament. It supported the capacity building of Parliament's Child Rights Monitoring Committee, which adopted fresh goals and priorities, and served as a contact point for UNICEF's relations with key parliamentary commissions and politicians.
- The World Bank (WB) and UNICEF strengthened their cooperation in monitoring the impact of financial crisis on poor households and started to cooperate on ECD. UNCT theme groups were reorganized with important roles for UNICEF, which is chairing the UN Thematic group on youth, gender and civic engagement.
- Dialogue with many local knowledge partners continued and dialogue with local NGOs was rejuvenated in several areas, including the adoption of the child-friendly cities tool for use in the work of Youth Habitat and other NGOs to build the capacity of local government to serve women, youth and the disabled.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

September's constitutional amendments make the establishment of an ombudsperson possible (without specific reference to a child ombudsperson). The term "children's rights" has entered the title of Article 41, which now not only obliges the state to protect the family, mothers and children, but also upholds every child's right to adequate protection and care, and to a direct relationship with his/her parents unless contrary to his/her best interests. The state has to protect children from all forms of abuse and violence.

Official data (www.turkstat.gov.tr) show continuing population growth but a slight decline in the proportion of children to 30%. Total fertility varies considerably by region and internal migration continues. (See Hacettepe University Population Studies Institute. "Turkey's Demographic Transition" at www.hips.hacettepe.edu.tr/TurkiyeninDemografikDonusumu_220410.pdf, available in Turkish).

Unemployment and food prices caused concern despite strong economic recovery. The fiscal deficit narrowed and is expected to narrow further (Medium-Term Programme for 2011-13, via www.dpt.gov.org). Inequity (regional, rural-urban, gender, family size, etc.) persists according to data on employment (women/youth), poverty and living conditions (www.turkstat.gov.tr). A Bosphorus University Social Policy Forum study (www.aciktoplumvakfi.org.tr/pdf/turkiyede_esitsizlikler.pdf, in Turkish) also points to inequality in incomes, work, social security, education and politics on account of gender and other disabling factors. Public social expenditure, though moving upwards, remains low: 3.7% of GDP for education (including tertiary), 4.5% for health, and 8.4% for social protection (mostly for contributory pensions; only 0.7% for social assistance) (2010 estimates from the State Planning Organisation [SPO]'s 2011 Government Programme, www.dpt.gov.org).

With UN RC support, the SPO published the Millennium Development Goals (MDG) Report 2010 (www.dpt.gov.org). Turkey faces challenges in gender equality, poverty and the environment. Much of the data is not sufficiently disaggregated by geographical region, and information about vulnerable persons/disadvantaged groups is scant.

The family medicine system now covers the whole country. Basic mother and child health indicators continue to improve, according to the Ministry of Health (MoH). Turkey remains a country of low HIV/AIDS prevalence (less than 0.2% of the population aged 15-49). There were 39 HIV-positive under-eighteens under ART as of December 2010, according to the MoH.

Improving health services and expanding pre-primary education support for ECD is proving beneficial, but children do not benefit equally. Estimated public spending by age group is lowest on preschool children, with serious consequences (World Bank: Turkey: Expanding Opportunities for the Next Generation - A report on Life Chances, 2010, www.worldbank.org.tr).

Pre-primary education, especially for the 60-72 month age group, is expanding rapidly; primary education is almost universal, and secondary enrolment is improving but varies by province and gender (Ministry of National Education Formal Education Statistics, www.sgb.meb.gov.tr). Geographical location and socioeconomic status remain important determinants of participation and success in education. Many related issues are discussed in the Education Monitoring Report 2009 published in 2010 by the Education Reform Initiative at Sabanci University (in Turkish, www.erg.sabanci.edu). The 2009 PISA test results showed little improvement in educational outcomes for Turkey's children (www.oecd.org/edu/pisa/2009).

Military activity, terrorism, civil unrest, court cases and political and social tensions related to the Kurdish issue continued in 2010, despite some reconciliation efforts. Children may lose relatives, witness violence, be injured by mines or unexploded ammunition, or in shooting incidents, and come into contact with the law after participating in demonstrations

Importantly, the Anti-Terrorism Act was amended to enable 15-17 year-olds accused of terrorist offences to benefit from child-specific judicial procedures including trial in child courts and reduced or commuted sentences.

Outstanding child protection issues include: insufficient child courts, lengthy pre-trial detention and conditions in detention for children in conflict with the law; child labour; and violence against children. Honour crimes and forced suicides are reported. A parliamentary commission is examining early marriage. Missing children is another worrying issue. Little is known about conditions for children of asylum seekers or other international migrants. About 12,000 children remain in residential care, although more are being supported to live with families, relatives or foster parents. Smaller

homes/hostels are being opened and standards of care improved.

The Roma: The Prime Minister addressed Roma citizens and announced a "Roma opening" in March, although officialdom downplays ethnic distinctions. The Roma children continue to be affected by poverty, housing and employment problems of the Roma families. They are likely to miss out on birth registration, timely school enrolment and/or basic health care, and may be compelled to work – often on the street. Roma families may not prioritise education especially for girls for whom marriage often comes early. Discrimination and stereotyping are long-standing issues that contribute to the social exclusion of Roma children and families.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

In 2001, UNICEF and partners worked to ensure the sustainability of the systems and models developed in the outgoing programme cycle while breaking new ground in some areas.

Having achieved their goals with respect to infant and young child survival and health, UNICEF and partners used knowledge management, advocacy and selective capacity building to further a holistic and inter-sectoral approach to ECD. Going "beyond survival", it seeks to ensure full, balanced development of all children including those disadvantaged by social background and personal circumstances. Aware of the long-term consequences of inequity in the early years, UNICEF and partners embarked on an innovative preschool/child day care project which provides for a community-based model that will extend early childhood learning to those sections of society where children currently are missing out on ECD opportunity.

The Primary Education General Directorate assumed full ownership of accelerated learning programmes for out-of-school girls and boys, enhanced data and monitoring systems, and the use of primary school standards – all initiatives developed with UNICEF support and advocacy following the Girls' Education campaign of 2003-7. UNICEF has thus contributed to system changes in favour of girls and the poor and hard-to-reach children.

Through a pilot implementation, UNICEF worked to consolidate the service models introduced following the 2005 Child Protection Act, so as to establish a sustainable system for protecting children in all settings including the childcare and juvenile justice systems. This work will benefit children from the most vulnerable groups who are most likely to be affected by conflict with the law, street life, child labour, violence and abuse. UNICEF advocacy contributed to improvements in the Constitution and Anti-Terrorism Act and an acceleration of work on an action plan against violence against children. UNICEF continued to build the capacity of the parliamentary Child Rights Monitoring Committee. Several more Communications Faculties adopted the child rights syllabus developed with UNICEF support.

Greater attention was paid to social policy as an instrument for equity for children. Research into child poverty continued and the Child Friendly Cities tool was adapted to support local governments in making their cities more friendly to women, children and the disabled.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

In 2010, UNICEF concentrated on technical support for the development and introduction of new or modified norms, policies, service models, mechanisms and management processes including standards and monitoring & evaluation systems, mostly at the national level, in conjunction with national knowledge partners and consultants.

Examples include:

- input for draft legislation establishing a national youth agency;
- cooperation on a national child rights strategy with the Social Services and Child Protection Agency (SHCEK);
- EU-supported project to build capacity for preschool education and child day care including a national framework for a community-based model targeting the most disadvantaged groups;
- input to reporting systems (child health protocols) under the new family medicine system and support for the expansion of developmental paediatric services;
- modelling of coordination mechanisms for child protection legislation and an "early warning" system for children at risk;
- input and support for legal infrastructure and training and management systems for the roll-out of primary school standards developed with UNICEF support in 2009 and piloted in 2010, to ensure school quality in the poorest or most difficult locations;
- support for the development and use of standards by SHCEK in its work for children without parental care and other groups of children in need of special protection;
- input for the design of government monitoring and evaluation systems in parenting education, peer-to-peer life skills based education for adolescents, and child participation (provincial child rights committees), and for the introduction of a case management model for children in custody.

This above work fills gaps in existing capacity for the most vulnerable and for under-served age groups. It is linked to national goals, institutions' priorities and practices and follows from, and opens doors for, advocacy work.

UNICEF's support for the capacity of Parliament's child rights monitoring committee, including its website, has strengthened national capacity to monitor the state of child rights while strengthening communications with Members of Parliament and government officials.

An overall assessment of national capacity for child rights is not envisaged but capacity issues are addressed in the Situation Analysis, which is to be updated regularly, and in EU Annual Progress Reports.

3.1.2.2 Effective Advocacy:

In 2010, UNICEF advocated through interface with high-level elected and other officials, including ministers and members of Parliament, dialogue, and consolidation of its long-standing relationships, with line ministries, and organising formal events to publicise children's issues. It made effective use of UNICEF's international expertise (HQ/RO) and partnerships with other international organisations to push forward the case for children. Advocacy goals were determined by the national agenda, UNICEF's mission, including its focus on equity, and country programme priorities. Notably:

--UNICEF contributed to the wording of constitutional amendments which inscribed child rights into the Constitution and gave the state the duty of protecting children from violence and abuse.

--Cooperating with both state institutions and NGOs, UNICEF advocated for the amendment of the Anti-Terrorism Act to ensure that children accused of terrorist offences benefit from their rights to special judicial arrangements as children. The clause was amended, and the Ministry of National Education began to research the conditions of the most vulnerable children in the Southeast.

--UNICEF involvement in a conference on the role of Parliament in promoting and protecting children's rights led to the adoption by the Child Rights Monitoring Committee of Parliament of an action plan prioritising the establishment of a child ombudsperson, adoption of a draft law on youth, expansion of community-based ECD services and reduction of violence and abuse against children. The Committee also determined to become an independent, permanent standing committee reviewing all draft laws to ensure their compatibility with child rights and ensuring sufficient resources for children in annual government budgets.

--A conference on ECD organized by UNICEF and the World Bank resulted in a reaffirmation of national commitment to expanding and integrating ECD services, especially for the most disadvantaged groups.

--A conference supported by the EU Presidency and an EU Taiex session permitted UNICEF to reacquaint government partners with the issues of violence against children and highlight the need to promote equity for Roma children.

Challenges for 2011 include maintaining momentum and consolidating contacts with key players in government and outside, and making the advocacy function more systematic as well as intuitive. Closer relations with the State Planning Organisation will open up new channels for advocacy, for example in social policy. Increased synergies and interaction are needed and will be sought with civil society.

3.1.2.3 Strategic Partnerships:

Partnership is to be a central strategy of the new Country Programme. The Office is preparing its strategic plan of engagement with civil society, government and private sector partners, and knowledge creating and international organisations. The participatory process of strategy development engaged staff while acquainting them with UNICEF's global framework of partnerships and collaborative relationships. The Country Office (CO) will ensure that strategic decisions on partners and modalities are informed by mapping and risk assessments, and efforts are directed to identify potential new partners/collaborators and sources of funds.

In 2010, UNICEF maintained/refreshed its collaboration/dialogue with many international organizations, NGOs and universities as seen below:

--UNICEF continued to explore the common agenda and modalities of cooperation with the EU, with its enhanced interest in social inclusion and child rights. UNICEF contributed expertise to the work of the EU including the annual Progress Report, a conference on violence against children organised by the term presidency (Belgium) and a TAIEX session on Roma children.

-- The CO began to implement a new EU-funded project on pre-school and child day care, aiming to spread these services to disadvantaged groups. UNICEF remains alert to opportunities to benefit from or leverage EU resources for disadvantaged children such as those in contact with the law.

-- UNICEF increased its cooperation with the World Bank, especially on ECD, which the Bank sees as a key intervention for equality of opportunity. Additional cooperation in social policy and education is anticipated.

--UNCT theme groups have been reorganised. UNICEF co-chairs the group on gender, youth and civil engagement, which may develop joint programmes.

-- To implement their project on good local governance for women, youth and the disabled, funded by the Sabanci Foundation, Youth Habitat and other NGOs are using the child-friendly cities (CFC) approach, developed by Innocenti and adapted with UNICEF support in cooperation with Van Leer Foundation..

--New research areas have been identified with the Education Reform Initiative at Sabanci University.

--A partnership has been established with the British Council "Inspiration" project, initially in sport.

--A draft joint strategic plan with the National Committee aims to increase fund raising and provide more flexible resources.

3.1.2.4 Knowledge Management:

Generation and use of knowledge in 2010 included:

--the continuation of a research programme on social policy and budgeting for children with Ankara University, generating evidence for combating child poverty, and research with the World Bank and think-tank TEPAV on the impact of the economic crisis on families.

--conduct of a mid-term review and case study of catch-up education, intended to document developments, determine progress and inform policy-making, and initiation of documentation as good practice of the Girls' Education campaign.

--a draft evaluation of the service model and action plans for children living/working on the streets, leading to recommendations which the Child Protection Agency is expected to adopt.

--completion and dissemination of the documentation of under-5 mortality reduction.

--a study on a Ministry of Health programme on psychosocial support to families and an assessment of out-reach services (part of a multi-country regional study), confirming the specific benefits of these programmes and making recommendations.

In 2010, UNICEF launched its Knowledge Management Centre, an online document repository and space for sharing and learning, accessible via the redesigned Country Office website. More documents will be made available in 2011 as UNICEF strives to be the 'Go To' place for knowledge on children. UNICEF's experience was used also in developing a UNCT Knowledge Management Centre.

Knowledge-generating activities in 2011-12 will include advocacy/technical support for official data collection and monitoring/evaluation, and cooperation with knowledge partners for analysis and evidence. Topics include needs analysis for preschool education and child day care, further research on social policy and child poverty, a baseline KAP survey on youth (in early 2011) and analysis of non-participation in secondary education. The child protection programme is to be evaluated under the new Country Programme. All this will inform the design of policies and interventions for youth and equity/social inclusion.

The Office is committed to maximising the use of knowledge gathered and generated for public information and advocacy, updating the Situation Analysis with the latest locally-available research and data, documenting its own work more systematically, including innovations/good practice, and disseminating UNICEF global knowledge in Turkey.

3.1.2.5 C4D Communication for Development:

UNICEF and partners have repeatedly used social mobilization campaigns to spread information and foster behavioral change among children, parents, service providers and others – as in breastfeeding or girls' primary enrolment. UNICEF has thus accumulated experience in addressing hard-to-reach audiences.

In 2010, UNICEF continued to support a campaign involving 16 different government institutions to boost demand among poor and less-educated parents for parenting education courses developed with EU financial and UNICEF technical support and implemented under the leadership of the Ministry of National Education. A campaign was prepared to promote the use of iodised salt in the provinces with the lowest consumption, but this was postponed to 2011 to avoid clashing with another Ministry of Health campaign on low use of salt as healthy lifestyle.

Under the EU-funded project on preschool education, which began in 2010, a communications campaign is being developed with different focus groups/areas including parents, caregivers, technocrats, bureaucrats, parliamentarians, the private sector and

individuals, in order to ensure equity in access to quality preschool education, beginning with ten project provinces. The primary goal is to create a cohort of decision makers, policy makers, professionals and community leaders with the same level of awareness and knowledge. Power (environmental) mapping will be used to identify the roles and responsibilities of those directly or indirectly involved in decisions about whether a child attends preschool, the provision of quality services (public, private, CSO and others) and the availability of resources. The study will help to identify potential bottlenecks, make recommendations and ensure correct messaging for each target group. The results will inform alliance-building and fund-raising for the project. Another innovation will be the mapping of the direct connection between women's employability and preschool education, leading to additional advocacy in related areas.

UNICEF is also looking forward to implementing C4D strategies in parallel with the development of a national strategy to combat violence against children, and to making greater use of social media, including through the recently-completed redesign of the Office website.

The CO continues to support increased implementation (in Turkey and elsewhere) of the child rights syllabus developed for Communications Faculty students.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

The rights perspective informed UNICEF's activities in 2010 which included:

--advocacy for changes in the Anti-Terrorism Act concerning trial procedures and sentences for 15-17 year-olds.

--persistence in calling for a child ombudsperson to increase accountability.

Constitutional amendments made an ombudsperson possible. UNICEF encouraged Parliament's Child Rights Monitoring Committee to prioritise the issue and meanwhile build capacity to gather and process children's complaints.

-persistence in supporting child participation, including children of all backgrounds and circumstances, in child rights committees. The new child participation strategy will be assessed under the new CP.

--continued commitment to juvenile justice, including alternative measures, legal aid, bar association complaints mechanisms and protecting child victims.

--within the child protection programme component, support for prevention strategies (early identification model) rather than only ex post interventions.

--increased attention to child poverty, which underlies much of social exclusion and vulnerability to exploitation, violence and abuse.

--commitment to the small percentage of children still out of primary school by supporting monitoring systems and catch-up education and emphasising completion and transition rates.

--support for standards and monitoring systems in all sectors to ensure quality public services for all children.

--work on a community-based model of preschool and child care, to reach poor families.

-- advocating for greater commitment of policy and resources to addressing the needs of disadvantaged groups especially the Roma children, and children in the Southeast.

--cooperation with Youth Habitat to promote the rights of disabled children and build the capacity of rights holders, both of which are neglected issues.

With regard to future plans, disparity reduction will remain a pillar of the new Country Programme. Another pillar will be youth, wherein UNICEF will focus on the invisible population, mainly girls, who are neither in school nor in the work stream. Child rights will be the overarching focus. The Situation Analysis refers constantly to the CRC and other international human rights conventions, and uses disaggregated data whenever available to highlight inequity. Turkey's periodic report to the Committee on the Rights of the Child is to be discussed in 2011. UNICEF will work more closely with the General Directorate for Social Services and the Child Protection Agency (SHCEK) to strengthen the capacity of the government to CRC reporting. All this will reinforce UNICEF's rights based focus.

3.1.3.2 Gender Equality and Mainstreaming:

UNICEF seeks to be gender-sensitive and to promote gender equality in all its work. A valuable gender assessment of the Country Office was carried out in 2009, which was mainly positive. Staff subsequently received gender training. An internal Gender Thematic Group, with participation from each section of the Office, has now been established; this will be more effective than a single gender focal point. (This decision has been shared with the Regional Office).

Gender equality has been a central aim of UNICEF's work in the sphere of primary education. All work in this area continues to use data disaggregated by sex and to be informed by the knowledge that the reasons for school participation and performance are often different for girls and boys. In the new country programme, UNICEF will be making use of its experience and knowledge in this area in the field of secondary education, where gender discrepancies in access are marked. In the new country programme component on youth, UNICEF will contribute to gender sensitivity and gender equality – for example, by making visible the hundreds of thousands of girls who are neither in the education nor in the work stream.

In ECD, UNICEF has supported parenting education programmes which include messages on non-discrimination and which empower mothers, the main participants, within the family. UNICEF's support for preschool will also contribute to women's participation in the labour force through the development of a community-based model of child care and training modules for women to be employed in this context.

In its work on child participation, UNICEF has continued to promote equal representation of girls and boys. All communications or training materials, standards, monitoring systems, handbooks etcetera developed with UNICEF support are gender-sensitive and non-discriminatory.

3.1.3.3 Environmental Sustainability:

In addition to disaster preparedness, the CO has begun to incorporate environmental sustainability aspects in some of its work. The minimum standards which have been developed for primary schools with UNICEF support, based on the Child-Friendly School approach, include an environment-related component. The standards have been tested in schools and are about to be rolled out nationally by the Ministry of National Education. A discussion has begun with a university on the possible development of a curriculum on environmental protection for use in schools. The CO also participates in a UN joint theme group on the environment including climate change.

3.2 Programme Components:

Title: *Programme 1 – Quality Education*

Purpose:

Project 1.1: Strengthening pre-school education

The project aims to contribute to an increase in the enrolment and attendance of disadvantaged children, and the involvement of their families, in day-care and preschool education. Quality child day care and pre-school education services are to be established and existing services are to be improved by developing community-based models and partnerships, building the capacity of public institutions and civil society and conducting a nationwide pre-school education campaign. Specifically, UNICEF is supporting the implementation of a 36-month EU-funded project which began in 2010. UNICEF has advocated for the community-based model to ensure that the most disadvantaged children are reached but further efforts are required to ensure that the model is fully understood and supported by all concerned.

Project 1.2: Access and quality in primary education

This project aims to increase participation in primary education, ensuring gender parity and establishing a mechanism to ensure completion and transition to secondary

education. Non-enrolment is only about 0.7%, but non-attendance is higher. UNICEF is mainly improving the capacity of the Primary Education Directorate General and of schools for monitoring, and ensuring, both enrolment and attendance. The "catch-up" education programme is being implemented. This accelerated learning programme was developed with UNICEF advocacy and technical support to prepare children aged 10-14 who have never been enrolled, or who have not attended school over long periods and who are three years or more behind their peers for reasons other than academic performance, for reinsertion alongside children of their own age group. UNICEF is also supporting the development and adoption of primary education institutions' standards, to reduce quality differences between schools. The CO's collaboration with the Education Reform Initiative (ERI) at Sabanci University spans design of research on primary-to-secondary transition, analysis of e-school data, and school budgeting. A PCA proposal has been developed incorporating further research. In school budgeting, discussions are also ongoing with the World Bank. In 2010, UNICEF cooperated with the British Council (International Inspiration) on sports, and Yalova University/Istanbul Technical University on environmental education. ING Bank supported catch-up education. There was dialogue with Roma NGOs.

Resources Used:

Project 1.1: Strengthening pre-school education

Total approved for 2010 as per CPD:

US\$ 0.00 (programme component defined at the mid-term review)

Total available for 2010 from all sources:

RR: US\$ 0.00

OR: US\$ 2,441,755.77

Total US\$ 2,441,755.77

List of donors:

In Kind Donation: US\$220,000.00

Consolidated Natcom Funds (Amway):US\$ 519,569.18

Donor Pooled Fund (Amway): US\$ 84,807.41

Thematic Basic Education and Gender Equality: US\$15,622.82

European Commission: US\$ 292,637.35

Turkish Natcom: US\$ 1,309,119.01

Project 1.2: Access and quality in primary education:

Total approved for 2010 as per CPD:

US\$ 1,200,000.00 (projects 1.1 and 1.2 of CPD, combined at mid-term review)

Total available for 2010 from all sources:

RR US\$ 125,291.90

OR US\$ 1,335,030.05

Total US\$ 1,460,321.95

List of donors:

Thematic Basic Education and Gender Equality US\$ 498,501.14

German Natcom: US\$ 110,294.60

European Commission: US\$ 726,234.31

Result Achieved:

Project 1.1: Strengthening pre-school education

- Turkey has maintained and enhanced its commitment towards improving and expanding preschool education to reach the most disadvantaged groups, including through community-based models. This was clearly visible at the event on "The next ten years of preschool education in Turkey" addressed by the Minister of National Education in October. Solid preparations for the implementation of the project included establishing broad-based advisory boards and orientation of key personnel nationally and locally. Consultants were identified for the communications campaign and for a wide-ranging needs and cost analysis.
- After much discussion, some of the assessment/research activities were combined under a single, detailed TOR. Along with initial delays in project infrastructure, this

caused rescheduling of some activities, but solid preparations made for implementation will make it possible to "catch up" in 2011.

- The project foresees extensive needs analysis of the content and modalities of existing preschool programmes, including curricula, materials, institutional and professional capacities, and a cost analysis for community-based programmes. These will be carried out in 2011. The project includes the establishment/improvement of monitoring systems for quality child day care and preschool services.
- Many partners have been included as members of the Advisory Boards and steering committee including NGOs active in ECD, trades unions and employers' organisations, besides many national government agencies and municipalities. UNICEF has supported the participation of NGOs active in ECD like ACEV (Mother and Child Education Foundation) and KEDV (Foundation for the Evaluation of Women's Labour), strengthening their relations with both the government and UNICEF.

Project 1.2: Access and quality in primary education:

- The number of girls and boys out of primary school has fallen further according to MoNE (Data for 2010-11 due shortly). These children, from remote rural or poor urban backgrounds, are the most disadvantaged, excluded from education for reasons such as gender discrimination, poverty and child labour. In 2010, UNICEF advocacy assured PEDG commitment to implementing catch-up education until 2013 (without EU support) and addressing root causes of dropping out (PEDG is very open to recommendations in this respect). UNICEF technical support to MoNE nationally, the school inspectorate and officials in the most problematic provinces and districts brought progress on effective use of data collection and monitoring systems for further reducing non-attendance. Problems identified in the use of MoNE's e-school database were addressed. Local authorities began to make use of provincial situation reports based on the database to monitor enrolment, attendance, completion and gender parity at provincial and district level. A non-attendance management model was developed for use in individual schools and work began on a related on-line training package for teachers. The PEDG made a commitment to increase its own capacity for Monitoring and Evaluation, and UNICEF contributed to the ToR for a new M&E section and its staff. In December 2010, UNICEF conducted a TAIEX session for MoNE, as part of the EU accession process, on the sensitive subject of Roma issues, which include low school participation and performance among Roma children. Progress was also made with UNICEF technical support on implementing and institutionalising the comprehensive, gender-friendly Primary Education Institution Standards (PEIS), finalised in 2009 and tested in 100 schools in 2010. A directive was drafted to form the legal basis of nation-wide implementation, and a communication strategy is being developed. The PEIS will be used for the self-assessment of primary schools and to guide planning at all levels. They will improve equity in education by ensuring that every school achieves a minimum quality of education.
- This project has benefited from the openness of the current management and technical team at the PEDG to new ideas and recommendations and its ability to define the critical contribution which UNICEF can make. All programme priorities have been integrated into the Strategic Plan of the General Directorate. Planned school budgeting activities were carried over to 2011 due to procedural delays. With respect to the monitoring system, delays occurred as software updating proved time-consuming.
- A mid-term review and an in-depth case study were conducted of catch-up education. The draft reports will be finalized with PEDG feedback and approval. Documentation as a good practice of the Girls' Education campaign began.

- Partnerships are developing rapidly (See Purpose of the Programme Component).

Future Workplan:

Project 1.1: Strengthening pre-school education

In 2011, study visits will be conducted to observe good practice in preschool education and child day care, especially community-based services and services reaching disadvantaged groups. Simultaneously, the needs analysis of the content and modalities of existing preschool programmes, including curricula, materials, institutional and professional capacities and cost analysis for community-based programmes will be carried out. This will lead to the revision of existing curricula and capacity development of service providers, and the development of the community-based model, together with standards and an inspection system. The communication campaign will be designed. ACEV may become formally engaged in the area of developing standards and setting up an inspection system for the early learning programmes.

Project 1.2: Access and quality in primary education

In the coming years 2011-15, UNICEF will continue to provide government counterparts with systems support aimed at ensuring enrolment, completion, gender equality, quality and equity in primary education for the most vulnerable and for the excluded girls and boys. This work will make use of the monitoring to be done through PEIS. Experience already gained at the primary level will be transposed to secondary education, where regional and gender disparities in access remain high. In 2011, baseline research will be conducted on the barriers to participation in secondary education.

Title: *Early childhood care and learning*

Purpose:

Project 2.1 - Young Child Health

This programme component has striven to improve young child survival and health through the adoption of strategies to promote exclusive breastfeeding, strengthen newborn care, raise immunisation rates and improve nutrition, as well as pilot and mainstream ECD elements into the emerging national Family Medicine system. The main implementing partners are the Mother and Child Health General Directorate and the Primary Health Care General Directorate of the Ministry of Health. Much progress has been made in infant and under-five mortality rates, vaccination and nutrition, and the interventions which helped to achieve these improvements are well institutionalized. UNICEF has been documenting the progress and engaging in policy dialogue on: (i) reducing regional disparities, (ii) identifying and addressing outstanding or emerging health issues, and (iii) improving service delivery through comprehensive, innovative and holistic approaches.

The ratio of health personnel to the population is still low by European standards, with personnel unevenly distributed, and sometimes inadequately trained and/or subject to rapid turnover. One possible solution involves making more efficient use of human resources, particularly nurses, and utilising ECD specialists for reaching families with children under three years of age.

Project 2.2 – Integrating Young Child Development into Family Medicine and Effective Parenting

This programme component aims to improve early childhood and learning, approaching ECD in a holistic manner to ensure the enhancement of children's physical, social, emotional, spiritual and cognitive development, as well as the protection of young children from risks. Special attention is paid to supporting children from disadvantaged communities, who are in danger of inheriting the poverty of their parents. In 2011, UNICEF aims to increase national commitment to an integrated approach to ECD and to increase the integration of ECD into the family medicine system. UNICEF also intends to support further institutionalisation and roll-out of the parenting education programmes made available with UNICEF technical support through several channels by state

agencies and civil society under the coordination of the Ministry of National Education General Directorate for Non-Formal Education and Apprenticeship.

Resources Used:

Project 2.1: Young Child Health

Total approved for 2010 as per CPD:

US\$ 470,000.00

Total available for 2010 from all sources:

RR US\$ 24,999.88

OR US\$ 298,617.87

Total US\$ 323,617.75

List of donors:

Thematic Young Child Survival : US\$ 43,691.64

Netherlands Natcom: US\$ 82,684.00

Turkish Natcom: US\$ 23,358.69

USA CDC Funds: US\$ 25,000.55

European Commission: US\$ 85,612.92

Additional RR: US\$ 38,270.07

Project 2.2 – Integrating Young Child Development into Family Medicine and Effective Parenting

Total approved for 2010 as per CPD:

US\$ 696,000.00

Total available for 2010 from all sources:

RR: US\$ 2,980.52

OR: US\$ 632,666.54

Total: US\$ 635,647.06

List of donors:

Thematic Education: US\$ 222,888.26

European Commission: US\$ 409,778.28

Result Achieved:

Project 2.1: Young Child Health

- UNICEF has shaped the policy debate towards advancing equitable policies and programmes beyond child survival through research, dialogue, formal advocacy and support for key interventions.
UNICEF ensured that under-fives will be included in national nutrition research. This will close a knowledge gap regarding anemia in this age group. This advances UNICEF's equity agenda as anemia like stunting for which data is available, is more prevalent among vulnerable populations.
With UNICEF support, Developmental Paediatric Units, initially piloted by Ankara University, were established in the seven largest hospitals, with the provision of corresponding training. The two DPUs established in 2009 have supported 700 high-risk babies and 350 developmentally-challenged children. Support for the DPU reflects UNICEF's increased focus on identifying and addressing outstanding or emerging health issues through comprehensive, innovative and holistic approaches. They will also help to mainstream ECD into the health care system. (i.e., right to special education, official health board disability reports, and the right to tax and other discounts for home care).
- UNICEF's ability to exercise convening power and engage in policy dialogue is enhanced in this area by its long-standing relations with the Ministry of Health and its recognized international expertise in this area.
- The documentation of Turkey's successful, rapid reduction of under-5 mortality has been completed and disseminated. The documentation also points to significant disparities – to the detriment of rural and Eastern areas - in child mortality rates, stunting, immunization and micronutrient intake.
The assessment of the out-reach services, conducted as part of a multi-country study, stresses the importance of home-visiting health professionals for prevention in

newborn and postpartum care.

The DPU experience is being documented and studied through a comparative study. The results were shared in 2010 at the ECD conference in Turkey and during the UNICEF Health Cluster Meeting.

- Collaboration with Hacettepe University, Ankara University, and the Developmental Paediatrics Professional Association has proved invaluable for knowledge building and service-modelling.

Project 2.2 – Integrating Young Child Development into Family Medicine and Effective Parenting

- Growing national commitment was secured for prioritisation of ECD within an integrated and holistic approach for the full development of all children, including the disabled or disadvantaged, and reduction of inequalities. The ministers of Health and National Education both attended the joint UNICEF/World Bank-supported multi-sectoral international conference on “Investing in the Early Years”. The outcome document was rich in insights and recommendations, which are being followed up with all parties.
- Progress was made on integrating ECD into the health system. UNICEF supported the development of relevant distance learning modules for inclusion in the standard, obligatory training of family physicians. Growth Monitoring (GM) training (and basic new-born care training), which UNICEF supported in the pilot provinces, was expanded nationwide. UNICEF initiated discussion on the inclusion of ECD indicators in the healthcare database.
- Turkey has fully institutionalized the parenting education programme developed under the EU-funded Children First project, implemented with UNICEF technical support, which ended in May 2010. Between September 2008 and May 2010, 122,066 parents attended parenting courses. The final modular programme covering all age groups was approved by the Board of Education and is being implemented by multiple state institutions backed by a social mobilisation campaign.
- The growing collaboration between the General Directorates of Mother & Child Health and Primary Health Care has been critical for integrating ECD into the health care system, “beyond survival” and/or clinical care.
- A study of the programme of psychosocial support provided to families with young children via the health care system in 2005-9 showed that mothers supported had less resort to physical punishments, and played and talked with their children more. It suggested a holistic approach to the observation of expectant mothers and children, the expansion of the programme to all provinces and the creation of linkages between this programme and parenting education.
- UNICEF has engaged with the World Bank to provide technical inputs and influence planning tools and policies through advocacy. The Bank, which is highlighting the implications of ECD for equality of opportunity, can potentially lend a stronger voice to UNICEF’s advocacy, especially with respect to costing exercises linked to the emerging interest in developing community based models.

Future Workplan:

The new country programme will address ECD in an integrated manner, and with an explicit focus on disadvantaged groups through sub-components on ECD and preschool, both of which will fall under the project component on disparity reduction. UNICEF will continue to advocate on young child health issues within this context. At a national Developmental Paediatrics Congress planned for April 2011, it will be proposed that the DPU model and the related training programmes developed in 2009 and 2010 should be institutionalized nationally as a way of addressing the issues of child development and early identification of disabilities and developmental delay. Another innovative concept, the Development Friendly Health System (primary to tertiary levels) will also be launched at this event.

UNICEF will work for the implementation of the recommendations of the 2010 ECD conference and continue to support the integration of ECD into the healthcare system including the development of a set of core indicators. Opportunities will be taken to promote parenting education including via the pre-school and child day-care system.

Title: *Protection and participation of children and adolescents*

Purpose:

The overall aim of this project is to contribute to strengthening child care and protection systems including a child-friendly justice system. In addition to advocacy for policy and system change and improved inter-agency coordination, UNICEF has been working with partners including the Ministry of Justice, the Ministry of National Education, the General Directorate for the Social Services and Child Protection Agency (SHCEK), the Turkish National Police and the Turkish Bar Association to establish models, systems and mechanisms and build national capacity for the implementation of the Child Protection Law of 2005. The Law foresees the main elements of a child-friendly justice and protection system, including the use of alternative measures for children in contact with the law, and more generally, for the protection of other vulnerable children, including those deprived of parental care and those working and living on the street. 2010 was the last year of the programme cycle and an EU-funded project on modelling child protection systems at the local level, which has supported much of UNICEF's recent work, ended in May. Accordingly, the focus was on completing and institutionalising the models developed and initial implementation of a coordination model.

Project 3.2 – Child Rights Monitoring and Adolescent Participation

This project seeks to strengthen the monitoring system for child rights and to contribute to the development of adolescents, especially their right to participation. It has also become UNICEF's window onto Parliament and an entry point into youth policy. Among the intended outcomes are the establishment of an independent monitoring mechanism within Parliament, the development of the capacities of children and adults for meaningful child participation and the institutionalisation of the 7-19 Better Parenting and the Life Skills Based Education Programmes. In addition to the Turkish Grand National Assembly (Parliament), the Ministry of National Education and the General Directorate for Social Services and the Child Protection Agency (SHCEK) are among the national partners. UNICEF has benefited from the capacities of Turkish universities and has a positive dialogue with the Turkish Bar Association.

Resources Used:

Project 3.1 - Improved Systems for Care and Protection of Children

Total approved for 2010 as per CPD:

US\$ 1,867,500.00

Total available for 2010 from all sources

RR US\$ 185,532.00

OR US\$ 969,706.14

Total US\$ 1,150,070.81

List of donors:

Additional RR US\$ 39,219.64

Thematic Basic Education and Gender Equality US\$ 306,514.48

European Commission US\$ 617,500.00

Turkey Natcom US\$ 6,472.02

Project 3.2 – Child Rights Monitoring and Adolescent Participation

Total approved for 2010 as per CPD:

US\$ 662,500.00

Total available for 2010 from all sources:

RR US\$ 0.00

OR US\$ 537,779.33

Total US\$ 537,779.33

List of donors:

European Commission US\$ 274,997.36

UNDP MDG Fund US\$ 261,248.66

UK Inspiration Fund US\$ 1,533.31

Result Achieved:

Project 3.1 - Improved Systems for Care and Protection of Children

- The feasibility of an improved systems approach to child care and protection has been demonstrated in one province through comprehensive coordinated implementation of the Child Protection Act, including early identification and referral, by different sectors of several service models. A multi-sectoral strategy for the better implementation of the Act has been drafted, incorporating coordination and early warning systems developed separately earlier. The strategy facilitates the implementation of alternative measures for children in the justice system and support for other vulnerable children, who are mainly from the urban poor including new migrants and disadvantaged groups.

Work on a national strategy to protect girls and boys against violence in all settings accelerated. UNICEF's advocacy, convening power and international expertise were influential. Children of poor, less educated parents, working children, children in contact with the law, children deprived of parental care and others will benefit most from the strategy.

In juvenile justice, the roll-out of institutional standards to all detention centres progressed. The computer-based case management (individualised rehabilitation) and monitoring system was used in four centres and progress was made towards institutionalisation. Standards, procedures and a guidebook on child legal aid centres were made available to bar associations. A guidebook on determining criminal responsibility was developed and disseminated. The number of university-based child protection centres for child victims increased to six and a handbook was made available for setting up such centres.

A computer-based monitoring system was developed for SHCEK for the implementation of minimum standards of care for children without parental care.

- The child protection system is constrained by insufficient institutional and human resources. The coordination strategy addresses these issues but it will take time. Continued commitment from key ministries and other actors is critical. Work has benefited from EU support but also requires other reliable financing.
- An evaluation was conducted in 2010 of the service model and action plans for children living/working on the streets developed with UNICEF support in 2006, resulting in recommendations to the government.
- Support from the Belgian EU presidency enabled UNICEF to organise an international meeting on violence against children in December.

Project 3.2 – Child Rights Monitoring and Adolescent Participation

- Constitutional amendments were made in September 2010 which enshrined child rights, especially the right to protection, in the Constitution, and made possible the establishment of an ombudsperson (by implication a child ombudsperson). UNICEF input helped shape the amendments. UNICEF was also a strong supporter of the 2010 amendment to the Anti-Terrorism Act which ends the trial of juveniles on the same terms as adults. This campaign also helped focus the attention of the Ministry of National Education on the needs of children in the Southeast. The capacity of the Child Rights Monitoring Committee of Parliament was strengthened. An SMS messaging system was activated for children and others to reach the Committee. At an international workshop supported by UNICEF, the

Committee resolved to prioritise a number of issues including the ombudsperson issue, and to aim to become a fully-institutionalised parliamentary committee vetting proposed legislation including the budget from a child rights perspective.

With UNICEF support, the Human Rights Presidency developed a guidebook on monitoring child rights at the local level and mandating child participation in provincial human rights councils. The government embarked on the development of a national child rights strategy.

Institutionalisation of the peer-to-peer life skills-based education (LSBE) programme for adolescents and the 7-19 parenting programme, both developed in previous years and implemented under EU projects, was further enhanced through the development of a monitoring and evaluation system. These programmes are targeted towards poorer and lower-educated sections of society including disadvantaged groups.

Momentum for child participation was maintained. The annual Child Forum provided inputs for the national child rights strategy. A monitoring and evaluation system was developed for provincial child rights committees.

- All UNICEF's advocacy work is facilitated by its strong relations with the Child Rights Monitoring Committee of Parliament. Committee members may change after the 2011 elections.
- Under an MDG-F cultural heritage project, a museum training package has been developed with Ankara University, tested with children and used in seven provinces.

Future Workplan:

With respect to child care and protection, UNICEF will continue to support the institutionalisation and implementation of the child protection strategy, including systematic exchange of information among relevant government institutions. The CO will continue to work for the full implementation of international standards in justice for children, with an emphasis on alternative measures as well as the roll-out of the case management model to all detention centres nationwide. It will follow up the national implementation of minimum standards for children without parental care, with renewed emphasis on alternative care. It will stay involved in the development of a strategy and actions to combat violence against children, in parallel with the child protection strategy, and support communication activities in this area.

The Country Programme for 2011-2015 includes separate intermediate results on child rights monitoring, and national youth policy/youth participation. Under child rights monitoring, UNICEF will continue to encourage and support the effective operation of the parliamentary child rights monitoring committee while advocating for the establishment of a child ombudsperson. UNICEF will also continue its dialogue with the Human Rights presidency. The local level child rights monitoring guidebook will be launched in 2011.

With respect to youth, UNICEF will advocate for the adoption of a national youth policy (A law envisaging a National Youth Agency has been submitted to Parliament) and the allocation of resources for its implementation. It will promote and facilitate the participation of provincial youth councils and youth NGOs in the development and implementation of youth policies and services. Preparations have already been made for a KAP survey on youth which will be conducted in January-March 2011 and which will help to give direction to UNICEF's work in this area. The KAP survey on youth is to be carried out under the UK Sport-British Council-UNICEF "Inspiration" Project, related to the 2012 London Olympic Games.

The museum training package will be rolled out by the Ministry of Culture in other provinces as per their strategic priorities. A protocol has been signed with the Ministry of Culture and Tourism for the establishment of child museum rooms in Kars and Erzurum in eastern Turkey.

Title: Programme 4 - Advocacy, Information and Social Policy: Project 4.1 – Communication and Advocacy for Child Rights

Purpose:

This programme component encompasses public information and work with the media sector. In addition to meeting the regular communications, public relations and visibility needs of the Office and the country programme, a strategic approach has been taken to increasing national knowledge and awareness about child rights by maintaining a network of child-friendly media professionals and strengthening the pre-service training of journalists in child rights reporting. Furthermore, UNICEF is endeavouring to use communications technology make itself the 'Go To' place for global knowledge on children and to ensure that children's voices and experiences have a leading role in shaping the development agenda.

Resources Used:

Total approved for 2010 as per CPD:

US\$ 0 (programme component defined at the mid-term review)

Total available for 2010 from all sources:

RR US\$ 49,560.72; OR US\$ 0.00 and Total US\$ 49,560.72

Result Achieved:

- Communications faculties of eight universities are now implementing with undergraduates an up-dated version of the child rights syllabus developed by Dublin Institute of Technology, and Communications Faculties of another two universities are set to join them in 2011. This ensures that an increasing number and proportion of young media professionals have knowledge of child rights and experience of working with children. The syllabus, which was previously adapted into Turkish through collaboration between UNICEF and the universities, was revised in 2010 to reflect the latest legal changes in Turkey including the constitutional amendments made in August 2010.
With the support and experience of UNICEF Turkey, the use of the child rights syllabus has been expanded to other countries in the region, ensuring that young media professionals in these countries too are knowledgeable about child rights and working with children. Academics from two different Turkish universities visited Azerbaijan and provided detailed information to counterparts. Turkey's experience in the implementation of the syllabus was also shared at two international communications conferences, and invitations have been received from two other conferences which will be held in 2011.
The CO's external communication activities continued to raise the profile of the country programme and highlight children's rights issues, and internally lending communication support to other components of the Country Programme. An Office communication strategy was developed and implemented which also encompassed the joint activities with the Turkish National Committee and the EU-funded project, Children First, which concluded in 2010. A separate plan was developed for the new EU-funded project, Strengthening Preschool Education, which began in 2010 and has a large communications component. Targeted communication concepts were developed and implemented for the three international conferences conducted by the CO on Early Childhood Development, the Role of Parliament in Promoting and Protecting Children's Rights, and Violence Against Children, as well as a closing ceremony and a launch for EU projects. UNICEF's role as the first point of reference for the media on breaking news and information related to children continued to evolve. There were almost 4,300 news articles about UNICEF activities and more than 18 hours of airtime including televised interviews by the UNICEF representative and other staff members.
- There is a lively media in Turkey and considerable reporting of children's issues. However, the knowledge of child rights and respect for the child's privacy and dignity

needs further cultivation. The CO is trying to make a qualitative difference in media coverage of children.

- University faculties using the child rights syllabus exchange their experiences with one another and with other faculties in Turkey and abroad through UNICEF's convening role. Continuous advocacy is the key to maintaining the enthusiasm of the media and of academic partners for increasing awareness on child rights. The CO also sees social media as a partner to increase access to children, youth, media and the private sector.

Future Workplan:

UNICEF will continue to facilitate the sharing of the child rights syllabus and its experience in using it with other countries in the region. In 2011, it will also initiate the adaptation of the syllabus to law and education facilities.

A review will be conducted of the Law on the Radio and Television Higher Council with the participation of relevant government agencies and media and NGO partners, with a view to incorporating a child rights perspective.

The CO will continue to act as a reference point for media organs and professionals in their coverage of children's issues. Media support will be ensured for the CRC and for other UNICEF priorities including the communications and social mobilisation elements of EU-funded projects. A special strategy will be developed to mark the 60th anniversary of UNICEF in Turkey.

Title: Programme 4 - Advocacy, Information and Social Policy: Project 4.2 - Social Policy and Investment for Children.

Purpose:

This Project, which was reformulated after the Mid Term Review of the programme in 2008 aims to provide evidence in areas of Social Policy, Child Poverty and Budgeting for Children, with a strong focus on poor and vulnerable families with children, and to advocate for increased/more effective social expenditure.

Resources Used:

Total approved for 2010 as per CPD:

US\$ 906,000.00 (projects 4.1 and 4.2 of CPD, combined at mid-term review)

Total available for 2010 from all sources:

RR US\$ 29,190.93

OR US\$ 243,698.01

Total US\$ 272,888.94

List of donors:

Additional RR US\$ 29,190.93

Thematic Policy Advocacy and Partnership US\$ 135,764.34

European Commission US\$ 78,742.74

Result Achieved:

- UNICEF has prepared to take an active role in social policy and combating child poverty, which has been adopted as a key goal of the first component of the new country programme, on disparity reduction, social inclusion and protection. Evidence has been generated concerning the social protection system and the living conditions of families and children, as a step towards the adoption of more effective policies to ensure the social inclusion of disadvantaged children and families. Attention has also been paid to the increased role that local government may play to assure social inclusion. Progress has been made towards building partnerships and identifying further research topics and interventions. Human resources have been strengthened.
- Turkey's economy has recovered from the crisis of 2008-9 but disparities in living conditions continue. Social protection policies are limited, and responsibilities and

instruments are diverse and not adequately coordinated. Child poverty is not always acknowledged as a separate issue. The increased involvement of the State Planning Organisation in the government's cooperation with UNICEF will be a key factor for success in social policy.

Within UNICEF, lack of resources remained a constraint for most of 2010. However, the country office created a new social policy specialist position, which was filled in the fourth quarter. This post is critical for engaging in partnerships for research and advocacy in child poverty, social spending and budgeting for children.

- The programme of research with Ankara University continued in 2010. The research has mapped public social policies and expenditures and reviewed child poverty with a view to the possibility of introducing a child benefit. It captures the extent of poverty and child poverty, calculates child poverty according to different methods, examines the current social protection measures and instruments, and assesses in the context of fiscal space analysis the impact on debt dynamics of the cost of public policies intended to eliminate child poverty, partially or completely. The research concludes that current social transfer policy is ineffective in combating child poverty. There is a need for social protection policy analysis, public finance review, the monitoring of budget allocation and expenditure for children and the introduction of a national policy and strategy to combat child poverty and increase fiscal space for children. The second panel survey of the Turkey Welfare Monitoring Survey commissioned in collaboration with the World Bank and the think-tank TEPAV was completed in 2010, establishing the impact of the economic recession on poor urban families.
- Partnerships with the World Bank, TEPAV and Ankara University have been strengthened as a result of the research conducted in 2009-10. In 2011, closer collaboration may be pursued with the EU additionally to leverage resources through initiation of joint projects promoting equity and social inclusion.

Future Workplan:

In 2011, UNICEF aims to use the results of the research conducted to produce policy briefs and organize a national conference on 'Rethinking Child Poverty and Policy Options'. Further research may also be conducted on topics such as the effectiveness of cash transfers and social safety nets. UNICEF will continue to monitor economic and social developments and related policy developments closely.

The technical assistance which UNICEF is providing to Youth Habitat and other NGOs for a project on local governance for women, children and the disabled will be handled as part of UNICEF's social policy work from now on. UNICEF has assisted this project by adapting the Child-Friendly Cities tool. Analysis of the self-assessments made by municipalities with a view to planning, budgeting and fund-raising accordingly will be done in 2011. The social policy unit will also contribute to the cooperation between the government and UNICEF in other sectors, especially with respect to social protection implications, costing and budgeting. Dialogue will be sought with several new counterparts: the Budget and Planning Committee of Parliament, the Ministry of Finance, the General Directorate for Social Assistance and Solidarity and the Social Security General Directorate. The CO will also explore possible coordination with the Regional Development Agencies coordinated by the State Planning Organization, which will involve liaising with the Ministry of Interior and local government.

4. OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

The CPMP of 2006-2010 clearly states the specific results and strategies of the CO, and . office objectives and priorities for 2010 along with key CP outcomes and annual programme results were clearly defined in the AMP. The AMP was prepared through a participatory process. The new Committees were established accordingly and appropriate

terms of references were adopted. A new Table of Authority (ToA) reflecting these changes was prepared and approved in July 2010 (The previous ToA was dated October 2009), and all staff members were informed in writing about their responsibilities. A comprehensive review of memberships and terms of reference (ToR) of all statutory committees was completed in consultation with the staff association in July 2010 and shared with all staff.

Planning and performance indicators for Programme, Operations, Communications and M&E were regularly reviewed by the CMT. In performance monitoring and reviewing the Office governance structure, the Office benefited from Office Management Reports (OMRs).

The CMT routinely discussed the outcomes of the RMTs and follows change management initiatives such as the Simplified Programme Results Structure and Rolling/Multi-Year Work Plans, IPSAS and Vision. The implications of the initiatives are regularly communicated in writing to all staff. All-staff meetings are held where elaboration is needed. The LJCC met to discuss the staff issues of general concern and the management addressed the questions and the requests. Additionally, Monday morning meetings and all-staff meetings were used as platforms to discuss and coordinate office priorities and address issues raised by staff members. As a core group, the Representative, Deputy Representative, Operations Manager, Communications Officer and Monitoring & Evaluation Officer meet briefly every morning to coordinate both short and long term objectives.

Based on the approved CPD, the CPMP process for the new cycle of 2011-2015 was completed in 2010. The CPMP reflected staffing needs for the 2011-2015 programme cycle as per the strategic positioning of the CO.

4.1.2 Strategic Risk Management:

The CO conducted its risk control self-assessment exercise in 2010 and the RO supported the office in managing the exercise by sharing practices and providing guidance. In accordance with recommended risk rating practices, the likelihood and impact of an indicative list of 83 risks was assessed by the staff in the office. The results were discussed at meetings organized for the purpose. Ten risks were identified as significant enough to warrant self-assessment and regular management attention. Strategic and programmatic risks were rated as most significant by the office. Risks that were perceived to be covered well by UNICEF policy, procedures and guidance were generally rated lower than those not covered by such tools. Among the risks identified were:

- Strategic positioning and partnership,
- Knowledge Management,
- Predictability of Funding and
- Internalising Organisational Change.

Following the assessment of risks, the Risk and Control Library was developed. It provides a baseline of the 10 key risks and associated controls and responses that may impact the achievement of UNICEF's objectives and results in Turkey. Within this context, Enterprise Risk Management and the RCSA (ERM) will be included in the regular CMT meetings of 2011.

Intranet-based Early Warning Early Action for emergency preparedness and the Office Business Continuity Plan were updated. Office Planning assumptions for Rapid Response, First Response Actions, Plans by Functions, Checklists, Contact & Potential Supplier Lists are available and defined in the EPRP.

4.1.3 Evaluation:

The CO IMEP outlined the key monitoring and evaluation activities for 2010. The IMEP was monitored on a quarterly basis by the M&E Officer. Updates were made during programme coordination meetings and CMTs.

The CO conducted one evaluation during the 2006-2010 Country Programme Cycle: Evaluation of the Girls Education Campaign. More recently, in 2010, the CO, through a review and technical advice, supported the Ministry of Health in conducting an evaluation

of the psycho-social programme of the Ministry. The Ministry's evaluation was undertaken in accordance with the UNICEF Evaluation Policy, UNICEF-Adapted UNEG Quality Checklist, UNEG Evaluation Norms and Report Standards. Although capacity for evaluation is somewhat limited in the country, the office is able to outsource evaluation capacity. The CO continues to develop in-country capacity for managing quality evaluations.

Findings and recommendations of evaluations are taken into account especially during the planning stages of programmes. For future evaluations, the CO will ensure adherence to a management response and its follow up actions.

The CO has identified two strategic large scale evaluations for the next country programme cycle, in the areas of child protection and communication.

4.1.4 Information Technology and Communication:

The upgrades and improvements in Information and Communications Technology systems have successfully continued in line with ITSS division policy during 2010. The office has completed major software / hardware tasks as follows:

- The file server has been moved to new HP Proliant DL 380 G6 server so as to have larger disk space and faster processing.
- New rack cabinet and UPS devices have been installed in the server room to keep servers and backup devices in one place and operational against power outages.
- The Polycom Video Conference HDX 7001 device distributed by Regional HQ has been installed and configured in the meeting room so as to create alternative meeting option via internet and save on costs.
- The Cisco ASDM application has been installed so as to have a tool to monitor and report CO network traffic in line with regional policy.
- Voice-over IP has been installed using the UNICEF IT standard Cisco 2811 device so that the office has free telephone calls between UNICEF and UN offices.
- As a result of a bidding process in 2010, new terms have been agreed with the local GSM Company generating a 15% discount in GSM calls and a budget of roughly US\$7,000 for mobile phone devices.
- New country office and knowledge management web sites have been designed and published in cooperation with Communications Section.
- MS SharePoint has been successfully installed and designed for document management and collaboration within the office.
- All desktops and laptops in the office have been successfully upgraded to Windows 7 and MS Office 2010 suite in line with global policy.
- Regular ICT tasks have been performed such as back up of office data, monitoring and implementation of network infrastructure, and end-user trouble shooting.
- ProMS has been upgraded to version 9.1
- The BGAN device has been tested regularly with respect to disaster recovery. The office plans, in cooperation with the other UN agencies, to change the main switchboard of its telephone system so as to utilize IP-based telephony starting in 2011.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

During the 2006-10 programme cycle, the CO mobilized the envisaged resources. The OR ceiling was increased by US\$15 million in late 2008.

The CO monitors country programme budget implementation and PBA expenditures monthly using PROMS, Briefing/Rover Book and Office Management Reports. PBAs are extended only in case of project extensions.

All ten donor reports due in 2010 were submitted on time. The donor reports are prepared in accordance with the Contribution Management Guidelines, with clear divisions of responsibilities. They are reviewed by the Deputy Representative and Representative before submission to the donor.

Turkey is the only country with both a country office and a national committee. The Office supports and cooperates with the National Committee to maximise its effectiveness. In 2010, fund-raising meetings were held with numerous national and international companies/individuals, and various proposals were developed. A gala dinner was organised in collaboration with the German Embassy and Hilton Hotel, continuing a partnership developed previously. The Office continued to support training for face-to-face (F2F) fund raising. TV spots and advertisements were prepared and free airtime and advertising space was ensured for the Haiti, Kyrgyzstan, Palestine and Pakistan emergency appeals. Input was provided for the questionnaire to be used in a barometer study for the National Committee. Special agreements were reached with global partners like P&G, Roche, AMWAY and local private sector companies and public relations/media organizations. As a result more than US\$1.6m was raised plus in-kind support from corporations.

From 2011, the Office will be implementing the private sector partnership strategy developed with the National Committee in 2010 to strengthen and coordinate fund-raising. The results of the barometer study will be reviewed and integrated into the joint workplan to meet the needs of the new Country Programme. A communication strategy will be developed for the National Committee with a section on goodwill ambassadors. Private sector partnership is one of the issues being addressed by the Office taskforce on Partnership. Its plan of engagement will include identification of potential partners and modalities for partnership, including innovative modalities.

4.2.2 Management of Financial and Other Assets:

The office continues to make effective use of its bank optimization and cash forecasting tools and has performed very well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. The Office remains on the "low risk" list of the DFAM and sends the bank reconciliations to the HQ on a quarterly basis. Deadlines on bank reconciliations and bank optimization targets were met. The Office always considered the effect of exchange rate movements when converting USD to local currency and did its best to create foreign exchange gains from these transactions. In budget control, the CMT reviews the red flag areas including PBA expiry, DCT liquidations, and programme implementation level of expenditures. In 2010, the Office did not have any DCTs outstanding for more than 6 months. All of the PBAs were used within their original life spans.

As of December 22, the total expenditure level of the CPD Budget of 2010 was US\$7,060,431. Cross-sectoral costs represented 5% of the total with an amount of US\$ 376,458. The main distribution of US\$ 376,458 is as follows:

Staff costs US\$ 193,762

Operating expenses US\$ 182,696.

As of 22 December, the Support Budget expenditure level for 2010 was US\$658,083.

The percentage of the operating expenses was 24%, rent and maintenance accounting for 60% of total operating expenses.

Roughly 20% of all resources (both support and programme budget) were spent on fixed term and temporary staff costs.

The new bandwidth upgrade (5Mb UNICEF share) was completed in January 2010. The switch created important savings for the Office, using the same ISP at a cost of \$310/month. This is five times faster and seven times cheaper than the SITA cost of

2009.

New terms agreed with the local GSM Company provided a 15% discount in GSM calls and a budget of roughly US\$7,000 for mobile phone devices.

The Polycom Video Conference device distributed by the RO has been installed into the meeting room. It has created an alternative meeting option via internet and helps in cost saving.

4.2.3 Supply:

The supply function of the CO is 95 per cent based on local procurement. It includes procurement of supplies (stationery, furnishing of child-rooms in hospitals, IT supplies) and services (printing, graphic design, inland cargo/distribution, consultancy services). Printing services were procured for the Baku/Azerbaijan office in 2010 and procurement of printing services for the Geneva Regional Office was initiated, to be finalized in 2011. The Supply Plan is developed in cooperation with the Programme on the basis of the AWP. UNICEF and where appropriate EU branding guidelines are followed. The quality of goods and services is ensured by the Supply Unit in cooperation with the relevant Programme Officers.

As of 23 December 2010, 48 RFQs, 2 ITBs and 8 RFPs had been issued. Based on the finalization of the procurement processes, 37 PGMs (US\$400,711), 46 POs and 36 Institutional Contracts (US\$911,373) were issued. The decrease in ITBs by comparison with 2009 was due to the increase in the RFQ/ITB threshold from US\$10,000 to \$30,000 under the Financial Circular no.19 Rev. 3 of November 2009.

14 CRC submissions with a total value of US\$1,671,873 were completed at 11 CRC meetings.

The Procurement and Admin/Logistics subgroup established by the Operations Management Team of the UN Agencies identifies and works on common procurement activities. In 2010, UNICEF played a key role together with UNDP in the joint procurement by UN Agencies in Turkey of Integrated Travel and Event Management Services. An LTA was signed for up to three years with a qualified vendor.

In 2011, the OMT Subgroup for Procurement and Admin/Logistics is planning to conduct a joint-bidding exercise for LTAs in various areas. UNICEF will continue to play a key role in and/or lead common procurement efforts.

Government storage facilities were used where possible. Monitoring of supplies on delivery to end-users is done by the counterparts and by relevant programme staff during field visits.

Technical and administrative advice was obtained from Supply Division as/when required. Staff did not participate any professional training organized by HQs in 2010.

4.3 Human Resource Capacity:

The new roles and inputs identified for UNICEF in the new CP are more staff-intensive which is in line with the mix and weight of strategies adopted. In order to ensure capacity to adequately support programme implementation, the PBR of 2010 approved the establishment of 3 new posts. These are:

- Social Policy Specialist at NOC level
- Education Specialist at P4 level
- Communications Assistant at GS5 level.

The Office successfully planned and completed a large number of recruitments before the start of the new CP. In total, the Office completed 11 FT recruitments in 2010. Two additional FT recruitments were initiated and expected to be finalized in early 2011.

The Deputy Representative, Operations Manager, ECD Specialist and the Sr. Admin & HR Asst were trained on CBI.

In order to improve staff performance, the office has been implementing "Flexitime Work" rules within the limits set in regulations. Overtime was avoided as far as possible and compensatory time-off was utilized. Matters of general concern to the staff were discussed at the local JCC and CMT meetings and on other platforms such as all-staff and Monday morning meetings. The Management gave more importance to monitoring annual leave balances to ensure that staff have a good balance of work and private life.

However, work load remained as an issue to be addressed in 2011. The Office plans to organize training on Planning & Time Management before the Staff Retreat of February 2011.

The Local Training Committee convened 3 times in 2010. The committee reviewed the training needs of the staff and made recommendations to the Representative. Relevant staff members participated in most of the regional trainings/workshops. The Office also continued to support the Regional Office, NYHQ and other UNICEF offices by facilitating several regional workshops/seminars in Ankara and Istanbul.

The EPRP and the BCP define staff roles and required assistance for the RO and the HQ in case of emergencies.

All 2009 PERs were completed in the first quarter of 2010 and key assignments of 2010 were initiated on time.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

The OMT established sub committees for Finance, HR, Procurement and IT to help improve common services and to benefit from the volumes of UN agencies.

New terms agreed with the GSM Company provided the Office with a 15% discount on GSM calls and a budget of roughly US\$7,000 for mobile phone devices.

The bandwidth upgrade (5Mb UNICEF share) was completed in January 2010. This switch created important saving for the Office, using the same ISP at a cost of US\$310/month. This is five times faster and seven times cheaper than the SITA cost of 2009.

4.4.2 Changes in AMP:

The Enterprise Risk Management (ERM) and the RCSA will be included in the AMP of 2011.

The Office will further review practices to improve Planning in 2011.

5. STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

- 1. Study on Late Enrollment*
- 2. Study on Minimum Standards for Children living outside Parental Care*
- 3. Review into catch-up education programme*
- 4. Summary Report of Study on Child Abuse and Domestic Violence*
- 5. Comparative Analysis into Legislation*
- 6. Review of the Social Protection System, Child Poverty and Budgeting for Children*
- 7. Gender Assessment of the Country Programme*
- 8. Situation Analysis of Children in Turkey*
- 9. Documentation of the Progress in reducing infant mortality rate in Turkey*
- 10. Baseline Study of the Psychosocial Development Programme of MoH*
- 11. Needs Assessment on Juvenile Justice Institutions in Turkey*
- 12. Review of the Child Rights Committees*
- 13. Turkey Welfare Monitoring Survey-Monitoring the impact of the economic crises*
- 14. Needs Assessment on monitoring the non-attendance and drop outs in Primary Education*

5.2 List of Other Publications

- 1. Human Rights Based Education for All in Turkish*
- 2. Storybook on Children Forum*

3. *Training Material for LSBE and 7-19 Better Parenting*
4. *Child Friendly City Guidebook*
5. *Catch-up Education Programme Directive and Implementation Guide*
6. *Printing of Parenting Programme*
7. *Report on Child Abuse*
8. *Children First Notebooks*
9. *Legislation Analysis*
10. *Decline in U5 Mortality Rate in Turkey*
11. *Poster on Child Rights*
12. *Report on the Evaluation of the Child Protection Law*
13. *Booklets for children living and/or working on street in 8 provinces and Evaluation Report*
14. *Advocacy Materials for Turkish Bar Association*
15. *Training Material for Ministry of Justice ARDIC Programme*
16. *Children First Bulletin*
17. *Guidebook for Social Workers*
18. *Guidebook on Age of Criminal Responsibility*
19. *Minimum Standards for disabled children*
20. *Minimum Standards*
21. *Guidebook for Lawyers*
22. *Guidebook for Universities on Child Protection Centres*

6. INNOVATION & LESSONS LEARNED:

Title: *Adaptation and use of UNICEF know-how (the child-friendly city tool) to support a broad national partnership for women, youth and the disabled*

Contact Person: Regina de Dominicis Rdedominicis@unicef.org

Abstract:

This is an example of how UNICEF can work in an “upstream” way with local government in order to address equity in a middle income country. The key to this is an effective partnership between UNICEF and national NGOs making use of national fund-raising opportunities for evidence generation and capacity building for good governance. It shows how UNICEF can make use of its knowledge base to leverage resources to advance its goals, without need for a large financial layout on its own part. At the same time, it demonstrates the flexibility of the child friendly cities tool, and its potential for adaptation and use by other countries. It also shows UNICEF fulfilling its mission towards the disabled, women and youth as well as children.

Innovation or Lessons Learned:

In the past, the CO in Turkey has been unable to implement the child friendly cities initiative due to lack of funds and initial hesitation among partners. However, due to innovative funding arrangements and partnerships, the initiative has now been revived and is being executed at a tiny fraction of the cost (and administrative load) than initially expected. The essence of the partnership arrangements is that each party makes use of its own strengths – in the case of UNICEF, its technical expertise. The adaptation of the child friendly cities tool to encompass youth, women and the disabled represents an innovation. This work also shows how UNICEF can be involved in decentralisation and in improving conditions for the disabled in ways that go beyond small, finite projects.

Potential Application:

The modified version of the child-friendly cities tool is likely to be of interest to UNICEF offices in a range of countries and, since it does not focus only on children, may be suitable for use by other agencies or in UN joint programmes. While the partnership arrangements set up for this particular initiative may not serve as a template, they offer

an example of good practice for middle-income countries, especially where considerable local NGO capacity and/or private sector funding opportunities are available.

Issue/Background:

A national NGO called Youth Habitat received the support of the Sabanci Foundation, the philanthropic arm of one of Turkey's wealthiest industrialist families, for a project to support the youth, women's and disability councils which all municipalities are obliged to set up by law. For this project, Youth Habitat, which was already working with the youth councils, set up a partnership with the National Democracy Institute (NDI) think tank and a platform of seventeen NGOs specialised in youth, gender and disability issues. It was able to draw on the help of a large network of volunteers.

Strategy and Implementation:

The project involved an assessment of community needs and of the existing capacity of the youth, women's and disability councils in twelve municipalities (now increased to 14), to be followed by the capacity building of local officials, accompanied by an NDI-led advocacy campaign.

UNICEF saw an invaluable opportunity to cooperate with the Youth Habitat project for encompassing child rights and the wellbeing of children by proposing to Youth Habitat the use of its child-friendly cities tool for the needs assessment. Developed by the UNICEF Innocenti Research Centre and already effectively used in several parts of the world, the above tool was adapted, through cooperation between the Country Office, the Innocenti Centre and New York University. The adaptation resulted in the development of a child, youth, women and disabled friendly cities tool linked not only to the Convention on the Rights of the Child but also to CEDAW and to the International Convention on Disability. All this work was done in the spring and summer of 2010 with the support of funds which UNICEF was able to attract from the Van Leer Foundation.

Progress and Results:

By the end of 2010, UNICEF had trained the other parties in the use of the expanded child friendly cities tool, and the data for the needs assessment had been collected. The data is due to be validated and analysed in January 2011. In this way, UNICEF has generated knowledge which can be used by local administrators to determine priorities, and to budget and raise finance for efforts to realise the rights of children, youth, women and the disabled. UNICEF will be able to use this data for future advocacy and for designing future interventions.

The project's progress reflects the joint commitment and shared vision of all the partners, and its execution as well as sustainability is ensured through the legally guaranteed existence of youth, women's and disability councils in the municipalities, and the support of willing municipalities across the country. The project's impact is expected to be felt in terms of increased capacity of local government to identify and address inequalities, and of additional policies, programmes and resources for addressing the critical issues and needs of the most disadvantaged groups in each municipality. The overall gain will be in terms of enhanced equity at the local level, including for children. The work may also lead to the establishment of a children's and youth academy in Istanbul. There is considerable scope for further interventions and undertaking relevant other work with UNICEF's new partners.

Next Steps:

The capacity building component of the project will be carried out in 2011. Thereafter, the work of the municipalities involved in the project is expected to inspire other municipalities to follow suit. (The number of municipalities taking part in the project has already increased). UNICEF will make use of the knowledge and good practices generated in advocacy and potentially in programming. In the light of the outcomes,

UNICEF may enter into new forms of cooperation with Youth Habitat and the other NGOs and/or the Sabanci Foundation.

7. SOUTH-SOUTH COOPERATION

In 2010, the CO facilitated several study visits from UNICEF counterparts in other countries as well as enabled its own counterparts within Turkey to share their experience at international events and/or abroad as seen below:

- A delegation from Turkmenistan visited Ankara in connection with child labour elimination, an issue on which UNICEF and Turkmenistan are cooperating.
- A delegation from Kosovo, which is setting up a database management system in the field of justice for children, visited Ankara.
- A Pakistani delegation visited Ankara and Istanbul concerning the administrative framework for child protection and the social reintegration of street children.
- UNICEF facilitated the visit of a group of five representatives of Moldovan millers to two private Turkish food industry enterprises using flour fortification technology, as Moldova moves to implement flour fortification.
- Staff of the Primary Education General Directorate shared Turkey's experience at the regional workshop on Quality Basic Education /Child-Friendly School Standards in Istanbul, and the Director General shared Turkey's experience at the Global Out-of-School Initiative meeting in Istanbul.
- With UNICEF support, Turkey's General Director of Mother and Child Health presented the study on child mortality reduction in Turkey at the WHO Multi Country Review Meeting "Beyond the Numbers" in Kyrgyzstan.
- At the Regional Health and Nutrition Cluster meeting, Prof. Ilgi Ertem of Ankara University spoke about Turkey's experience in establishing Development Paediatrics Units as well as her work on an international guide for monitoring child development, while two advisors to the Ministry of Health shared Turkey's experience in the development of e-learning training modules for family physicians.
- Academics from Ankara University travelled to Azerbaijan to share the child rights syllabus with the country for its use in the education of journalists. Developed in Turkey with UNICEF support, the syllabus has been found valuable and the CO continues to disseminate it to other interested countries.