

## 1 EXECUTIVE SUMMARY

### *Important achievements:*

- Accelerated Basic Education Model for adolescents who abandoned school: of the 2009 enrolled students, 83% graduated; enrolment grew 2.4 times in 2010. This initiative was adopted by the Quito local government.
- Cooperation in social budgeting to analyse the national budget and its execution through: the National Assembly Control Unit for the Execution of National Budget; and the Ministry of Finance Unit for Budget Follow-up, Monitoring and Settlement. Advocacy, technical assistance and capacity building applied.
- Continued permanent presence in the media, US\$3,235,000 of free press coverage. Thirty press conferences, with corresponding media tours and visits.
- The Secretariat for Migrants created the Office for Equity and Inclusion, focused on the impact of migration upon children, families and women. Manual to attend to children affected by migration was developed and training of 400 officials for the application of the manual.

### *Important shortfalls:*

The CPAP was not signed until mid-year, for several reasons: review of the CPAP at the end of 2009 to enter as pilot in the 'VISION-EPS' system; lack of coordination amongst Government officers, permanent comments and observations resulted in repeated revisions, some involving HQ and the RO; and negotiation for the joint signing of CPAPs (UNICEF, UNDP and UNFPA) with the Government, took more time than expected. A low financial implementation due to the above and to a change in Government policies regarding international cooperation, leading to absence of clear mechanisms for cash transfers and delays from Government counterpart in assimilating the new procedures. The Office had to implement directly, with a large number of transactions generating an additional administrative workload (57% of requisitions are for less than \$500. About 1.5 million of the budget was re-phased for 2011.

*Alliances:* The alliance between the Civil Registry, the Ministries of Health and Telecommunications, the Child and Family Institute and UNICEF resulted in the establishment of Birth Registration Agencies in maternity facilities, totalling 37 agencies in 14 provinces. 4,500 children were registered at the agencies, 60,000 registered at regular points.

## 2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

During 2010 Ecuador's GDP grew by 1.8%; inflation was 3.4%; and unemployment in urban areas decreased slightly (7.9% in 2009 to 7.4% in 2010). Under-employment in urban areas was 49.6%. Remittances favoured family economies, the country received US\$556.6 million in the first quarter of 2010. Income poverty was 33.1% in June 2010. Poverty continues to be higher in rural areas. It improved between 2009 (57.5%) and 2010 (52.8%), but was higher among indigenous people (67%); rates for Afro-Ecuadorians and mulattos were 51% and 40%, respectively. The ratio between average incomes of the richest 10% and poorest 10% was reduced from 37 (2006) to 31 (2009).

Social sector resources prioritised early childhood and adolescence, promoting targeted nutrition programmes (6.4% of social budget), food and nutrition projects (11%), child development (18.8%); and improving the capacity of teachers, expanding infrastructure, quality and child-friendly education (30.6%). Sustainability of the budget is at risk due

to the growth of public indebtedness (US\$3,377 million in 2010), an increase of 60% compared to 2009. The debt/GDP ratio increased from 19.7% in 2009 to 26% in 2010.

In 2006 the Living Conditions Survey (ECV) established a 25.8% stunting rate for children under five years, affecting 50.5% of indigenous children. The poorest quintile showed prevalence almost five times greater than the richest quintile. By 2010 the rate had declined to 22%. The provinces bordering Colombia have in the past registered rates above the national average; there was no evidence of change in 2010. Infant mortality continues to decline, by 2007 it was 12.4 per live births.

Regarding school-age children (5 to 12 years), absenteeism decreased and the time for recreational activities with parents increased; physical punishment also increased. In 2009 net enrolment rate in basic education (5 to 14 years) was 93.5%. Minority peoples may not be visible in official data, since self-identification requested in the survey does not fully reflect the extent of diversity. In rural areas schooling reaches 90.5%. Progress in equity of services, net schooling rate among indigenous and Afro-Ecuadorians rose approximately 4% from 2006 to 2009.

Limited progress took place on adolescents rights. Teenage births (12 to 17 years) increased from 6.2% to 7.2% over four years. An increase in avoidable violent deaths due to accidents, suicides and homicides was also detected (35% of causes of deaths in this age group). Public perceptions about lack of security include adolescents among the main causes. School rate of adolescents between 15 and 17 years: indigenous and Afro-Ecuadorians 41.1% and 41.0%, respectively, while rates for mestizos and whites were 56.7% and 57%, respectively. Gaps exist between urban and rural areas, 63.1% for urban area and 40.5% for rural area.

In 2009, 9.8% of children worked (12.1% of boys and 7.3% of girls), one of every four Indigenous children were working, and in the poorest quintile prevalence of child labour was 13.7%. Children and adolescents living along national borders are used by transnational organised crime to carry out dangerous work, such as smuggling and transporting ammunition or drugs (Report of Special Rapporteur on Contemporary Forms of Slavery, July 5, 2010 during 15<sup>o</sup> period of Sessions of the Council on Human Rights). Ecuador presented its IV Official Report to the Child Rights Committee, with several observations in areas such as juvenile justice. The Government is working on a programme for Integral Socio-Psycho-Pedagogical Attention and budgeted important resources to improve the facilities of centres, but challenges remain to implement the new norms.

Political sectors and public opinion demand a reduction in criminal responsibility to 16 years of age. According to the Specialised Police for Children and Adolescents, adolescents detained represent no more than 0.05% of the total adolescent total population. The Child Rights Committee, recommended: "to guarantee full compliance with juvenile justice norms", but some groups are proposing to increase the time of internment (from four to six years). In 2008 the State presented its VI and VII Reports on CEDAW. The main recommendations were related to economic, education and health rights; domestic violence; institutional and legal gender mechanisms and exercise of power.

The most important publication issued by UNICEF with other partners was: 'Children and Adolescents at the beginning of the XXI century'.

### **3 CP ANALYSIS & RESULT**

#### **3.1 CP Analysis**

##### **3.1.1 CP Overview**

*Nutrition and Early Child Development* (PCR 1): The government established a stunting rate zero for children under one year as a priority. The Nutrition programme is directed to overcoming stunting in children under five in target areas. UNICEF was key in

providing specialised technical assistance and facilitating institutional coordination, a major challenge within an area with a highly sector-driven history and context. The IDB and WB are supporting the 2011 National Nutrition Survey with credit and technical assistance, which will provide data to support an integrated child development policy and institutional coordination.

*Universal education with equity* (PCR 2): Cooperation concentrated on strengthening inclusion for indigenous children and adolescents facing greater disadvantages at all levels of education. It was proven that access and retention improves when curriculum becomes pertinent to culture and language. UNICEF supported capacity development of native teachers for preparing an intercultural and bilingual content for school curriculum for 11 Amazonian indigenous peoples. Support to intercultural bilingual education has been the main challenge this year, as the Ministry of Education seeks to reinforce Spanish-language education.

*Strengthening of comprehensive protection policy* (PCR 3.1): This component developed institutional capacities and established strategic alliances with Ministry of Justice, National Assembly, among others; specific protection models were tested and validated. Significant advances were made in preventing and managing violence against adolescents. For the first time, the Ministry of Justice is progressively implementing CRC-compliant treatment of juvenile penal justice, reviewing and updating current law and building capacities among all actors.

Reports and recommendations presented by Special Rapporteurs regarding special protection for exploitation, and on asylum, refugees and migrants, were reviewed and discussed with national partners.

*Monitoring of social expenditure in the most disadvantaged areas* (PCR 3.2): UNICEF was key in developing a monitoring mechanisms for social investment by public institutions and civil society organizations. The Office focused on providing information to legislators on the situation and trends of budget allotment and impacts on the lives of people through the use of disaggregated data (by territory, social groups, age and social protection programmes).

### **3.1.2 Programme Strategy**

#### **3.1.2.1 Capacity Development**

The Cooperation Programme has proven to be effective in this strategy. Programming contemplated several forms of implementation: training activities, direct technical assistance and advice provided by programme specialists and consultants and formal courses, with the support of universities. Thanks to this strategy it was possible to lay the foundation for results envisaged in the various components: Indigenous teachers trained in the preparation of curricula and research, teachers prepared for emergencies, officials of the National Assembly trained for public budget control, experts from the Ministry of Finance prepared to produce information and indicators for the analysis of social investment, amongst others.

In the specific case of Disaster Risk Reduction (DRR), the Education component has developed institutional capacities using a two-pronged strategy of “upstream-downstream”, that combines: (i.) Training for officials at the central level of various ministries, public institutions and NGOs in relation to the international standards for DRR for education and mechanisms to provide care and psycho-affective recovery for children; (ii.) Creation of a pilot play-pedagogical area called “Riesgollakta” (land of risks) in the Interactive Museum of Sciences–MIC, Quito, in coordination with local authorities. The latter was designed to create awareness in urban and rural educational communities relative to conceptual matters and practical behaviours for the prevention of disasters. The site has been well received by students and teachers and it is estimated that some 70,000 boys, girls and adolescents will visit it annually. The programme is studying the possibility of developing a similar methodology in other municipalities.

### **3.1.2.2 Effective Advocacy**

This strategy has led to increased political will of institutions to incorporate dimensions pertinent to comprehensive protection into their agendas. Along with governmental and non-governmental partners, strong evidence was produced to support all advocacy initiatives. Given the high level of political issues advocated by UNICEF (national budget proforma and follow up of implementation; legal and institutional reforms; and mobilisation through public statements), permanent strategic analysis to set the critical routes was practiced. All programmed activities for: dissemination of information through press conferences (over 30); media interviews (over 20); and public presentations, speeches and participation in different fora (universities, National Assembly, Government Ministries, NGOs, Private Sector among others) achieved the expected results.

### **3.1.2.3 Strategic Partnerships**

The integral protection approach demanded coordinated actions by several government and non-government stakeholders, including the private sector and media, which committed their participation in different activities. To fully apply this strategy several work tables, coordination tables and organisation of committees and councils (both at local and national level) were supported by UNICEF. Amongst other achievements were the: establishment of partnerships and agreements for local protection systems and networks and coordination to eradicate child labour in garbage dumps, in support of the 99% compliance set in the national goal.

The MDG fund Joint Programme of "Youth, Employment and Migration", of which UNICEF is the lead agency, was able to consolidate a strategic alliance of approximately 40 national/local institutions, including several agencies of the United Nations system. Plans at the local level were formulated in accordance with particular characteristics and dynamics of each province, by means of working teams formed by de-concentrated units of participating ministries and local institutional stakeholders.

### **3.1.2.4 Knowledge Management**

During 2010 knowledge management was an important part of CO cooperation. ODNA, (one of the centres of excellence), with UNICEF's support, carried out the first survey of civil society to monitor children's rights. This brought new information (additional to the regular statistics produced by government) about stunting, violence in school, and adolescents among others. FLACSO, another centre of excellence, has provided UNICEF with insight, information and analysis of normative changes that Ecuador is going through and the impact of violence on youth; as such it continues to be a strategic partner. In a different area, UNICEF provided technical support for CNNA to follow up the Social Agenda of Childhood and Adolescence and its goals at national and subnational level, in addition to building capacities within its team. Cooperation was also provided to the intercultural education technical team to generate and provide decision-makers with information about indigenous children in school (promotion, abandonment, among other indicators).

Overall, different studies and research supported by UNICEF have provided decision-makers with relevant information and analysis for better decisions. For instance, research on the profiles of officials that operate Internment Centres for adolescents showed that over 70% of them were not prepared to perform their duties properly.

Internally, there have been spaces for the office to increase its knowledge about UNICEF's core commitments for children in emergencies and the early warning early action framework, with support from the RO. During 2010 our office developed its enterprise risk management profile and library, supported by RO, which allowed it to increase awareness of issues that may affect our cooperation. Regarding planning, CO understanding was refined thanks to TACRO support during the CPAP signature process.

### **3.1.2.5 C4D Communication for Development**

This strategy played a key role in combating child malnutrition. Based on what populations think, messages were developed to train institutional personnel and to sensitise communities using radio as the means of mobilisation. Cooperation has favoured conditions so that groups of adolescents can express themselves by designing, producing and exhibiting their own documentaries through the alliance NIÑOESPERANZA, between UNICEF and ECUAVISA (one of the major TV channels in Ecuador), is permanently included during the daily news broadcasts. As a result, approximately 100 documentaries were produced and broadcast, of which two won International Awards and a third was one of the most seen videos on YouTube. Furthermore, some of these productions served to motivate actions by protection system institutions, such as the documentary that alerted viewers about sexual abuse, which aroused concern and new protection measures in several of the Canton Councils for the Rights of Children.

### **3.1.3 Normative Principles**

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

For several years, the HRBAP has been the leading thread of programming. All the results envisaged respond to the inclusion of this approach in law enforcement, public policies, capacity building, mobilisation and awareness. Ecuador has been a pilot country for the implementation of the new tool for a unified planning system of institutional resources and performance management, VISION. The exercise to prepare the CPAP and RWP, under the parameter of the ERP, included this approach, which resulted in the improved formulation of results and identification of accountabilities of the Office and executing counterparts and allies.

The programme of Cooperation stands out in the achievement Rights of Children and Adolescence are duly incorporated into the design and implementation of the Multi-National Plan to Eliminate Racial Discrimination, Racial and Ethnic and Cultural Exclusion and in regional initiatives such as the Agenda for the International Year of Afro-descendants (2011). UNICEF strengthened a strategic alliance with the Secretariat of the Peoples' Social Movements and Citizen Participation and received the support of TACRO to exert influence on international activities in the region.

The UN System is supporting national efforts to establish a human rights indicators system, in which UNICEF is playing a leading role due to its capacity and expertise in this approach.

#### **3.1.3.2 Gender Equality and Mainstreaming**

The Programme has taken only limited action in relation to strategies and/or policies on gender equality and mainstreaming. This is partially explained by the fact that social indicators in Ecuador do not present important differences due to gender, particularly in health and education.

The greatest disadvantages have been found is in protection, for example in child abuse, where adolescents girls seem to be more affected, and child labour, which affects boys in a larger proportion, reducing their opportunities to complete their secondary education.

Concrete actions and results of mainstreaming were in the production of education texts and materials for the Amazon bilingual education and the materials produced for development of citizenship capacities for adolescents. There are still challenges to improve gender equity.

#### **3.1.3.3 Environmental Sustainability**

UNICEF Ecuador is developing an intervention to increase access to safe drinking water, through systems to collect rainwater in periphery urban and rural areas of the Amazon, where water sources have been severely contaminated due to the oil industry. The 204 systems installed (53 in 2010) in homes, schools and health centres demonstrate that the strategy has been efficient as far as technology, the provision of water in the

quantity and quality, user acceptance, cost efficiency and sustainability. The purpose of this pilot experience is to scale-up the model, through the Ministries of Housing and Health, in order to reach the 6,000 families affected, as well as to convince national and local authorities of the added value of this intervention, which could be replicated in all similar zones of the country. In addition the activity seeks to encourage petroleum companies to reduce watershed contamination.

### **3.2 Programme Components**

#### **Title: Early childhood and adolescent health and nutrition**

##### **Purpose**

This component, within the UNDAF framework, contributes to enabling the Ministry of Health to meet the goals of reducing malnutrition (MDG 1), reducing neo-natal, infant and child mortality (MDG 4), improving maternal health (MDG 5) and reducing HIV/AIDS, malaria and tuberculosis (MDG 6). This component provides support to meet the goals of the National Programme for the Accelerated Reduction of Maternal and Neo-natal Mortality, the National Programme for the Reduction of Malnutrition, the Expanded Immunisations Programme (PAI) and the National Programme against HIV/AIDS. The strategy is to support the allocation of greater public financing, strengthen the operating capacity of the Ministry for the provision of primary attention services, and promote access to these services for mothers and children, seeking agreements between institutional stakeholders of the central and local levels and citizens. The component supports the national strategy implemented by the Ministry to achieve the "zero malnutrition" goal in infants up to one year of age, by means of technical assistance measures, development of capacities and communication. It also assists the multi-sector initiative for a Comprehensive Territorial Nutritional Intervention (INTI) that strives to overcome malnutrition in the cantons that have the most critical indicators in this field. In addition, it has focused its support on national efforts to reduce mother and child mortality, to prevent the vertical transmission of the HIV/AIDS virus, provide comprehensive attention to prevent child abuse and respond to emergency and disaster situations.

The expected result of this Component is: children, adolescents and women living in the provinces with greater exclusion, receive better nutrition, have access to mother-child health services and are protected from HIV/AIDS.

##### **Resources Used:**

Total Approved Budget 2010-2014: RR US\$850,000 OR: US\$3,745,000

Funds available (2010):

Resources	Available US\$	Spent US\$
Regular Resources	162,026.23	138,513.43
Other Resources	253,143.15	223,950.93
<b>Total YH001</b>	<b>415,169.38</b>	<b>362,464.36</b>

##### **Results Achieved**

*IR 1.1 As of 2011 children up to two years of age and women will have access to nutritional education services, micronutrients and child development, awarding priority to provinces that suffer from greater exclusion.*

It is not possible yet to indicate quantitative results. The Government prioritised the reduction of stunting from 25.8% in 2006 to 14% by 2013. A nutritional intervention is underway for territories with higher prevalence, including an M&E system. UNICEF provided support to prepare technical instruments and inter-institutional coordination, at the central and local levels. Strengthening of institutional capacity was possible. Technical support for communication campaigns on nutrition, vaccination, prevention of

respiratory diseases, hygiene and health in general was based on Facts for Life. The Niños Esperanza Ecuavisa – UNICEF TV campaign was directed to reduction of stunting (spots, educational messages and mass scale reports). Messages were adapted to cultural contexts, in conjunction with ministry officials.

Significant advances occurred in access to iron supplements, and technical assistance was provided to monitor progress. Health services in the three provinces with most critical indicators improved their vigilance systems and reported almost total coverage. Under-registration of the population requiring attention prevails. With UNICEF support, the Government incorporated polymaltose iron to the basic supply of medicines, with excellent acceptance. Progress took place in access to Vitamin A supplements, nutritional education; breastfeeding norm compliance; and salt with adequate iodine content.

*IR 1.2 By 2012 increase in access of children and women to quality services in prenatal, birth and postnatal attention, as well as reduction of vertical transmission of HIV.*

The component advocated and supported Government efforts to provide universal access to mother/child health services. Public budget for health/nutrition increased from 5.5% to 5.9% (2009-2010). Analysis was provided to underlying arguments on the redistributive effects and the impact of budget increases (vulnerability of financing, which is closely dependent on the international oil price).

Other main activities include:

- Promotion of inclusion through intercultural health options in the public health services (intercultural child delivery).
- Training provided to health personnel and dissemination of technical materials the Amazon Area.
- Follow-up of use and maintenance of cold chain in remote areas devoid of electricity and roads fit for traffic, to maintain access to vaccination.
- Contribution to reduce infant and child mortality, supporting the Primary Health Attention strategy and articulating the Basic Health Teams (development of capacities in communication, relationship with communities;
- Improvement of referral and counter-referral systems; and attention during pregnancy and delivery by trained personnel).

Access to health services has improved and strengthened, especially at local level.

Access to safe drinking water contributed to improve infant and child mortality indicators. Along with partners, rainwater systems were provided to families affected by oil contamination. In 2010, the pilot project was completed with 53 rainwater systems out of 213 installed in homes, health centres and educational and community centres. The scale-up plan for 6,000 families started. UNICEF obtained 20% of the total cost of the scaling up and must leverage the remaining 80% through public financing. Support to the Ministry of Health was provided for communication campaigns to maintain: over 70% coverage of pregnant women to free HIV test; over 80% of access to antiretroviral treatment; and prevention of vertical transmission of HIV/AIDS. Along with PAHO/WHO and UNAIDS, efforts were made to implement the Regional Strategy for the Elimination of the vertical transmission of HIV and Congenital Syphilis, including technical support and financing for training and a study of the baseline on vertical transmission of HIV. UNICEF cooperated with the National Council for Children and Adolescents and the Ministry of Health to undertake a study to determine the situation of children orphaned as consequence of HIV/AIDS, which reported on the living conditions and needs for protection/support, but was not able to identify the number of orphans caused by HIV.

*IR 1.3 By 2012, 30% of adolescents prevent early pregnancy, HIV/AIDS and violence against them in priority zones.*

A plan was formulated, with UNFPA, for reduction of early pregnancy, and is under review. The health policy to be implemented in Centres for Adolescents in conflict with law was developed by the Ministry of Health, Ministry of Justice and Human Rights and

UNICEF, and includes HIV/AIDS prevention. The challenge is to put inter-institutional agreements into operation, with the participation of involved public servants.

### **Future Workplan**

National conditions are favourable, due to the priority on health, sustained increase in public investment and the focus on the most affected areas. Challenges arise from the need to: coordinate the actions of various government stakeholders; develop capacities to improve efficiency and efficacy of public expenditures in health; manage knowledge and communication for development to mobilise the population and optimise primary and sexual & reproductive health attention amongst adolescents; and strengthen the primary care level of the health system.

Cooperation will continue to strengthen institutional strategic alliances and capacities of the coordinating body of the nutritional intervention, which includes the follow-up of the six ministries involved. It will continue effective advocacy to mobilise other stakeholders in civil society at the local level.

Support to the First National Survey on Health and Second National Survey on Nutrition and analysis of VII Population Census and VI Housing Census.

Cooperation to increase access by women to maternal-child health services will continue to focus on strengthening institutional capacities to provide efficient primary health attention and apply the Health Ministry's care model. Relevant C4D will be directed to health promoters and personnel, and to teachers and students, to become health promoters, and in the community in general, regarding the use of safe water as a public asset that affects health. Continued contribution to expanding knowledge for decision-making, through analysis of the local primary health care projects, which will also enrich the training of local health personnel and bring up to date the knowledge available at graduate and post-graduate training centres in public health.

Preventive action will be encouraged on early pregnancy and infection with HIV/AIDS, requiring education/communication on sexual and reproductive health. Such strategies will consider factors associated with situations that threaten the adolescent population (alcohol, tobacco and other drugs consumption) and will enhance conditions that favour health: promotion of physical activities, good eating practices, self-esteem, and a culture of peace. The communication strategy will reach the 188 parishes that suffer from indicators of greater social exclusion.

### **Title: *Universal education with equity***

#### **Purpose**

This component is committed to achieving the goals of the Government's Ten-Year Education Programme and Social Agenda for Children and Adolescence, with a particular emphasis on the population that experiences greater social disadvantage and a lack of equity due to ethnic and territorial factors. It has focused its attention on generating conditions to stimulate access by indigenous and Afro-Ecuadorian populations to all levels of the educational system, contributing to the incorporation of a cultural and language perspective to programmes for child development and in the educational curriculum, as well as promoting alternatives for the reinsertion of those adolescents that abandoned school.

The result to be reached in two years for this component is to increase the access of boys, girls and adolescents to a quality education in the early childhood development programmes, in pre-school, basic and upper-high school.

#### **Resources Used**

Total Approved Budget 2010-2014: RR  
US\$805,000.00 OR: US\$5,750,000.00

Funds available (2010):

Resources	Available US\$	Spent US\$
Regular Resources	89,7156.86	89,715.86
Other Resources	1,268,664.17	1,123,586.02
<b>Total YE002</b>	<b>1,358,380.03</b>	<b>1,213,301.88</b>

### **Results Achieved**

*IR. 2.1 By 2012, the country has a curriculum and applies standards for initial education and child development for at least 800,000 children that receive attention from public services.*

Technical and professional conditions were created to achieve a curriculum that is culturally pertinent, but are still pending final preparation. It is expected that cultural pertinence of services will stimulate the use of educational services by young children. UNICEF developed capacities among members of 11 indigenous peoples (nationalities) to produce an infant development curriculum based on their culture and languages.

Cooperation placed child development as a priority on the government's agenda. It is now one of the goals of the National Development Plan. Difficulties regarding inter-institutional coordination and agreements to establish a baseline of child development continue. Three initiatives are underway with a similar purpose: National Health Survey and Second National Nutrition Survey, promoted by the Ministry of Health; National Baseline on Child Development, backed by Planning Ministry; and a Regional Survey on Child Development promoted by the Social Coordinating Ministry. Unfortunately, UNICEF has not been able to contribute to the integration of these initiatives.

*IR 2.2 In 2012, gaps in access to and permanence in quality basic education in priority territories, will be reduced.*

It is not possible yet to evaluate progress, the country will not have statistical information on exclusion until early 2011. The component worked on several mechanisms to close gaps, favouring a curriculum that has cultural pertinence, promotes local inclusion strategies and strengthens citizen oversight.

Cultural pertinence of the curriculum is important so that children of vulnerable communities will stay longer in school. Component developed technical capacities to formulate school curricula from the perspectives of the various cultures. Twenty-nine indigenous investigators from six nationalities of the Amazon region received training to identify relevant learning contents of their own cultures, and graduated with a university degree in applied research for bilingual intercultural education. Eleven work teams were installed in Offices for Bilingual Education and are developing curricula and self-learning guides in 11 languages.

UNICEF cooperation has developed capacities within civil society entities to oversee compliance with public policy measures that favour inclusion: a) installation of a local early-warning mechanism to monitor fees, availability of uniforms and school texts (information-gathering empowered local organisations to follow-up children's right to education and analysis was shared with government); b) review of contents of school texts congruent with the strategies for inclusion; and c) support and capacity building for the active participation of 162 leaders in Canton Child and Adolescent Councils, 240 members of communities, 754 indigenous children and adolescents (placing indigenous children's issues on local and indigenous agendas).

Local inclusion plans in 420 one-teacher schools, with the participation of families were formulated to promote access, permanence and quality of education in populations with greater vulnerabilities.

*IR. 2.3 In 2011 availability of flexible modalities for basic, upper-high school and for life education, duly validated and institutionalised.*

Result achieved at a 50% level, in relation to a two-year projection. The design of high school modalities is pending, and there is initial progress in a proposal for education for

life.

The model of Accelerated Basic Education for adolescents that abandoned school was consolidated as a public policy in the Metropolitan District of Quito, validated as a successful strategy. Registration for 2010-2011 increased in comparison to 2009. The Metropolitan District plans to provide attention to 10,000 adolescents that have not completed basic school by the year 2015 (representing half of the adolescent population in this situation).

In relation to education for life, the model 'Nation of Peace and Street Soccer' was developed and validated. Over 2,500 young people participate in non-formal educational opportunities leading to harmonious relations and peace. The model is implemented in a high-risk region for adolescents.

Institutional changes in the country affected the possibility of transferring resources to the Ministry of Education.

### **Future Workplan**

The component faces an important challenge to adapt to the changes and new institutional order of the country. In the new context, the strategy to manage knowledge acquires greater value in the areas of inclusion and inequity suffered by Afro-Ecuadorian and indigenous peoples and their descendants, to ensure that adequate financial resources will be directed to removing such obstacles by the education sector during the coming year. Analysis is needed in factors associated with quality of learning, the success and failure in school management and the identification of systemic proposals directed to improving the quality of education in one-teacher schools in distant rural centres. UNICE will develop strategic alliances with UNESCO and OEI, to research and generate specialised knowledge to contribute to reduction of gaps.

Efforts will continue to support the linking up of the three studies on child development. 'The State of the Country' study, carried out by four universities and two civil society organisations, will be finalised.

Efforts will concentrate on support to the new management model of the educational system, which de-concentrates responsibilities to the local level. The model will establish Educational Circuits at local level, thus allowing better attention to those groups suffering from social and educational disadvantages. Contribution will continue to generate mechanisms for inter-institutional coordination between the central level and local autonomous Governments and to develop capacities to improve the quality of education, particularly in the areas of greatest exclusion. Provision of technical assistance will be offered to Educational Circuits in territories with indigenous populations, and support to bilingual intercultural education will continue.

The strategic alliance with civil society organisations will also refocus on the local environment, by means of social accountability and other citizens' oversight mechanisms to observe the effective compliance with policies that promote equity.

In 2011, the Component will continue to provide support for implementation of a public policy directed at reducing risks produced by natural disasters in the educational community and to guarantee the right to education under emergency situations. This issue has generated serious concern in the Legislative Assembly and in public institutions that govern education and risk management.

### **Title *Strengthening of the comprehensive protection policy***

#### **Purpose**

This component works to put into effective operation the National System for the Integral Protection of the rights of boys, girls and adolescents, with particular emphasis on the follow-up of special protection and eradication of child labour. The local nature of protection is made visible in the strengthening of local capacities to reinforce service networks, especially in those areas that exhibit more critical indicators. The component also covers the strengthening of public policy, directing cooperation to the monitoring

and analysis of the budget destined to the social sector and childhood, by strengthening institutional capacities of the key stakeholders of the policy to oversee budget allocations and goals of the public policy that provides attention to children.

This component has two expected results:

PCR 3. By 2014 boys, girls and adolescents living in cities and rural areas, determined as of priority and affected by violence and labour exploitation, will have access to the National System for Integral Protection, for the restitution and exercise of their rights.

PCR 4. By 2014 the State shall increase its social investment to a 6% of GDP to reduce gaps in child and adolescent populations in the excluded zones that have been determined as of higher priority.

### **Resources Used:**

Total Approved Budget 2010-2014: RR US\$845,000 OR: US\$4,900,000

Funds available (2010):

Resources	Available US\$	Spent US\$
Regular Resources	101,756.82	101,568.59
Other Resources	1,086,044.80	1,058,126.05
<b>Total YS003</b>	<b>1, 187,801.62</b>	<b>1,159,694.64</b>

### **Results Achieved**

*IR 3.1 By 2011 in prioritized areas, specialised services for special protection operating*

Result at 40%; institutional capacities were developed for an integral protection system (Quito). Strategic alliances were formed and concrete models (Secretariat for Social Inclusion and the Municipal Foundation Patronato "San José") and technical assistance was provided to the Social Inclusion Municipal System to provide protection services for children of families in four municipal markets (scale-up will reach 53 markets). A key factor was the very effective advocacy for social responsibility with the private sector. The Government proposed to declare Ecuador free of child labour in garbage dumps in 2010; still there are six cantons pending (goal at 99%). This is the first experience of this scope in Latin America.

Regarding the right to identity, the component worked through strategic alliances (Civil Registry, Ministries of Health and Telecommunications and National Institute for Family and Children and by strengthening institutional capacities (INFA and Civil Registry). As a result, 60,000 children and adolescents were registered during 2010 and another 4,500 at maternal facilities; totalling 500,000 children and adolescents with identity documents so far. Additionally, 25 agencies were installed in maternal facilities, totalling 37 agencies operating in 14 provinces. Regarding the impact of migration on children, advocacy and technical assistance was provided to produce the manual on human mobility; 400 officials were trained for its application; and institutional capacities for future e-training were built. This was led and coordinated by the National Secretariat for Migrants (SENAMI), with the participation of the Ministries of Education, Foreign Affairs and Health.

*IR.3.2 By 2012, judicial processes in Quito and Guayaquil involving children and adolescents under the legal frameworks according to international instruments and national legislation.*

Result at 30% by end-2010. A legal framework was advanced to guarantee rights of offenders; mechanisms are pending to protect victims rights. UNICEF advocated and provided technical assistance to incorporate human rights of children in the draft Criminal Guarantees Code. Strong partnerships were consolidated with key actors (National Council for Children and Adolescents CNNA, IDC-NGO and the National Consortium of NGOs) to support the National Assembly and the Ministries of Justice and Human Rights.

UNICEF also provided cooperation to: design social/educational measures (alternatives

to confinement) to begin in 2011; implement Pedagogical Model of Attention in Centres for Adolescent in conflict with the law; and generate evidence revealing that over 70% of officials operating Internment Centres lack the required skills, hence 200 officials were trained.

Knowledge generation in 2010 included: "Rights and Guarantees of Childhood and Adolescence: Towards the Consolidation of the Doctrine for an Integral Protection" (impact of 2008 Constitution on protection and guarantee of Child's Rights); and "Adolescents Arrested by the National Police and the Internment Process" (information lacking for 20 years).

*IR 3.3 By 2013, adolescents with e healthy life-styles and a favourable current of public opinion has been formed towards them.*

UNICEF considered Guayaquil (city) and Guayas (province) as key territories given the vulnerabilities and risks of children and adolescents. Alliances and agreements were established with provincial and municipal governments, and partnerships began with the private sector and the media.

*IR 4.1 By 2011, public monitoring and evaluating systems to monitor Child Rights indicators.*

Results achieved as expected, public institutions and civil society organisations are using monitoring mechanisms to increase the efficiency of social investment for greater equity. Advocacy, mobilisation and technical assistance provided to: (a) CNNA to prepare the follow-up report about the National Agenda for Children, and capacity building to officials at central and local levels for follow-up and implementation of agenda; (b) Child's Rights Watch (ODNA, in Spanish) on the situation of children and adolescents and the impact of public policies (a survey, initial reports on indicators of Social Agenda for Children and Adolescents).

*IR 4.2: By 2012 disaggregated social investment analysis performed by the government.*

Result achieved at 50% level. The component strategically advocated, provided evidence, produced knowledge and gave specialised technical assistance and training to deepen the work on social budgeting. As a result, the National Assembly and Ministry of Finance instituted units and mechanisms for analysis of social investment (budget assignment and execution) and dissemination of information to decision-makers and public opinion (3 public bulletins, webpage and mass media conferences with UNICEF's participation); and two important and held strategic workshops covering all the planning and financial units of public social institutions and Assembly.

### **Future Workplan:**

For 2011, the programme will support planning of policies for child protection in provinces, cantons and metropolitan districts; and will contribute to the decentralisation and re-organisation of services in the new territorial divisions that the authorities have begun to define. On a parallel basis, UNICEF will support the necessary actions for the implementation of the new norms relative to public finances and planning, to be promoted by SENPLADES and the Ministry of Finance.

It is expected that for 2011, the programme will strengthen knowledge management through research and evaluation of results and impacts, especially on child labour, adolescents in conflict with the law, and child and adolescent victims of abuse and violence. It will promote analysis to evaluate: the normative and institutional framework established by State reform; and for the design of new inter-sectoral policies and programmes. Actions shall be duly coordinated with and linked to national organisations participating in the National Decentralised System for the Integral Protection of Children and Adolescents.

UNICEF will strengthen the capacities of justice operators in knowledge of childhood and adolescence, and assist in the development of administrative tools and mechanisms regarding adolescents in conflict with the law and social and educational measures in closed and open environments. An expansion of Registry agencies in social security hospitals and others will also be pursued. On migration, capacity building in SENAMI on migration and child rights will continue.

The component will grant priority to development of capacities in: public sector, for production of specialised information catering to civil society institutions; MIES-INFA and CNNA, governing entities for child policies; and civil society groups not reached before (special protection for serious violations of rights).

Greater emphasis of cooperation in the strengthening of public institutions to increase budgets and their efficient management will be sought through: monitoring and evaluation of social investment (normative and operational dimensions); strengthening monitoring of budget implementation and its impact; and preparing and using instruments to measure the impact of social fiscal expenditures coming from other budget resources (such as municipalities and provincial governments).

**Title: Cross-sectoral costs**

**Purpose**

The main purpose of this programme component is to assure effective and efficient programme management and operations support to programme delivery. Budget allocated to this PCR covers programmatic actions regarding monitoring and evaluation at CO level, advocacy and communication, as well as external relations activities in support to the CPD, support to local fundraising activities and inter-agency work. The budget also includes administrative support for services for several programmes, and a proportion of common operational costs.

**Resources Used**

Total Approved Budget 2010-2014: RR  
US\$1,250,000.00 OR: US\$1,855,000.00

Funds available (2010):

Resources	Available US\$	Spent US\$
Regular Resources	379,278.21	371,763.22
Other Resources	535,138.83	339,152.91
<b>Total YP004</b>	<b>914,417.04</b>	<b>710,916.13</b>

**Results Achieved**

In relation to advocacy, communication and external relations, the CO implemented permanent monitoring of mass media news about children, to be informed on society-wide perceptions about children and adolescents and to provide information regarding children's situation within a HRBAP. This has permitted UNICEF to inform the general public about its work in Ecuador, which contributes to fundraising. The presence of UNICEF has been guaranteed at Government and nongovernmental events regarding children's and adolescents' issues.

Further steps were taken for the full implementation of HACT with national partners. In addition micro-assessments were directed to current partners. inter-agency procedures and instruments and agreements were reached and training for partners has begun.

Support was given to perform an assessment of progress of the different PCRs with counterparts. An internal meeting was held in September to share the results of the assessment and to refine programming strategies for the rest of 2010.

**Future Workplan**

Future plans regarding managerial performance include: improving the work environment, strengthening the RBM, assuring coordination within programmes and among areas, increasing local fundraising, continued supervision for compliance with

internal regulations of the organization and the AMP. Full compliance with new VISION-ERP.

In the planning area, support will be provided to the implementation of the revised programme structure for cross-sectoral programme and related costs as well as for biennial support budget elements.

A budget will be provided for cross-sectoral issues such as monitoring and evaluation, advocacy and communication, external relations, common UN activities (gender and humans rights), situation analysis in order to achieve "Effective and efficient programme management and operations support". Continue to promote HACT compliance.

## **4 OPERATIONS & MANAGEMENT**

### **4.1 Governance & Systems**

#### **4.1.1 Governance Structure**

The Office is governed in accordance with its AMP, established at the beginning of the year after reviewing the management of the previous year and determining programmatic priorities for 2010.

The CMT is the entity through which the Office supports the management decision-making process. Twenty-two meetings were held. Among the principal matters dealt were the programmatic and financial adjustments due to late approval of the CPAP and management modalities of the cooperation, as established by the Technical Secretariat for International Cooperation . Due to difficulties faced for transferring funds to implementing counterparts of the central Government; the Office had to perform direct payments, resulting in high administrative - transactional costs. The CMT participated in the approval of the work plans for each area (Operations, PFP; Communications, etc.), the designation of the members of the functional committees, the restructuring of personnel in the fundraising area (PFP), approval of the fundraising strategy, establishment of the editorial approval process (which has facilitated the production of Office publications) and the design of terms of reference for a survey exploring the image and positioning of the UNICEF brand in Ecuador. The CMT also received the results of the work environment survey for 2009, and led the design of the plan of action inr this area, including a new office schedule, adjusted to provide a better life/work balance; among others.

During 2011 the Office reviewed five macro-processes with the purpose of simplifying them, guaranteeing transparency, establishing stakeholders' responsibilities and assuring compliance with norms.

With the objective of improving relations between management and staff members, the office reactivated the JCC, the functions of which, in previous years had been taken over by CMT. It established a specific agenda point to deal with issues that are of interest to personnel, facilitating open dialogue and communication processes between management and staff. Management set up a monthly meeting with all personnel, to keep staff permanently informed about the cooperation programme.

#### **4.1.2 Strategic Risk Management**

Office preparation for risk management continued in 2010, in spite of the fact that there have been no emergencies. The Tungurahua volcano eruptions had a reduced local impact that did not require the participation of international cooperation.

The Office, in coordination with DIPECHO, carried out a series of workshops for risk preparation and prevention, providing support to the Ministry of Education and the National Risk Management Secretariat in different provinces (about 50 governmental officials were trained). The exhibit known as "Riesgollakta" – The art of living safely – set up in the Interactive Science Museum in Quito, constitutes a permanent space that is

accessible to children, to educate them about risk prevention. It is estimated that nearly 70,000 will visit annually.

Office personnel participated in emergency workshops and in Ecuadorian humanitarian teams, both local and international, sponsored by the National Risk Management Secretariat, OCHA and the inter-agency group UNETE. The entire Office staff took part in the ERM (Enterprise Risk Management) as well as in the EW-EA (Early Warning - Early Action) workshops directed by regional advisors, in which the Office's risk profiles were determined and plans of action to mitigate risks were identified.

#### **4.1.3 Evaluation**

The Cooperation Programme has periodic monitoring and evaluation mechanisms. The officials that are responsible for each component meet with their counterparts to evaluate their work and progress made towards the goals set forth. The Office also provides monthly reports relative to the financial implementation of each component. Mid-year evaluation was undertaken in September, after each component held a workshop with its counterparts. Programme implementation during the first year of the new cycle experienced delays due to the late signing of the CPAP.

Annual Operative Plans with counterparts have indicators to verify the achievement of the goals agreed. This facilitates frequent follow-up of minor results that contribute to reaching intermediate results (IRs).

However, the system for evaluating results faces difficulty in obtaining statistical information with the timeliness required. National instruments for data collection, such as the Living Standards Measurement Survey -ECV, that gathers information on health, are not carried out at regular intervals, and depend on the availability of resources for carrying them out. The last one was completed in 2006. Others are annual, such as the Employment, Unemployment and Under-Employment Survey -ENEMDU. This absence of timely information makes it impossible to measure indicators regarding the situation of children and adolescents; to analyse achievement of the results foreseen. To a large extent, this means that evaluations are more an inventory of activities performed than of results achieved for each component.

Since 2010 was the first year in the programme cycle, the Cooperation Programme has not carried out evaluation studies. It will launch systematic evaluation studies starting in 2011. The first will be an evaluation of INFA's Programme for the Eradication of Child Labour, which is expected to be available before the middle of the year.

#### **4.1.4 Information Technology and Communication**

During 2010, ProMS and P&P were brought up-dated on three occasions, both in their client version as well as in the administrative module, in addition to "correcting retros" at the global as well as local levels. The two systems performed on a stable basis throughout the entire year, devoid of difficulties in transactions or replications. Office computer equipment was mostly renovated, withdrawing equipment from the low-scale computer network and redistributing equipment in the medium-to-high scale, in accordance with the technical requirements of each area in the Office, providing acceptable tools for personnel to perform their daily work. The implementation of two wireless networks that cover the two floors occupied by UNICEF in the UN building has provided internet service to staff who are out of their office. This connectivity has become extremely useful for workshops and meetings, and offers a continuous communication for all personnel through their e-mail, via Citrix. Additionally, throughout the year, it was possible to optimise the use of technological resources: staff with access to scanners, refitting of meeting rooms, modernisation of the video-conference room with structured cable and projection equipment. All this has allowed the UNICEF office to have properly equipped work spaces that provide technological comfort and facilities.

The agencies that operate in the UN building have started the implementation of an alternate office equipped with an emergency electric power unit, UPS, file servers and satellite equipment, to be used in a case of emergencies that could cause a loss of

connectivity in the building. It is expected that by the beginning of next year, this Office will be operative.

## **4.2 Fin Res & Stewardship**

### **4.2.1 Fund-raising & Donor Relations**

<b>Ecuador</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>*2010 LE</b>
<b>Achiev. %</b>	<b>2010/2009</b>		
<b>PFP Gross Income (US\$)</b>	\$ 1,135,600	\$ 1,248,332	\$ 1,311,000
105%	15%		
<b>Net Income (US\$)</b>	\$ 542,725	\$ 665,332	\$ 820,224
123%	51%		
<b>PSFR Gross Income (US\$)</b>	\$ 773,753	\$ 877,332	\$ 940,000
107%	21%		
<b>Net Income (US\$)</b>	\$ 512,725	\$ 625,332	\$ 780,294
124%	52%		
<b>PL&amp;M Gross Income (US\$)</b>	\$ 361,847	\$ 371,000	\$ 371,000
100%	3%		
<b>Net Income (US\$)</b>	\$ 30,000	\$ 40,000	\$
40,000	100%	33%	

Total gross income through donation-based fundraising and sale of cards and gift reached US\$1,248,332.00 (15% increase compared to 2009, 105% achievement of annual goal). Net PFP fundraising represents 25% of all OR. Most (96%) of net income came from PSFR; and gross income increased 21%, compared to 2009. This channel has proven to be the best strategy for providing a sustainable source of income. Total income through individual donors was reported at US\$325,299, representing an increase of 8% over 2009. In 2010 the CO acquired 1,200 new pledge donors, totalling 4,700. The corporate funding channel continues to show favourable performance. The Office was able to maintain present alliances and generate new ones. It is necessary to review the strategic approach to the corporate sector, moving to one of an ally that supports their Corporate Responsibility programmes. Income from corporate donors reported an increase of 200% over 2009. The Diners Club/UNICEF alliance continues successfully, both in terms of revenue and programmes, and represents a good practice. The alliance generated a total of US\$374,141, representing an increase of 20% over 2009. The CO received US\$30,250 in Investment Fund Projects with 100% expenditure. US\$55,750 were received for Research and Development and 90% of expenditure went to to improve fundraising mechanisms. The cost/income ratio is 12%. The 2010 UNICEF campaign of products and greeting cards expects gross revenues from sales of US\$371,000 (net income of US\$40,000); amounts will be confirmed by March of 2011. It is worthwhile to highlight that this year has presented a challenge since the business structure and model have been changed to a "licensing" format. During 2010 the CO supported the campaign of emergency Fundraising for Haiti, raising US\$49,976.

### **4.2.2 Management of Financial and Other Assets**

HACT training was provided by CO personnel to both UN and implementing partners, and obtained favourable results for the management of the process of transfers. The guarantees have facilitated a more personal relationship with implementing partners and contribute to the strengthening of their administrative-financial capacities to improve their management.

Regarding fixed assets, this year the CO donated two vehicles with over 15 years of service and renovated one vehicles for Office use. Steps are being taken for the donation of a water treatment plant and two vehicles already in use by counterparts that will be concluded during the first quarter of 2011. Also, in preparation for the change to Windows 7 operating system, the Office has acquired eight laptops and six desktops. Office infrastructure was improved in the functional and environment aspects to benefit efficiency as well as efficacy.

To improve process control, an automatic date stamping machine is being used, along with In/Out document trays, with a schedule that establishes the collection and delivery times of documents. A sign system has been provided in offices and meetings rooms with the official branding. Other measures were also taken to improve the work environment.

#### **4.2.3 Supply**

As in previous years, supply management represents less than 3% of the Office budget, as established in the CPD. Purchases were implemented in accordance with deadlines and technical requirements, thus contributing to the accomplishment of programme activities.

#### **4.3 Human Resource Capacity**

During the year several managerial actions were adopted to improve the work climate. Towards the middle of the year, a three-day workshop was organised to strengthen team-building, which was highly valued by all personnel. The results of the workshop provided additional inputs to prepare an action plan on issues to which personnel have demanded greater attention (work/life balance, management interaction, knowledge-sharing and internal communication). Another activity was a field visit to projects by all UNICEF staff members.

The selection of personnel for the positions approved in the new cycle of cooperation was carried out in accordance with the methodology of CBI (Competence-Based Interview), resulting in the incorporation of new staff with high-levels of experience. The office also applied e-recruitment to contract the Coordinator for Regional EIBAMAZ, an international position. Office personnel offered a warm welcome to the new professionals that have joined and the human resources area carried out several activities to introduce them to the organisational culture. All files of staff members were updated.

During 2009 four positions were abolished; in addition, this year a national officer moved to UNAIDS with a higher-rank position. This meant a loss of already trained human resources. Management carried out a redistribution of functions among staff members from different teams. The team took over the functions that corresponded to these vacancies while the selection process for new personnel took place. The persons involved in the change from PLM to licensing, programmed for 2011, are presently preparing themselves with professionalism to take over this change.

Two staff members had the opportunity of providing assistance in the emergencies in Haiti and Chile, and support was given to the Offices in Honduras, Bolivia, Chile and Brazil. The high evaluation received regarding the work performed had a positive impact on the morale of the personnel involved and the whole office.

#### **4.4 Other Issues**

##### **4.4.1 Management Areas Requiring Improvement**

Timely budget analysis and foresight in relation to organisational changes such as the case of PLM (Licensing Business Model) allowed the Office to avoid costs and save on resources by not having to fill positions such as the NOC of PFP and the NOA of Education for Guayaquil (estimated savings: \$170,000).

HACT implementation has permitted the Office to save processing time and gain access to more space for files.

##### **4.4.2 Changes in AMP**

The AMP approved at the beginning of 2010 was revised to: adapt new formats and processes for travel; improve correspondence and document flow; improve and update filing procedures.

Some changes had to be made to the CPMP due to adjustments required for VISION-ERP and CPAP approval and signature by Government (all taken in consultation with the RO at HQ).

## 5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

### 5.1 List of Studies, Surveys & Evaluations

1. *Inversión social territorializada*
2. *Adolescentes detenidos por la policía y proceso de internamiento*
3. *Derechos y garantías de la niñez y adolescencia*
4. *Niñez y migración forzada*
5. *Los niños y niñas del Ecuador a inicios del siglo XXI*
6. *Construyendo la democracia: Veeduría ciudadana, nuevas formas de participación*

### 5.2 List of Other Publications

1. *Guide "Sistemas de Agua Lluvia en la Amazonía"*
2. *La inversión social en el presupuesto*
3. *Como va la inversión social No 28*
4. *Capacidades Ciudadanas*
5. *UNICEF en acción (boletines)*
6. *Cayote Sierra, Amazonía y Costa*
7. *Cuentos para soñar un país 1, 2, 3*
8. *Capacidades ciudadanas 1, 2, 3 y Afiches*
9. *Guías para comunicadores, guías violencia sexual*
10. *Libros para apoyo campaña Nutrición para la vida*
11. *Cómo va la inversión social No 29*
12. *Cómo va la inversión social, Sistema de Indicadores Territorializados*
13. *Spot Musical Video against Violence*
14. *Guías de los Centros de Protección de Derechos*
15. *TV and Radio Spot Introducción de la Vacuna contra el Neumococo*
16. *Video on Child Mistreatment*
17. *Spot DRTV campaign*
18. *Spot on children immunization*

## 6. INNOVATION & LESSONS LEARNED

**Title:** *Control Unit for the Execution of the General State Budget at the National Assembly*

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**Abstract** The National Assembly created a Control Unit for the Execution of the General State Budget (UCEP, in Spanish) as the result of a sustained advocacy and capacity development initiative by UNICEF. This Unit applies a methodology and instruments to technically analyse Budget pro-forma and their impacts on National Development Plan goals considered annually by members of the Assembly. Among these tools is a Management Information System to process budget information in function of social policy goals.

### **Innovation or Lessons Learned**

*Permanent professional and technical support provided to: a) Authorities (President and Vice-presidents of the National Assembly); and b) Legislative Committees, both those with powers directly related to the Budget, as well as those that analyse draft laws that the National Assembly must consider. Cooperation was specially aimed at the field of public social investment and the priorities set out in the National Development Plan. In terms of the national budget, the strategic and central role of the Unit is to provide information, analysis and advice to Authorities and Commissions so that they can effectively perform their constitutional responsibility, by means of permanent supervision and oversight. Additionally, the initiative allows links with the larger society, opening the budget information up to public debate and social oversight. In terms of legislation, the value-added given through the Unit is to technically provide support for the construction of financially sustainability laws; that is, a specific law under discussion should already*

have the financial resources needed for its execution.

**Potential Application** *Inter-related budget analysis and public policies to protect children.* UNICEF Ecuador work on public policies is a strategy that combines advocacy, capacity building, mobilisation, evidence-based communication and technical proposals with a different strategic approach to diverse political actors and decision-makers (for example, Government institutions at the central and local level, local governments, the National Assembly). In doing so, it establishes partnerships with the mass media, corporate sector and universities, among others, and empowers them to assume different roles on behalf of the rights of children. This strategy has been applied to the various areas of UNICEF cooperation.

An important aspect of UNICEF Ecuador is that the strategic approach has continually become stronger through the Country Programme Cycles and been fully supported by different Representatives. Documentation and analysis of the CO's strategic approach is sorely needed. Finally, The strategy has a potential for application elsewhere, depending on specific country contexts.

**Issue/Background** Historically, the National Assembly has played a largely administrative role in the approval process of the national budget. Therefore systematic control and follow up of the budget and its implementation from the National Assembly was not possible in the past, allowing an asymmetry of information to exist between the Legislative and Executive in this area.

### **Strategy and Implementation**

Advocacy:

- With key officers in the Assembly to present the idea and initiate the process of taking ownership of it
- Presentation of the proposal to the National Assembly, Ministers of State, international cooperation organisations and organisations that represent civil society
- Permanent presence and negotiation with key actors.

Capacity Building through technical assistance and training:

- Prepare a document with a legal statute, with the functions and attributions as well as the organic structure proposed
- Design of adequate tools for a technically supported analysis of the budget pro-forma: macroeconomic assumptions, income, expenses, financing sources and compliance with legal and constitutional norms.
- Prepare a guideline document relative to priority aspects of advisory services and research relevant to the National Assembly in fiscal and budget matters.

### **Progress and Results**

- a) Management System for Expenses Reports designed.
- b) Report on the 2010 Budget Pro-forma prepared by the National Assembly, with a specific analysis of social investment and expenses.
- c) Report on the 2010 National Budget and social investment, including children and special protection.

**Next Steps** The management system will incorporate National Development Plan goals, as well as revenues and sources of financing. The National Assembly will hire new human resources capable of producing reports and information twice a year on budget implementation.

## **7 SOUTH-SOUTH COOPERATION**

Ecuador's Technical Secretariat for International Cooperation has prepared a Catalogue of Technical Assistance of Ecuador, which is the first instrument of a strategic vision of South-South cooperation that has been created in the country. The document contains 35 experiences, provided by 18 state institutions, that constitute potential offers for Ecuadorian cooperation based on the transfer of knowledge, technology and the strengthening of technical institutional capacities.

UNICEF is implementing a South-South cooperation strategy between the Ministries of Finance and Country Offices in Argentina and Ecuador. The first result of this cooperation was the creation of a Unit for Evaluation, Follow-up and Settlement of the Budget in the Ministry of Finance of Ecuador, to strengthen State capacities to monitor social investment. A mission of officials from the Argentine Ministry of Finance, including its Director for Budget Evaluation, provided advice to Ecuador's Office of Evaluation, Follow-up and Settlement of the Budget of the Ministry of Finance.

In this case, South-South cooperation involves the exchange of experiences, peer training and the design of a cooperation framework that will expand the collaboration between ministries and Country Offices in the development of better tools to track social investment.