

Executive Summary

- **Achievements:** Working with INE, the VCO has succeeded to introduce, in the 2011 National Census, the collection of the disaggregated data on Afro-descendants. This provides the VCO opportunities to support the Government develop specific public policies for the most excluded populations to narrow the equity gap among different ethnic groups. The VCO supported the Ministry of Interior & Justice to institute policy norms and procedures in that affect children and adolescents, which will be implemented in the entire 136 national and municipal police forces starting in 2012. The VCO continued with the in-house card and product sales operation (the only remaining in-house sales operation in the region) with the gross sales increase of 67% over 2010, despite the over 65 per cent local currency devaluation against the US dollar on 30 December 2010, and local salary increases since May 2011. This will generate approximately USD700,000 for the Country Programme.
- **Shortfalls:** The prevailing political situation, which includes strictly controlled access to and dissemination of data and studies has severely affected the VCO's ability i) to engage in evidence-based advocacy, ; and ii) to form partnership for children and adolescents across the Government, NGOs and the private sector. The VCO has not been able to convince government stakeholders and decision-makers to disaggregate the national social investment for children and adolescents. The Private Sector Fundraising results fell short of achieving the target in US dollars, due to the devaluation of the local currency and local salary increase.
- **Partnership:** During the Mid-term Review discussions, government partners recognized the value of the VCO contribution and technical assistance to the public policy formulation and implementation and institutional capacity development, and requested the VCO to continue to prioritize its support in these directions. Focusing on long-term strategy for capacity development, the VCO has established partnership with universities and training centres to include courses on breastfeeding, intercultural bilingual education and juvenile justice in their curriculum. The VCO has strengthened, expanded and sustained its 'Integrated Alliance' with the private sector aiming at the long-term quality partnership with the select few that integrates Programmes, Fundraising, Corporate Social Responsibility and Communication for Development in favour of children and adolescents. The VCO strengthened its partnership with the INE, IDENNA and the Education Ministry which resulted in establishing systems for student registration, registration of children and adolescents in conflict with law and children and adolescents attended by special government programmes. The partnership with the Catholic School Association achieved the updating of a school code of conduct binding students, parents, teachers and other school workers in five states.

Country Situation

Despite the positive trend towards achievement of almost all the MDGs, the areas of neonatal and maternal mortality, HIV/AIDS and protection against violence and exploitation continue to pose a challenge. The goal of reducing extreme poverty by half was met in 2007 (from 25% to 12.5%), reaching 8.9% in the first half of 2011. Also, inequality in income distribution showed a Gini Coefficient of 0.390 in the same period, the lowest in Latin America. (INE, "Resumen de Indicadores Sociales, nov. 2011". In: www.ine.gob.ve/resumenindicadoresociales/Resumen_ISD.pdf)

With respect to malnutrition, the available information shows that global malnutrition among children under 5 continued to decline (2.9% in 2010). With respect to exclusive breast feeding, there are no more recent figures than those reported in the 2010 annual report (27.9% in 2008). (INN, "El alimento es un derecho, 2011". En: http://www.inn.gob.ve/modules/informate/el_alimento_es_un_derecho/)

In the area of education, the latest data indicate that in 2009 the net rates of early and primary education remained almost unchanged from 2008 (early education at 70.8% vs. 69.8% and primary at 93% vs 92%, respectively). By contrast, the net enrolment rate in secondary education showed a significant gain

between these two years, from 61% in 2008 to 72.1% in 2009 (www.sisov.mpf.gob.ve). However, despite this significant advance, 30% of all adolescents still remain outside the education system. It is noteworthy that during 2011 the Canaima Education Project for technological literacy was implemented, with the distribution of more than 800,000 personal computers to primary school children around the country; and the creation of 2,250 "Bolivarian Informatics and Telematics Centres", benefiting more than 6 million students (Gobierno de la República Bolivariana de Venezuela. "Examen periódico Universal de la República Bolivariana de Venezuela. Derechos humanos para el buen vivir, 2011"). The main challenges continue to be a) increasing coverage, mainly of early and secondary education; b) keeping students from dropping out of secondary; c) education quality; and d) passage of the special laws needed for fully enforcing the Organic Law on Education.

Child mortality has remained at the same level since 2008 (14 x 1000 live births in 2010). The challenge continues to be reducing neonatal mortality (10 x 1000 live births), which account for 71% of the death of children under one year of age. (INE, "Resumen de Indicadores Sociales, nov. 2011". En: www.ine.gob.ve/resumenindicadoreassociales/Resumen_ISD.pdf).

It is not possible to establish a trend for maternal mortality. However, it should be noted that between 2005 and 2010 the rate has shown annual variations within the range of 55 to 63 maternal deaths for every 100,000 live births. This is the MDG showing the least progress, and one of the greatest challenges recognized by the national government. (INE, "Resumen de Indicadores Sociales, nov. 2011". En: www.ine.gob.ve/resumenindicadoreassociales/Resumen_ISD.pdf).

Regarding HIV/AIDS, there are no more recent data than those reported in previous years. In 2012, the country's UNGASS report will be presented, and new data are expected by the end of 2012.

As has been reported since 2007, the goals for access to safe drinking water and basic sanitation services already have been reached. In 2010, 94% of the population had access to safe water, and 83% had access to sanitation services. The challenge continues to lie in the quality of these services. (www.sisov.mpf.gob.ve).

There is no updated information on protection against violence, abuse and exploitation. With assistance from UNICEF and in partnership with the INE, the IDENNA, is implementing actions to improve its registers and other national statistics for monitoring the situation of children and adolescents in the area of protection against violence, abuse and exploitation. Also, in 2011, a technical report was prepared with the results of the National Survey on Violence against Adolescents in School, Family and Community Environments; the report was prepared with technical assistance from UNICEF. However, this report has not yet been disseminated.

In December 2011, the National Government created the "Great Mission Children of Venezuela", under which conditional cash transfers were provided for the most excluded families. The monthly amounts to be provided are distributed as follows: a) Bs.F 430.00 (US\$ 100.00) for every child under 18 (up to a maximum of three children); Bs.F. 430.00 (US\$100.00) for every expectant mother; and c) Bs.F 600.00 (US\$140.00) for every child with a disability.

Despite the intense rains experienced throughout the year, the risk situations were controlled by the national government. Despite the governmental effort to build houses for the displaced people from the 2010/2011 floods, the majority of the population affected are still living in shelters.

With respect to the socio-political context, it should be mentioned that, in the second half of 2011, public opinion focused mainly on the political activities and electoral campaign in preparation for the presidential elections in October 2012.

In terms of the economy, the Bolivarian Republic of Venezuela showed a growth in 2011 that may have surpassed the 2010 rate by 4%, according to official estimates. The National Government estimates that this tendency will be sustained in 2012. However, inflation continues to be a challenge, with the latest available, preliminary, figures indicating that 2011 ended with an inflation rate of 27.6%. (BCV. "Mensaje

de fin de año del Presidente del Banco Central de Venezuela, 2011". En:

<http://www.bcv.org.ve/Upload/Comunicados/avisomfa2011.pdf>;

http://www.mpd.gob.ve/index.php?option=com_content&view=article&id=461:bcv-avizora-sostenimiento-de-ritmo-de-crecimiento-para-2012&catid=1:latest-news&Itemid=401)

Who are the deprived children in your country context?

- The most excluded children are distributed geographically in the predominantly indigenous, agricultural, and Colombian border areas. These 1.5 million children represent around 22% of the total of children in the country. The main causes of exclusion are child mortality, both for under-ones (between 20 and 30 per 1,000 live births) and under-fives, due to totally preventable causes mainly associated with environmental sanitation problems.

- In turn, the most excluded adolescents are those living in highly populated areas. These 1,150,000 adolescents represent 34.9% of the total of adolescents in the country. The main causes of exclusion are related to urban violence, which principally affects male adolescents. In 2008, about 2,000 homicides of adolescents were reported, 90% of which were adolescent men. Another cause of exclusion of adolescents is lack of access to and permanence in secondary education. At least 30% of all adolescents are not enrolled. Although there are no data at state level, in 2009 there were about 2000 adolescents in conflict with the criminal law in Venezuela, of whom 800 were deprived of their liberty. These adolescents should be counted among the country's most excluded.

Data/Evidence

- Knowledge generation and management is a key strategy of the CP for obtaining evidence to orient and evaluate public policies, to ensure that investment in children and adolescents is more effective and reaches deprived children.

- The equity approach is transversal to the entire CP and is the central axis of the "More Inclusion, Less Disparity" component. In this regard, the generation and management of knowledge of inequalities and their determinants are part of UNICEF's technical assistance to the country. In 2011 the VCO contributed to the country in the areas of:

- **Afro-descendant and indigenous peoples:** The "XIV National Population and Housing Census 2011", included a question regarding self-recognition of the Afro-descendant population. Also, for the first time, knowledge generated on the child-rearing patterns of six indigenous peoples in Amazonas and Zulia was used as a base for designing education curricula adapted to the cultural patterns of these peoples. It is expected that this effort will contribute to the reduction of levels of non-enrolment and dropouts from school among this population.

- **Municipal index of child and adolescent rights:** In 2011, progress was made in the application of this instrument in another municipality of the Caracas Metropolitan Area. For the first time in Venezuela, a synthetic index of children's and adolescents' rights was used in planning and decision making on matters concerning children and adolescents in the municipalities of Sucre and Baruta in the Caracas Metropolitan Area. This index makes it possible to detect the thematic areas in which children and adolescents are most vulnerable, and which should be prioritized on the local public agenda.

- **Generation of information on violence against children and adolescents:** Despite national efforts, there continue to be significant gaps in information on themes like human trafficking, sexual exploitation, and violence in different environments, adolescents in conflict with criminal law, institutionalized children, and others. In 2011, the VCO intensified its orientation in the generation of information to publicize the situation of children and adolescents in country, and advocated for the creation of permanent statistical systems covering these information gaps.

- **Multidimensional measurement of children in poverty:** Taking a regional-level study by UNICEF and ECLAC as a reference, the VCO initiated negotiations with the OPHI of Oxford University, which has developed a multidimensional methodology for measuring poverty that expands on the analysis capacity of the "deprivations" methodology promoted by the University of Bristol. For 2012, the Office expects to consolidate this partnership and begin a line of multidimensional research on poverty in children and

adolescents whose results will serve as entry points for advocacy in public policies.

Monitoring Mechanism

- In 2011, the VCO continued working with the country to strengthen its M&E actions in the follow-up, analysis and evaluation of the achievement of results for children and adolescents. This work focused on the implementation of the following strategies:
 - **Strengthening of the national statistics system:** in partnership with the INE, the IDENNA and the MPPE, UNICEF contributed to the generation of new information and improvement of the quality and disaggregation of existing information. It also advocated for the dissemination of this information to society at large.
 - **Implementation of studies of specific themes:** UNICEF worked with the MPPE in implementing two studies of learning gaps in language and mathematics, and in identifying best practices in education.
 - **Institutional strengthening in RBM and M&E:** The VCO transferred knowledge to nine counterparts and other partners on the RBM approach and M&E function, as part of the actions included in their work plans and monitoring processes. It also fostered the use of balance scorecards, especially among local counterparts, as a novel tool for following up on key indicators for management and results. Finally, it provided technical orientation for the design of statistics systems useful for monitoring and evaluation of the policies and programmes implemented in matters concerning children and adolescents.
 - The main challenges are:
 - **Updating the SITAN** working co-ordinately with the National Government. The last SITAN was made in 2005, and since 2007 the need for an update of this report has been recognized and is under negotiation with the National Government.
 - **Finishing and consolidating the statistics systems** begun between 2009 and 2011, in order to begin to obtain relevant data between 2012 and 2013.
 - **Maximizing the use of INEInfo (DevInfo customization)** to disseminate timely, disaggregated and quality information on children and adolescents available in the country.
 - **Achieving the dissemination of the results of studies and surveys** performed, such as the survey of violence against adolescents in family, school and community environments,
 - **Accompanying partners in applying the knowledge obtained on RBM and M&E** within their institutions.

Support to National Planning

- The 2009-2013 country programme prioritizes knowledge generation and management as a base for prioritization, monitoring and evaluation of the public policies concerning children and adolescents
- Since 2009, the VCO has been working with the country to improve national-level information sources with respect to quality, timeliness, pertinence and disaggregation. In 2011 it oriented the implementation of two studies on learning gaps in language and mathematics, as well as identification of the best education practices.
- The VCO advocated and provided technical guidance to the country in the production of statistics disaggregated by ethnicity, life-cycle, living conditions and territory, on key themes for the country like violence against children, adolescents in conflict with the law, and institutionalized children and adolescents.
- For this purpose, the offices has a strong alliance with the INE and other institutions like the IDENNA and the MPPE, especially stimulating the creation or strengthening of registration systems for cases of violation of the rights of children and adolescents, education records, institutionalized children and adolescents, an adoption registers of adolescents in conflict with the law. Other registration systems – such as adolescent pregnancy and birth registrations – continue to be a challenge.
- During 2011 the IDENNA, with technical support from UNICEF, designed the Statistical System on Children and Adolescents attended by its programmes. For 2012, work is planned in the computational development of the system, and its full implementation is expected to begin in 2013.
- The Organization also has assisted the country in the generation and strengthening of other sources of statistical information, such as surveys and censuses.

- Between 2010 and 2011, with assistance from UNICEF, the country made the First National Survey on Violence against Adolescents in Family, Community and School Environments. For 2012, the office plans to provide support for the generation of specific analyses of the survey results, and the implementation of actions to prevent or correct situations of violence identified through the survey.
- The VCO provided technical support to the INE during the implementation of the XIV National Census of Population and Housing, taken between September and November 2011. UNICEF maintained its advocacy to ensure the incorporation, for the first time, of a question on Afro-descendent self-recognition. Also, it led to 5 million child and adolescent students of primary and secondary, along with their families, obtaining information about the population census and how it would be implemented in 2011.

Country Programme Analytical Overview

- At the Mid-Term Review meetings, partners expressed interest in the programme continuing with its objective of placing children and adolescents at the centre of the governmental and societal agendas, through statistical evidence and the reinforcement of education quality as a key strategy for social inclusion and the prevention of violence. The Venezuela Office's effort remains centred on public policies, emphasizing UNICEF's principal role in middle-income countries, by building alliances with different actors, which is a key programming strategy.
- In this framework, UNICEF Venezuela supported the implementation of long-range processes and policies focused on the most underprivileged children and adolescents, such as:
 - a) strengthening of governmental information systems and providing support for the 2011 Population Census, in order to identify the country's most excluded groups and influence public policies.
 - b) strengthening of the institutional capacity of the public security entities, in order to ensure the application of established care protocols for cases of violence against children and adolescents.
 - c) adoption by the National Experimental Security University (UNES) and expansion to the municipality of Libertador, of the community model for reducing violence against adolescents.
 - d) a national education in emergencies programme, implemented with the direct participation of students;
 - e) the 1st phase of the national early education training programme, implemented throughout the entire country.
 - f) training of paediatricians, judges and protection system professionals in themes related to child rights;
 - g) implementation of specialization courses in breastfeeding, intercultural bilingual education and juvenile justice, in partnership with national universities and the Ombudsman's Office School of Human Rights; and
 - h) consolidation of the integrated partnership model with the country's productive sector.
- Despite the efforts made, some important expected results have not yet been achieved:
 - a) updating of the analysis of the situation of children and adolescents;
 - b) the generation and dissemination of information on social investment in children;
 - c) the dissemination of the information generated in partnership with the government; and
 - d) the adoption of public policies implemented locally from the central level.
- Venezuela presented its Universal Periodic Review (UPR) before the Human Rights Council, with support from the United Nations System in the country as well as the initial reports on the two optional protocols: on the sale of children and adolescents, child prostitution and child pornography, and the involvement of children and adolescents in armed conflict. However the presentation of the 3rd report to the CRC remains pending.

Effective Advocacy

Partially met benchmarks

The Venezuelan context requires an advocacy strategy with two combined approaches in order to ensure the design and implementation of public policies in accordance with international standards:

- **Upstream advocacy**, which includes three focuses:
 - a) Showing evidence on the situation of the children, especially the most disadvantaged. In this regard, children from all over the country learned about the 2011 National Census, which will provide data disaggregated by gender, age, locality and ethnicity in order to identify those most excluded. UNICEF also supported the child protection system with their information systems, and provided the MoE with a comprehensive survey on violence against children and adolescents in the school, family and community;
 - b) Formulation of legislation. The VCO advocated with the Committee on the Family of the National Assembly on the proposal for reformulation of the LOPNNA and the "adoption bill"; UNICEF also provided technical assistance and advocated with the General Police Council for the approval of the Rules on Minimal Standard for Police Procedures with Child and Adolescent Victims or Witnesses of Crimes or Presumed Authors in accordance with the CRC, and
 - c) Continuously monitoring the opportunities to ensure the national legal framework meets international standards. In this regard, UNICEF approached and provided support to MPPS in updating the regulations of the maternal mortality and neonatal mortality surveillance committees.
- **Downstream advocacy** is done through the establishment of partnerships at municipal and state levels with governments, civil society and other local partners. This modality of advocacy is aimed at building models of equity that could be adapted by other local instances and influence national public policy. Since 2009 UNICEF, in collaboration with different partners from two municipalities, has been building models for reducing violence against adolescents living in slums. This experience is being documented and monitored, and through a systematic exchange of information, it has been adopted by a new municipality with a high incidence of violence against adolescents. Furthermore, the UNES also adopted this model as a platform to be implemented by this governmental institution in the areas under its influence.
- It was expected that in 2011, there would be opportunities for advocacy with the special education laws, and to use the studies that had been conducted in the formulation of policies. The special education bills were not presented, but the National Assembly requested technical expertise from the VCO to analyze other bills related to children. Despite all efforts, the studies and surveys were neither disseminated nor properly analyzed for public policy formulation.
- 2012 will be a key year for advocating for the most excluded children, as the presidential elections will take place and the national census data will be disseminated. UNICEF will also advocate with other universities and training centres to introduce children's issues into their regular curricula; continue providing technical assistance and advocacy with the National Assembly; and strengthen the equity models developed at local level.

Changes in Public Policy

- UNICEF's advocacy and technical orientation for key government partners contributed to influencing public policies in key thematic areas on the agenda for the rights of the most excluded children and adolescents:
 - the General Police Council approved the Rules on Minimal Standard for Police Procedures with Child and Adolescent Victims or Witnesses of Crimes or Presumed Authors, in accordance with the principles of the CRC;
 - for the first time, the Population Census used a questionnaire that will generate disaggregated statistics on the population that is self-identified as black or Afro-descendant, according to their ancestry, culture or physical features;
 - the MPPS updated the operational regulations of the surveillance committees on maternal mortality, and included surveillance of neonatal mortality as a priority;
 - the MPPE's national teacher training plan incorporated the curricular contents on human rights, gender, interculturality, adolescent development and emergency risk management;
 - the MPPE established new educational guidelines that affect quality, especially in the areas of attention for adolescents in secondary education and teaching of language and mathematics, as well as a specific modality for indigenous peoples;

- Education statistics improved in quality and timeliness of information, through procedural changes that simplify and optimize the time for processing information from the states.
- Community initiatives in violence prevention and adolescent development are assumed as municipal policies. This year, with their adoption by the UNES, a new municipality has initiated the implementation of this experience.
 - Based on partnerships with social organizations and the private sector, UNICEF'S technical assistance also has contributed to the definition of these institutions' own policies, with important repercussions in the public sphere:
 - The Venezuelan Society of Paediatrics is updating the norms for professional practice in accordance with national and international legislation for protecting breastfeeding;
 - The social responsibility policies of two corporate partners prioritize HIV Prevention and Human Rights and Good Treatment programmes for children;
 - Universities have incorporated dissemination, updating and professional training in key themes on the agenda for children, such as breastfeeding, intercultural bilingual education, adolescent development and the rights of indigenous peoples.

Leveraging Resources

- Leveraging of resources is a key strategy for Middle Income Countries. This is clearly stated in the Country Programme's overall objective and in its sub-component of the "Public Agenda for Equity". This sub-component aims at establishing a dialogue with high-level government authorities in order to influence the national planning process and the assignation of budgetary resources for children.
- In this regard, UNICEF is contributing its technical expertise to influence key partners to adhere to the standards of the CRC:
 - a) The VCO has been invited to provide technical assistance to the Committee on the Family of the National Assembly, the General Council of Police and the Ministry of Education.
 - b) UNICEF is making a similar effort with private companies in terms of ensuring their significant contribution to the framing of effective policies, instead of applying a "welfare" approach. Three newly strategic, large companies are now applying this long-term and sustainable approach, and all PFP campaigns have addressed violence prevention.
 - c) The VCO established a partnership with the Supreme Court which resulted in an annual meeting with the participation of more than 1,000 members of the Child Protection System discussing relevant issues on this matter.
 - d) UNICEF has been invited to participate in the Government's Inter-Ministerial Commission on Juvenile Justice.
- Despite UNICEF's efforts, there was no progress in influencing the visibility of national budget for children.
- For 2012, UNICEF will maintain its good relations with its key partners. The office also will influence governmental bodies through its expertise in areas such as indigenous peoples, adolescent development and child protection. It is also expected that at least two other productive sector enterprises will adopt corporate social responsibility policies and plan for children, and through their direct financial support, that at least 1,000 workers and their families will participate in online training courses on such topics as HIV/AIDS Prevention, Breastfeeding and Human Rights and Good Treatment.

Capacity Development

Partially met benchmarks

- Capacity development to strengthen actions in favour of the most vulnerable children continues to be a

priority. UNICEF is collaborating with different stakeholders to ensure that interventions in capacity development are sustainable in the long term.

- UNICEF has supported substantial new developments in long-term professional training for personnel through:
 - a) Continuing education, in partnership with universities and training centers;
 - b) Training for workers on issues related to child rights, in partnership with the private sector;
 - c) Strengthening child protection system institutional capacity, in order to ensure the application of the protocols in cases of violence against children;
 - d) A diploma university-level course on juvenile penal justice is being presented by the Ombudsman's Office School of Human Rights. This course is offered at no cost.
 - e) Training for students on emergency preparedness and risk management, in partnership with the MoE; and
 - f) Reinforcement of the culture of statistics generation among civil servants in the areas of child protection and juvenile justice, through the intensification of training courses and use of statistics as an everyday activity.
- In this context, UNICEF supported the implementation of a long-term Capacity Development process. Some relevant results are:
 - a) University-level diploma courses for 43 professionals in breastfeeding and 35 teachers in Bilingual Intercultural Education;
 - b) 60,000 students from Catholic primary schools participated in the preparation and implementation of school coexistence regulations;
 - c) 20% of all paediatricians and students of paediatrics nationwide were trained in the International Code for Marketing of Breastmilk Substitutes;
 - d) A training program for early childhood education is being implemented nationwide;
 - e) Workers from three large companies (PEPSICO, SIGO and Tupperware) received training in HIV prevention, Emergencies, Human Rights and Good Treatment, and Breastfeeding;
 - f) 100% of the country's judges specializing in child protection know the mechanisms for mediation in the protection system;
 - g) The MPPE is establishing the pedagogical strategies of the national education system (early, primary and secondary) based on the two axes of the Human Rights and Interculturality curriculum, and incorporates these contents into the national teacher training Plan; and
 - h) 26 secondary schools from Vargas State have student brigades to orient peers during emergencies, and provide psychosocial support in case of a disaster.
- For 2012 the consolidation and expansion of these processes initiated is expected, including the engagement of the Ombudsperson School in training their staff on child's rights issues.

Communication For Development

Initiating action to meet benchmarks

- An agreement was established with LUZ, MPPS Amazonas and UCAB, for the strengthening of institutional capacities in C4D, as part of the CO strategy.
- It was agreed with MPPS Amazonas to replicate the maternal breastfeeding campaign in 2012, adapted to indigenous populations.
- At the national level, paediatricians and mothers of children under one year of age received informative and promotional materials from the UNICEF campaign on maternal breastfeeding.

Service Delivery

Fully met benchmarks

This is not a significant part of the Country Programme of Cooperation. During the 2010/2011 floods, the National Government did not request UN Humanitarian support.

Strategic Partnerships

Mostly met benchmarks

Partnership is a core strategy for the VCO. Partnerships have been built based on the role each partner can play in the development of public policies to improve the situation of the most disadvantaged children.

- a. **National and local Governments:** a) Technical support to different governmental bodies for the formulation of legislation and public policies; and b) Collaboration through different coordination mechanisms like the Inter-Ministerial Commission on Juvenile Justice, Amazonas and Zulia Working Groups on Children's issues, and Working Groups on Prevention of Violence against Adolescents.
- b. **Private sector partners:** UNICEF is strengthening, expanding and making sustainable its integrated alliance model with the productive sector. This win-win alliance goes beyond financial resource mobilization to create more comprehensive cooperation with the Programmes, Corporate Social Responsibility for Children and Communication for Development areas. Through this collaboration, four training modules for workers and their families were developed: Emergency, Human Rights and Good Treatment; Breastfeeding; and Early Childhood Education. Two online modules also were produced: HIV/AIDS Prevention and Breastfeeding. These modules were adopted by the sponsoring companies: Banco Mercantil, SIGO and PEPSICO. In terms of Fundraising, the Corporate Channel experienced growth of 22% in local currency vs. 2010 and 6 new corporate partners joined UNICEF.
- c. **Social and community organizations, adolescent and religious groups:** The VCO continued its collaboration with this sector, seeking innovative and effective models of violence prevention that can be adopted as public policies by local and national governments.
- d. **Communication Media:** The VCO maintained its partnerships with important communication media to support a campaign to celebrate the 20th anniversary of UNICEF in Venezuela. In addition, local partners made communication channels available, allowing participation by indigenous persons.
- e. **Academia and Training Centres:** The VCO is increasing the number of institutions adopting permanent educational programme for professionals on child-related subjects.
- f. **Sports:** For the first time, UNICEF established an alliance with a Professional Baseball League in Venezuela. The national league supported the campaign on violence prevention through different communication media. This partnership provided UNICEF with exposure among followers of the country's most popular sport – more than 50% of the population.
- g. In 2012, a map of strategic partners will be prepared, based on a context analysis. The office also plans to increase the numbers of businesses adopting a pro-children CSR policy, and training centres permanently incorporating child-related subjects in their curricula.

Mobilizing Partners

- Based on the policies established by UNICEF in the document "UNICEF strategic framework for associations and collaborative relationships" (E/ICEF/2009/10) and from the United Nations coherency process, the country office continued the process of reviewing the existing partnership with civil society organizations, the productive sector, the public sector, the communication media, National Committees and other United Nations System agencies, and adjusted the number of partnerships in accordance with their

quality. This process is permanent and will continue in 2012.

- In 2011, the work plans with governmental and NGOs allies had the collaboration of the business sector. Relevant examples are UNICEF's alliance with the office of the mayor of Baruta on the framework of the community initiative on prevention of violence, which advanced partly thanks to the financial support of the EPA (home retail) firm. As results of this collaboration, 300 young participants in that governmental entity's "Everybody can" (*Todos Pueden*) Programme were trained in occupational skills and human rights, and community leaders were committed to the creation of tools for life and the sustainable development of adolescents, with UNICEF's support and monitoring. The plan is to extend this proven pilot to other municipalities and then to the central level, in order to influence public policy on adolescents development, involving also private sector collaboration.
- Another example of the mobilization of partners and creation of cooperation networks was the work carried out with the RECREA company, whose directors and approximately 30 employees received training on disaster preparedness and risk reduction in emergencies, which they subsequently were able to multiply with approximately 5,000 children and adolescents participating in the summer camps organized by the company. Furthermore, RECREA contributed approximately US\$ 23,000 to UNICEF and provided collaboration for the activities of the International Day for Disaster Risk Reduction, in which the MPPE, Caritas Venezuela (the national DIPECHO partner), the National Institute of Meteorology and Hydrology (INAMEH) and the National Directorate of Civil Protection (DNPC) – key partners for emergency matters – also participated.
- Finally, another example of partnership mobilization was the 3rd edition of the Race for Good Treatment, which brought together more than 4,000 persons, with 11 sponsors from the private sector, the participation of celebrity friends and UNICEF Good-Will Ambassadors, which received attention from the national communication media. This activity was able to raise US\$ 96,000 for the "More Protection, Less Disparity" component.
- These examples show the commitment of UNICEF's partners from the different sectors, and underscore the importance of continuing to work with the sector to continue promoting socially responsible programmes, moving from the projects approach to longer-term programmes.

Knowledge Management

Partially met benchmarks

- The VCO placed at the disposition of the Organization and local partners, its experience in terms of knowledge management and generation.
 - **Knowledge Centers:** continuing the effort initiated by TACRO during 2010, the Regional Office requested support from the VCO in the preparation of the regional guide for registering centres of excellence, and the preparation of a form listing the minimum items needed to cover the registration of a centre in the regional database. All of this entailed using the inputs from the country offices in the region during 2010 as a starting point. As a result, both the regional guide and the form prepared by the VCO to support TACRO were placed on its web page as the regional guideline for this area.
 - **Consolidation of the results-based management approach (RBM):** In follow-up to the actions begun in 2010, the VCO implemented workshops/training chats on RBM for nine partners. It also progressed in the implementation of balance scorecards, both in Zulia and Amazonas, which are used by the inter-institutional technical working groups of these states for monitoring the work plans agreed to with UNICEF.

The challenge for 2012 is to establish an agile mechanism that facilitates consensus with the government for the dissemination of the generated knowledge to all sectors of the country; it also is necessary to newly promote the use of the management dashboards within the office – this time in electronic format.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

- Based on the available sources of information, the office generated knowledge indicating the inequities affecting children and adolescents, producing a report that defines the characteristics, geographic location and number of the children most affected by the disparities, based on an analysis of life cycle and access to rights.
- Also during 2011, Venezuela presented the UPR to the Human Rights Council. UNICEF was part of the inter-agency team that prepared the UN report. The final UPR report identifies the main shortfalls and equity gaps related to the realization of children's rights, based on the human rights principles of universality, non-discrimination, equality and accountability, and defines concrete, evidence-based policy recommendations. During 2012 and 2013, the challenge is to achieve the necessary policy advocacy a) to enable the government to incorporate the recommendations of the UPR in its situation evaluations and in the new national development plan for 2013-2017, which is to be prepared, and b) to get civil society to use these recommendations as a guide.
- An update of the SITAN is pending, as well as the CCA for a new UNDAF. The challenge is to ensure the equity and human rights approach and the participation of all stakeholders in the process – including children and adolescents.
- For 2012, UNICEF continues to face the challenge of creating mechanisms to ensure the visibility of the contributions of adolescents in the planning processes with partners, and in accountability.

Gender

Partially met benchmarks

- Taking into account the results of the "Gender Scorecard" (UNCT, 2010), the "UNICEF Policy on Gender Equality and the Empowerment of Girls and Women" and the SPAP 2010-2012, this year:
 - The Ministry of Public Power for Women has a technical-financial proposal aimed at supporting socio-productive programmes for the country's women.
 - 2000 adolescents in rural areas with Afro-descendant population and from barrios in the Caracas metropolitan area received materials designed by adolescents and youth, as support for campaigns for the prevention of sexual abuse and protection against violence during courtship.
 - All persons in the thematic group on gender received training on the gender approach, in the framework of an inter-agency training plan approved by the UNCT for the period of 2011-2012. Jointly with UNFPA and UN WOMEN, UNICEF assumed leadership of the training initiative within the UNS.
 - The UNCT was informed of the level of implementation of the gender approach and the ways of capitalizing the results of the Joint Programme on "Social Inclusion through the Prevention and Reduction of Violence against Women, 2008-2011" (with the participation of UNFPA, UNDP, UN WOMEN and UNICEF). This was a result of the process of documentation and external evaluation of the Joint Programme.

Environmental Sustainability

Partially met benchmarks

- As indicated in the Annual Report 2010, promoting environmental sustainability is not an explicit issue in the country office Action Plan. However, UNICEF supports the Ministry of Public Power for Education in programmes for comprehensive risk management, psychosocial care for children, adolescents and families

in emergencies and/or disasters, and the creation of student brigades. The new curricular document on comprehensive risk management this year was shared at the national level, with contents including themes on climate change and sustainable development. In addition, Venezuela joined the programme led by TACRO, with support from the VII DIPECHO Action Plan, entitled "Strengthening the Role of the Education Communities in Preparedness and Response Capacities to Ensure Children's Rights and the Right to Education in Emergencies", which also is being applied in Colombia, Ecuador, Perú and Paraguay. Results of this programme, included:

- 84 teachers trained in Vargas State in comprehensive risk management and psychosocial care, and 90 adolescents in the secondary education level in the same state trained as brigade members in comprehensive risk management and integrated into 26 comprehensive risk management brigades. This experience has been systematized and shared with TACRO.
- The Minister of Popular Power for Education participated in the International Conference on Disaster Risk Reduction in the Education Sector in Latin America and the Caribbean, and signed the Declaration of Panama, October 2011.
- International Day for Disaster risk Reduction was held in public spaces, jointly with the national partner of DIPECHO VII, governmental authorities (Ministry of Popular Power for Education and National Directorate of Civil Protection) and a company from the private sector.
- The communication kit on emergency prevention was evaluated by the MPPE and incorporated into the training activities.
- A document analyzing the impact of disasters (Vargas case, 1999) prepared with the participation of governmental and non-governmental institutions and shared with TACRO for integration into the regional initiative.

South-South and Triangular Cooperation

- Since 2009, The VCO has promoted the exchange of knowledge and good practices among Venezuela and aligned countries in the region. This approach focuses mainly on the national level, with the Government as the main counterpart, employing data, international agreements and good practices from other countries to influence the national legal framework.
- In 2010, 94% of the homicides reported in Venezuela by the Scientific, Penal and Criminal Investigation Corps (CICPC) were caused with firearms: In 2008, around 2,000 homicides of adolescents were reported, 90% of which were adolescent men. . According to data from the MPPS in its yearly mortality report for 2008, slightly more than 5,900 children and adolescents died from violent causes, and 1,906 of these were homicide victims. Homicides continue to rank highest among causes of death of male adolescents between 15 and 19. This is a regional phenomenon and challenge. In 2011, the Presidential Commission for Arms and Ammunition Control and Disarmament was created, with the mandate of building a proposal for a comprehensive public policy on the control of arms, munitions and disarmament processes. The National Assembly's Mixed Committee on the Law on Disarmament and Control of Arms and Ammunition is responsible for preparing the bill of law in this area. The two commissions, with support from the United Nations, have identified successful experiences in countries that have carried out processes of disarmament and violence reduction. UNICEF supported the participation of two of the 11 commission members to learn, on the ground, about Brazil's experience in policies for arms and munitions control, identifying social, political, economic, cultural and any other kind of factors that contributed to the achieving the reduction of arms and munitions in the country.
- Based on an evaluation of the experience in Brazil, one of the measures Venezuela should incorporate in the voluntary disarmament campaign is the immediate decommissioning of the arms, but it is necessary to go beyond arms control: the situation of violence impeding the establishment of relations of citizen coexistence should be reversed, in a framework of respect, solidarity and peace
- As a result of this visit, the Government of Venezuela proposed that, in the framework of the bilateral agreements between Venezuela and Brazil, a paragraph referring to arms and munitions control be included, along with technical cooperation, in the training and transfer of Brazilian technology for marking munitions. The Presidential Commission will follow the four lines of action in which it has been working: investigation, popular consultations, a campaign, and special measures. The Resident Coordinator of the UN in Brazil has formally promised to support the Presidential Commission in everything it can.

Country Programme Component: More Protection, Less Violence

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
PCR 1: Administrative, judicial and security entities apply protocols and programs for identification, registration and treatment of cases of violence against children and adolescents in family, community and institutional environments.	2	FA4OT2, FA4OT3, FA4OT4, FA4OT7, FA4OT9
PCR 2: Safety nets for families, communities and institutions implement programs and policies with a focus on adolescent development in selected municipalities.	1	FA4OT7, FA4OT9, FA5OT8, FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	258000.00	745625.56	716140.20	96.05
RR	615000.00	360829.39	337979.34	93.67
Total	\$873,000.00	\$1,106,454.95	\$1,054,119.54	

Results Achieved

• **Monitoring Systems**

- IDENNA's Statistical information system on children and adolescents has been designed. Disaggregated information will make it possible to identify the gaps in equity of access to protection and other basic services.
- Two municipalities in Caracas metropolitan area are applying indexes for children and adolescents in monitoring their situation.
- INE and IDENNA have reached an inter-institutional agreement for the national implementation of the system for registering cases of child and adolescent rights violation.

• **Strengthening capacities**

- Protection Councils' supervision model has been validated, and all functionaries are ready to apply it in 2012.
- 40 functionaries of the security forces have been strengthened as trainer of trainers in investigating the crime of human trafficking.
- Diploma university-level course on juvenile penal justice is being presented by the Ombudsman's Office School of Human Rights. This course is offered at no cost.
- Ombudsman's Office is creating a system for articulating the protection system in Amazonas State, and has begun a training programme for it.
- Adolescents (1200), teachers and community promoters (150) are performing key actions in the community environment of the three municipalities where the community initiative for violence prevention and adolescent is being implemented, are cognizant of positive adolescent development, human rights, social skills and prevention of gender-based violence.

• **Advocacy**

- Minimum norms for police procedures with children and adolescents were approved by resolution of the CGP, and are of obligatory observance for the country's 136 police forces. They include 1) creation of specialized units; 2) incorporation of contents on rights in mandatory training programmes; and 3) application of technical protocols with victims/witnesses and perpetrators of crimes.
- The ICPVDA have been adopted as public policies in three urban municipalities that prioritize plans for

violence prevention and adolescent development.

- **Partnerships**

- a. Partnership with CGP and UCAB is achieving the preparation and implementation of the Minimum Norms for Police Action.
- b. Partnership with the Ombudsman's Office is achieving the prioritization and budgeting of resources for training and coordination of the protection system in Amazonas State, where the indigenous population shows below-average indicators.
- c. Municipality of Libertador, one of the most violent, was incorporated into the ICPVDA. Furthermore, the systematization of the "Tiuna El Fuerte" programme for the social inclusion of adolescents was initiated, using the arts-based alternative education model for adolescents in excluded barrios.
- d. The 3rd UNICEF Race Event on good treatment mobilized over 4.000 participants (33% more than in 2010) and contributing to strengthen and generate new alliances with the private sector. The race raised approximately USD 127.500 net income for Programme (55% OR funds increase in 2011 vs. 2010)

- **Exchange of knowledge**

- a. Knowledge exchange model "Community of practice in adolescent development" is functioning, with the participation of the different partner organizations.
- b. Data collection methodology and process of the National Survey on Violence against Adolescents in Schools, Family and Community have been systematized. MPPE is developing technical working groups for defining the lines of action based on the evidence obtained through this survey.

Most Critical Factors and Constraints

- The MPPE processed the results of the National Survey on Violence against Adolescents, but has not yet shared the report with UNICEF. This has limited UNICEF's progress in implementing its plans for evidence-based lobbying and advocacy. The negotiations will be resumed in 2012, to gain access to the results.
- Despite the resources and time invested in the design of evaluation instruments for the juvenile penal justice system, and despite the existence of an agreement with IDENNA to implement them, in the final quarter of 2011 the competencies in this area were transferred to the MPPSP, and at present the advocacy process must begin again.
- In impoverished urban communities, highly suitable spaces for implementing training activities are not always available. However, the effective participation of adolescents and adults from the communities are best ensured when the activities are held in places close to their place of residence.
- It is necessary to incorporate families, leaders and other actors in the community in order to reach the adolescent population in the implementation of community initiatives.
- Ties are weak among all the actors (governmental and non-governmental) involved in the design, execution and follow-up on policies.

Key Strategic Partnerships and Interagency Collaboration

- This component consolidated strategic alliances with at least two key actors: the General Council of the Police and the National Experimental Security University. The following results (among others) were achieved: a) the new minimal rules for police procedures with children meet the applicable international standards and national norms; b) the community violence prevention and adolescent development initiatives were extended to a third municipality in Caracas. The National Experimental Security University – an institution created by the Venezuelan government for continuing training of the members of citizen security entities – is a new partner with potential for extending the initiative to the national level, and is the partner with which UNICEF will try to incorporate children's rights in the police curriculum in 2012.
- The partnership with private-sector PEPSICO, through the CSR programme "Education in Equity" resulted in: a) a Human Rights and Good Treatment module developed and validated with a group of worker ToTs; b) a baseline of knowledge and aptitudes of more than 700 workers has been established, and a strategy for application with all PEPSICO workers for 2012 was negotiated.

- As a result of the inter-agency collaboration in the UNCT Human Rights Thematic Group, the United Nations UPR report for Venezuela identifies the main violations of rights and inequities affecting children, in terms of a human rights approach, and contains evidence-based recommendations for action in line with national priorities. Also, the National Commission for Disarmament learned about the experiences in Brazil through a process of South-South cooperation promoted and supported by UNDP and UNICEF. Finally, ILANUD was a key partner for strengthening national capacities for investigating crimes of human trafficking.
- Other strategic partners in working with adolescents have been: the Government (National Experimental Security University, Ministry of Popular Power for Education, the office of the mayor of Baruta, CMDNNA Sucre); CSOs: Tiuna el Fuerte and Fundación Luz y Vida; Knowledge partners & media: Universidad Metropolitana and Universidad Central de Venezuela; UNS: Joint Programme with the participation of UNFPA, UN WOMEN, UNDP and UNICEF, called "Social Inclusion through the Prevention and Reduction of Violence against Women, (Female) Adolescents and Girls, 2008-2011".

Humanitarian Situations

- During 2011, support for the MPPE was facilitated for attention for the three largest shelters and school population of Vargas State, affected by the rain emergency of November 2010. This was done within the agreed-upon work plan framework. As a result, 26 comprehensive management brigades, with the participation of teachers and adolescents, contributed to the psychosocial recovery of the affected persons. The training experience was systematized.

Summary of Monitoring, Studies and Evaluations

- Index of Children and Adolescents (municipalities of Sucre and Baruta). This information facilitates the preparation of the situation analyses and the design and monitoring of local public policies.
- Systematization of the process of training brigade members in comprehensive risk management and psychosocial care.
- National survey on violence against adolescents in the school, family and community, with results processed and systematized by the MPPE:
- Diagnosis of available statistical information sources on human trafficking.

Future Work Plan

- With the CGP and the academic sector, technical protocols for police procedures will be applied with child victims, witnesses and authors of crimes; and through the expansion of the partnership with UNES the human rights contents of the police curriculum will be influenced.
- Investment in resources and assistance for putting the SIENNA into operation.
- Mobilization of resources and definition of the work plan with INE, IDENNA and the Ombudsman's Office for the implementation of the Unified System for Registration of Cases of Rights Violations, through the protection councils.
- In partnership with Communications and PFP areas, the contents for the C4D campaign on Good Treatment in the family will be developed.
- Expansion of the sub-national partnership with the Ombudsman's Office for strengthening the protection system in other selected states, in addition to Amazonas.
- Strategy for training and public awareness-raising on human trafficking, in partnership with the MPPIJ.
- Policy advocacy at the highest level of the MPPIJ for the implementation of the diagnosis of juvenile penal justice, and with the MPPE for the use and dissemination of the results of the National Survey on Violence.
- Strengthening of the model of violence prevention and adolescent development, through the involvement of more actors in the three municipalities.
- Strengthening of capacities for the generation, maintenance and dissemination of statistical information in selected municipalities.
- Dissemination of the concept of violence prevention and adolescent development.

- Use of the UPR and country reports on the application of the CRC and its protocols to strengthen partnerships and develop programmes on violence prevention and adolescent development.
- Dissemination of the new mechanism for the presentation of individual complaints to the Committee on the Rights of the Child.
- Strengthening of the coordination mechanisms among the different partner organizations for implementing community initiatives for violence prevention and adolescent development.
- Advocacy with other universities and training centers to include adolescent development issues in their regular curricula.
- Influencing of governmental bodies through our expertise in the area of adolescent development.

Country Programme Component: More Inclusion, Less Disparity

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
PCR 3: Government, society and corporate sector apply principles of responsibility and create alliances in a public agenda that prioritizes the rights of children and adolescents.		3 FA1OT10, FA1OT7, FA1OT8, FA2OT1, FA2OT2, FA2OT3, FA2OT4, FA2OT7, FA2OT8, FA3OT6, FA3OT8, FA5OT1, FA5OT2, FA5OT4, FA5OT5, FA5OT6, FA5OT7, FA5OT8, FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	685367.00	1316081.90	1312283.46	99.71
RR	175000.00	330189.77	326002.94	98.73
Total	\$860,367.00	\$1,646,271.67	\$1,638,286.40	

Results Achieved

· **Monitoring Systems**

- 3,000,000 children, adolescents and households were informed about the 2001 Population Census.
- Afro-descendant self-identification question applied in the 2011 Population Census, for the first time.
- Education statistics improved in terms of quality and timeliness: new national norms and procedures applied.
- MPPE has current information on gaps in language and mathematics learning, as well as identification of the best education practices.
- MPPS has mapped the Maternal Mortality Surveillance Committees in 10 prioritized states.

· **Strengthening capacities**

- MPPS is updating regulations for maternal mortality surveillance and has incorporated neonatal mortality surveillance as a priority.
- 20% of paediatricians and students of 11 states update their knowledge of maternal breastfeeding; three post graduate courses in paediatrics facilitate the inclusion of contents on maternal breastfeeding; paediatric regulation on breastfeeding updated.
- MPPE implements the first phase of the national plan for the restructuring of the "Simoncitos Comunitarios" non-conventional early education programme.

d. 60,000 students in five states update the regulations on "convivencia escolar" (school coexistence) in 120 public schools, with 250 primary and secondary teachers trained in HRBAP.

- **Advocacy**

a. Pedagogical strategies of the all levels of educational system and national training plan incorporate the contents of the two curricular axes: human rights (including adolescent development and gender equity) and interculturality.

b. Education policies with new orientations, aimed at improvements in quality: 1) comprehensive attention in secondary education with an adolescent development approach; 2) IBE; 3) teaching of language and mathematics; and 4) Afro-descendant cultural contributions.

- **Partnerships**

a. Two partners from the private sector (SIGO and PEPSICO) are implementing the education in equity programme with their employees and families, in key CSR themes for child rights, HIV/AIDS prevention and Human Rights and Good Treatment

b. Five training modules for workers and their families were developed and adapted by sponsored companies: Emergencies, Human Rights and Good Treatment, Early Childhood Education, Breastfeeding and HIV/AIDS Prevention. These last two are available online.

- **Attention to disparities**

a. 60% of the indigenous communities in Amazonas are applying the mother-child preventive health programme with an intercultural approach.

b. IBE quality standards validated in Amazonas, with changes in the administrative structure beginning in 2012; 100% of the "Simoncitos Comunitarios" programme have personnel trained in pedagogical strategies with an intercultural perspective.

c. 100% of all secondary schools in Páez (Zulia) update school coexistence regulations based in the rights of indigenous peoples.

d. Five national universities disseminate the United Nations Declaration on the Rights of Indigenous Peoples.

e. The indigenous and Afro-descendant population of five municipalities in Zulia informed about ethnic self-identification in the Population Census ("Identity Route").

f. Adolescent promoters of sexual and reproductive health and HIV prevention in five Afro-descendant municipalities implement peer training strategies

- **Exchange of knowledge**

a. 100 teachers in 20 states update knowledge and participate in opportunities for dialogue with the government and NGOs in eight countries in the region on the challenges of human rights education.

Most Critical Factors and Constraints

- Changes in the management of some public institutions require permanent institutional advocacy at the highest political level in order to facilitate the government's commitment to the CPAP.

- Effective coordination and synergy among United Nations System agencies is necessary to facilitate the government's aperture and commitment to key MDG themes.

- The reinforcement of results-based management approach should be a permanent task with partners. Taking its application beyond UNICEF's cooperation work plans calls for advocacy and technical assistance with the decision makers that define the planning methodologies and budget, both in the public sector and in social organizations.

- Inter- and intra-institutional monitoring mechanisms facilitate linkages and improve prospects for achieving the expected results.

- The viability and success of mass self-identification campaigns among the Afro-descendant population call for devising strategies to minimize the interference of racially discriminatory attitudes present in the institutions in charge of the implementation of these campaigns.

Key Strategic Partnerships and Interagency Collaboration

- In accordance with the CPAP/UNDAF, the main counterparts are:
 - Government: MPPS, MPPE, INE and LUZ (public university).
 - CSO: SVPP, "Red de Apoyo por la Justicia y la Paz" and AVEC.
 - Knowledge partners & media: ties with universities were expanded in area of dissemination of the rights of indigenous peoples. Considering the importance of the Population Census as a main source of a country's information, especially due to the level of disaggregation, technical orientation for the INE was prioritized, so that all children and adolescents and their families were informed and exercised their right to participation. With the children's magazine dealing with the census, the rights and ethnic equity approach was incorporated and recognized as a novel and friendly communication strategy in a context little receptive to the application of questionnaires in households. Images from this magazine were used for the entire institutional campaign implemented by the INE.
 - Private sector: the partnership with the corporate sector has been the key for concluding the "Education in Equity" programme proposal by making it possible to adjust this programme to the social responsibility policies and friendlier pedagogical strategies for facilitating the key messages for workers and management on child rights.
 - UN: During 2011 inter-agency actions were articulated for implementing the UNAIDS joint plan agreed to by all the agencies. Jointly with the MPPS, PAHO-WHO and UNFPA, the VCO participated in the review of the situation of maternal and neonatal mortality, with field visits in prioritized states. UNICEF coordinated the monitoring and evaluation of the UNDAF strategic axis for education, human rights and equity.

Humanitarian Situations

There were no interventions in 2011

Summary of Monitoring, Studies and Evaluations

- The 2011 Population Census will facilitate the disaggregation of information on the population identifying itself as black or afro-descendant, because the theme was included for the first time in a question on the census instrument. This advance was made possible through UNICEF's intense advocacy and technical guidance for more than 15 public and social institutions since 2007. The implementation of a communication campaign was considered to be key, given the novelty of the question; however, it did not have the expected scope.
- With the MPPE, technical assistance for the improvement of the statistics system in terms of information quality and timeliness: all states are applying the new norms and procedures with a unified registration form that simplifies collection, a system for capturing information and an automated system guaranteeing rapid availability.
- The automation of the malaria records, carried out with local health authorities in Amazonas, facilitated the updating and reliability of the information. This makes it possible to have timely, periodic information for early warning, especially in very dispersed indigenous communities.
- Given the challenges of education quality, and with cooperation from UNICEF, the MPPE performed two national studies on the results of language and mathematics learning in early, primary and secondary education, and the identification of the best educational practices. This information served as a basis for decision making, and new education orientations were designed for this material.
- The technical assistance to the MPPS facilitated the review and institutional analysis of the functioning of the Maternal Mortality Surveillance Committees in 10 of the country's states with the highest incidence of these deaths. This allowed the government to have a map and make adjustments to the existing regulations, and to include neonatal mortality among the surveillance priorities.

Country Office Portal

Annual Report 2011 for Venezuela (Bolivian Republic of), TACRO

Future Work Plan

- Preparations for the upcoming presidential elections is expected to affect and limit the scope of the the cooperation programme in 2012; however, it is considered fundamental to develop strategies for advancing in the following aspects:
 - Advocacy with key government actors to facilitate the approval and implementation of the work plans for the coming two years, especially with the MPPE, MPPS, INE and social organizations of national scope.
 - Positioning of key issues related to quality education on the agenda of the new National Assembly.
 - Inclusion of priorities for children and adolescents on the agenda of the new social missions that the national government plans to implement in 2012.
 - Continuation of the promotion of sustainable partnerships, especially with the private sector.
 - Jointly with the government, to perform specific studies on key themes of equity, based on ten results of the 2011 Population Census and the results of the 2010 Demographic Survey of Venezuela.
 - Leveraging of resources through UNICEF's expertise in areas that impact indigenous people and Afro-descendants.
 - Increasing the number of businesses that adopt a pro-children CSR policy. Through the direct financial support of these businesses, it is expected that at least 1,000 workers and their families will attend online training courses on relevant subjects such as HIV/AIDS Prevention, Breastfeeding and Human Rights and Good Treatment.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
PCR 4: Duty-bearers improve their actions, attitudes, and practices in order to advocate for more appropriate laws and infrastructure regarding key issues prioritized in the Country Programme 2009-2013.		1 FA5OT1, FA5OT2, FA5OT3, FA5OT5, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	530300.00	259104.07	259099.41	100.00
RR	233330.00	178806.07	178687.00	99.93
Total	\$763,630.00	\$437,910.14	\$437,786.41	

Results Achieved

Monitoring Systems

- a. VCO has information about the perception of adolescents, adults, private sector and communication media about children's rights and UNICEF's work in the country. The information will make it possible to develop the Communications Strategy for 2012-2014.
- b. IDENNA designed a statistical system for its programmes aimed at children and adolescents, which will begin implementation in 2012.
- c. MPPE has information on the situation of violence towards adolescents in the family, community and school.
- d. Breast-feeding campaign has information on the population's recall of campaign messages, which will enable the office to review C4D strategies.

- **Strengthening capacities**

- A public university and the health department in Amazonas State received technical orientation in C4D and communication strategies.
- Strategic partners know the RBM approach and are beginning to apply it in the programming and monitoring of work plans with UNICEF.

- **Advocacy**

- For the first time, a question on self-recognition as Afro-descendants has been incorporated in a national information source.
- UNICEF positioned in alternative media and social networks. Twitter grew by 153% over 2010 (24,000 followers vs. 9,500); Facebook grew by 423% (178,000 visits vs. 34,000); YouTube grew by 100% (24,000 reproductions vs. 12,000).
- Monthly dissemination of the digital newsletter kept key partners in all sectors informed about progress of cooperation.
- UNICEF launched a positioning campaign ("Keep Dreaming") on child rights and the organization's 20 years in the country.
- UNICEF strengthened its presence and advocacy capacity through: a) appointment of Alejandro Cañizalez (journalist) as the new Good Will Ambassador; b) David Bisbal (singer), together with Spanish Committee for UNICEF, learned about Venezuelan National System of Youth and Children's Orchestras initiative. Thanks to these, it was possible to strengthen ties with strategic national partners, and consolidate the relation with Spanish Committee.

- **Partnerships**

- Partnerships with LVBP and "Leones del Caracas" baseball team were key actions in the promotion of sports as tool for adolescent development and violence prevention.
- Partnerships with INE, MPPE and IDENNA permitted generation of statistics on protection and Afro-descendants that had not been available in the country previously.

- **Attention to disparities**

- Maternal breastfeeding campaign aimed at the indigenous population of Amazonas, negotiated with the MPPS
- VCO knows who the country's most excluded children and adolescents are, where they are and how many there are.

- **Exchange of knowledge**

- VCO exchanged knowledge on C4D with key partners like LUZ and MPPS.
- VCO prepared a regional guide for the registration of centres of excellence, based on inputs received from country offices in the region in 2010. The guide has been placed on TACRO's Web Site as the regional guideline in this area.
- VCO has made two of the office's experiences available to the Organization: 1) application of the RBM model, which has been systematized in the document entitled "Rights and Results: Approaches for Change. Systematization of UNICEF teamwork initiatives in Venezuela"; and 2) applying the Integrated Partnerships approach which has been systematized in the document entitled "Integrated Partnerships. A new approach from UNICEF in Venezuela".

Most Critical Factors and Constraints

- The Global Change and VCO Agendas limited the implementation of actions in Communication in 2011.
- Political polarization limits the possibility of generating and disseminating studies and evidence for advocacy and social sensitization, also complicating access to the communication media and neutral opinion leaders.
- Limited access to the national mass communication media for disseminating key messages.
- The reinforcement of results-based management approach should be a permanent task with partners.
- The main counterparts need to strengthen their competencies in knowledge generation and statistics.

Key Strategic Partnerships and Interagency Collaboration

- For the first time, UNICEF established an alliance with a Professional Baseball League in Venezuela. The national league supported the campaign on violence prevention through different communication media. This partnership provided UNICEF with exposure among followers of the country's most popular sport – more than 50% of the population.
- Communication Groups (Grupo Cisneros-Venevisión) have contributed to the dissemination of key messages on adolescent development. This is an integrated alliance that includes direct action with the Programmes and Communication areas, with fundraising potential.
- Publicity and pro-bono communication agencies (Leo Burnett, Burson Masteller, Monitoreo Digital) have facilitated the development, dissemination and monitoring of media campaigns and key actions, leading to important savings for the VCO.
- Partnerships with national universities with expertise in C4D, like UCAB, have facilitated the transfer of knowledge and the institutional strengthening of other partners in this theme.
- Partnerships with the INE, MPPE and IDENNA made it possible to advance in the generation of statistics on protection and Afro-descendants, which previously had not been available in the country.
- The VCO is part of the UNCG and the UNM&EG. In the case of the UNM&EG, inter-agency work has contributed to the development and application of methodologies for the annual monitoring of the UNDAF.

Humanitarian Situations

There were no interventions in 2011

Summary of Monitoring, Studies and Evaluations

- Study of adolescents', adults', the private sector's and the communication media's perceptions of children's rights and UNICEF's work in the country.
- Recall of the messages of the maternal breastfeeding campaign.
- Other studies and surveys were reported in components 1 & 2.

Future Work Plan

- Development of the national Communication Strategy in alignment with the global strategy.
- Strengthening of partnerships in the framework of sports, with a focus on violence prevention and adolescent development, both for social mobilization and programmatic implementation.
- Strengthening of partnerships with leading organizations in the field of music for development, both for social mobilization and programmatic implementation (Fundación Musical Simón Bolívar, Goodwill Ambassador since 2004).
- Consolidation of partnerships with leading knowledge centres in field of C4D, for the institutional strengthening of key partners.
- Creation and launching of the C4D Campaign on "Good Treatment 2012-2014".
- Continuing and strengthening of replications of the Maternal Breastfeeding campaign with SVPP and MPPS Amazonas.
- Design and implementation of electronic balance scorecards for monitoring of the CPAP.
- Strengthening of RBM capacities of partners and within the office.
- Consolidation of the monitoring systems initiated with partners, and advocacy for the creation of others.
- Formalization of an Alliance with the University of Oxford to develop a line of investigation on Multidimensional Child Poverty.

Effective Governance Structure

- As reflected in the 2011 AMP, the VCO continued its implementation of the organizational change agenda (MTSP 2006-2013) promoted in recent years, using the participatory, team cohesion and results-based management model, and thus contributing to the organization's priorities in this area. This model is based on strategic planning and results-based management, and aligns the results of the office and each area of work with the goals of the CPAP and the CPMP. In 2011, the VCO's experience was placed at the disposition of the organization in the document entitled "Rights and Results: Approaches for Change Systematization of UNICEF teamwork initiatives in Venezuela".
 - The creation and implementation of the different mandatory committees was accomplished (CMT, CRC, PSB, CRB, JCC and others), guaranteeing the application of UNICEF's rules and regulations in all the processes implemented.
 - The office participated actively in the different UNS Inter-agency Committees and Thematic Groups. In 2011, UNICEF's Operations Officer headed the OMT.
 - A task force was created to coordinate all the activities related to the implementation of VISION and IPSAS, achieving an appropriate transition to the new system. The SAP-HR and Payroll were satisfactorily implemented in July 2011.
 - The AMP planning process, in which the priorities for 2011 were defined, was accompanied by opportunities for discussion and feedback from the entire staff. The mid-year and end-of-year reviews also were carried out with the participation of all staff members. These participatory processes led to the reconsideration and redefinition of actions based on strategic scenario analysis, and kept the staff informed, thus achieving better coordination and integrated work among the different office areas.
 - One aspect identified for improvement is the need to re-establish inter-area meetings with a more strategic approach and a bi-monthly frequency.
 - The office's move to new installations provided an opportunity for remodeling, taking into consideration the working synergy among the different areas. Work spaces were designed to facilitate exchanges among the areas and guarantee the staff an environment conducive to greater efficiency in their everyday tasks.
 - At the end of 2011, a formal request was received from the National Government to extend the UNDAF through 2014, pending the possible changes in political, economic and social strategies resulting from the upcoming October 2012 presidential election and the results of the 2011 census. This request was approved by the UNDG-LAC.
 - There also was a formal request from the National Government for the UNS in Venezuela to organize under the One UN structure, beginning in 2012, in order to move towards greater cohesion, simplification and harmonization of the UNS.
- Both requests have required the UNCT to engage in intense discussions of their implications and the strategies to be used in responding to these requests, which undoubtedly will have repercussions in each system agency's way of working.

Strategic Risk Management

- The VCO's library of risks and risk profile required no restructuring, maintaining the same premises with which they were established originally. The VCO performs routine environmental analysis to identify and analyze potential risk situations deriving from political, economic and social factors or natural events that could affect UNICEF's sphere of action.
- Four micro-assessments of counterparts were performed, in order to ensure their solvency and their empowerment in the technical and administrative processes required by UNICEF. This process was systematized.
- A case of improper use of the funds provided through DCT to the "Mujeres en Positivo" counterpart was detected, and the procedures established by TACRO and Headquarters are being applied to recover those funds (US\$ 16,700).
- At the financial level, a new devaluation is possible, and the VCO is maintaining its income transactions up to date, in order not to affect the exchange value in US\$.

- The rotation of some high-level government authorities led to the reformulation of the work plans and agreements established with the respective organizations. The VCO maintains networks with high-level government contacts, in order to minimize negative impacts on activities already agreed to or to be agreed to in the short term.
- In the framework of the Business Continuity Planning and inter-agency cooperation, the UNCT decided to change the alternate site for contingencies, from UNESCO to the PAHO-WHO office. The inventory and equipment to be installed in the alternate site have been acquired, and the inter-agency agreements and operationality are expected to be in place for 2012.
- The risk profile in the EWEA is updated regularly, and validated by the CMT.
- In the area of staff security, the evacuation plan was activated on account of a small fire on the first floor of the building.

Evaluation

In 2011 the VCO made no evaluations.

Effective Use of Information and Communication Technology

- The ITC area provided adequate technological guidance to the different office areas in the definition of proposals for action that included the development or use of systems. The key strategy was to replicate the good practices defined by UNICEF for ITIL. The structural adequacy of the proposals and the pertinence of the evaluation indicators for the proposed technological services were certified. This methodology was used in defining the platform of the "Education in Equity" programme, the Web platform for Adolescent Development, the platform for UNICEF's PSFR partners, and support for the products and greeting cards sales system. It also was applied with the Protection Councils in defining the financial proposal for the technological platform of the National System of Registers of Cases of Violation of the Rights of Children and Adolescents.
- In the area of "Business Continuity", the office activated its contingency plan. The established remote support services were used during the period when access to corporate Internet was suspended due to the move to new installations. During this period of transition to its new offices, the VCO achieved a level of operationalization of around 90%, with local access to archives, printing and the greeting cards sales system; to ProMS and SAP/HR via Citrix, and to mail through Webmail. VoIP could not be accessed. It should be mentioned that the current webmail portal is quite difficult for use over long periods.
- The office prepared adequately and in time for the migration to the VISION financial system, in terms of Internet links, adaptations of the applications in the work stations, migration to Windows Server 2008 and training of users in the new applications. All of this was done in accordance with the guidelines established by Headquarters. Internally, the updating and replacement of technological components offered satisfactory service for the end user, providing a reliable and stable platform for operations.
- The VCO used social networks (Twitter, Facebook, YouTube, etc.) intensively as a mass communication mechanism for relevant information on UNICEF, promotion of spot initiatives and links for documents of interest. This led to increasing the number of persons interested in learning about and supporting UNICEF's mission in a dynamic and continuous way.
- UNICEF's video-conference system was shared with some partners, enabling functionaries of governmental and non-governmental organizations hold work sessions with other countries, favouring their exchange of experiences and knowledge without major associated costs.

Fund Raising and Donor Relations

- The one-hundred-per-cent devaluation of national currency against the dollar in 2011 doubled the goals for resource mobilization in local currency, especially affecting the reaching of the PSFR goal and impacting the cost-income ratio (45%).
- Despite these external factors, the majority of PSFR's fundraising channels experienced growth in 2011, including the "individuals" channel (+57%), which currently has 137 pledge donors and which in 2012 is expected to grow thanks to the formal launching of the Individual Social Responsibility Programme called Socio UNICEF. As a result, PFP was able to mobilize a total of US\$ 2.5 million, including US\$ 25 thousand for the emergency in the Horn of Africa. This represents a 29% growth of PFP in local currency, and 9% in US\$, compared with 2010 (PSFR: 24% in local currency and -24% in US\$ for a total of US\$ 632,000. In the case of PL&M: 67% in local currency and 21% in US\$ for a total gross income of US\$ 1.9 million). PFP's net contribution to Programmes was approximately US\$ 1 million. The office received a total of \$30,000 in investment funds (R&D), 80% of which were implemented.
- The PL&M operation was maintained in-house, and continues to show high levels of profitability (the estimated PBA for 2012 is approximately US\$ 700,000), with growth in all channels. UNICEF gifts continue to be an interesting option for the Venezuelan market, with advance confirmation of major sales, including personalized products. In addition, it was possible to reduce costs in 2011 by approximately 20% over the level in 2010, thanks to a joint effort between the office, TACRO and GVA, to reduce the number of shipments, local printing of the Christmas catalogue and addition of inventory Christmas cards to the collection. Establishment of a pilot test for licensing in coordination with Headquarters is pending, as part of our preparation for a possible change in the business model.
- The VCO is continuing the consolidation of a business model based on a few long-range and high-quality alliances, integrating components of programme, communications and resource mobilization, with the promotion of socially responsible management. New partners were added in key sectors like finance, telecommunications, electronics and mass consumption (for example, Samsung Electronics, UNILEVER and Banco Mercantil).
- The "Education in Equity" programme, which is the cornerstone of the office's Corporate Engagement strategy, continues to progress, and for 2012 it is expected that an on-line training platform for key themes like child labour, early education, HIV prevention, emergency risk reduction, maternal breastfeeding, human rights and Good Treatment will be launched. Partners in the telecommunications sector (DIGITEL) and the banking sector (Banco Mercantil) joined to support this initiative, which already included PEPSICO and SIGO la Proveeduría.
- All the PFP campaigns were aligned with the theme of violence prevention, which continues to be the central theme of UNICEF cooperation, making it possible to have integrated campaigns and unified communications with current and potential donors.

Management of Financial and Other Assets

- Beginning in January 2011, the preferential Bolivar to Dollar exchange rate (Bs.2.60 per US\$) was eliminated. This affected PFP income, by not allowing the resources in local currency to continue being converted at the preferential exchange rate instead of the rate of Bs. 4.29 per US\$ used for other operations in the office. As a result, it was necessary to close the accounts that permitted these operations, with support and advise from DFAM. Given the volatility of the decisions on exchange rates, the VCO prioritized this type of transaction as a strategy for minimizing the high risk.
- PFP income was considered when the office cash flow was being prepared, thus minimizing the requests for replenishment of funds from Headquarters.
- Coordinated work between the Operations and PFP areas was maintained, facilitating the processes of preparation of the RER, provisional RER and SRW. In addition, Operations supported the systematization and operational and financial flows of the PFP area. Adequate control of PLM inventories is maintained, as well as office assets.

- As a result of the VCO office move, and due to the smaller space in the new installations, two PSBs were implemented to remove obsolete equipment and other items that could not be used in the new office. A PSB of dated or damaged greeting cards and products also was made.
- A total savings of US\$ 215,000,00 from the local post allotment portion of SB was achieved due to fluctuations in exchange rates and a vacant post ascribed to the SB, and transferred to the Regional Contingency Fund.
- Regarding cash assistance, the amount transferred to the counterparts was US\$ 2,234,000. The return of funds for unfinished activities amounted to US\$ 234,772 (approximately 10% of total disbursements). As of December 2011, the amount of unliquidated advances under three months was US\$ 650,946, between 3 and 6 months, US\$ 151,900, between 6 and 9 months was US\$ 16,000 and more than 9 months was US\$ 16,720.

Supply Management

- Coherent with the kind of cooperation a MIC like Venezuela should implement, the level of supplies acquisition was low (6%), in comparison to the budget implemented in 2011.
- The activities that consumed the greatest amount of supplies were those related to the acquisition of materials to support PSFR activities, technological upgrading of the servers, printing of POP material for Maternal Breastfeeding Campaign activities and acquisition of carpeting for the new office installations.
- All purchases of supplies were made locally, from reliable suppliers and meeting the office's quality standards.
- For Products and Greeting Card Sales operations, a total of 11 customs clearance processes were implemented, grouped into three types: aerial, maritime and, for the first time, by land from Colombia.
- Locally, the processes generally were expeditious. The cases in which there were delays were due to delays in the sending of documentation of origin from Headquarters.
- In this area, there were especially significant savings in the costs of warehousing, since customs clearance times were improved. The net reduction of costs in this item was 29% over 2010.

Human Resources

- The Human Resources area concentrated its work on the training of personnel in themes related to the migration to VISION and IPSAS, while continuing to reinforce the themes associated with strategic planning and RBM. All activities were finished on time, both the in-person sessions taught by the super-users and the online training elements prepared by Headquarters. All sessions had the active participation of the personnel, and were held in an environment that reinforced the concept of teamwork.
- In the context of the PBR (2012-2013) work was done on the new personnel structure the Office will have beginning in 2013, in close coordination with TACRO. While the resulting new structure entailed the abolition of nine posts and the creation of five new ones, the strategy of conducting this exercise in a transparent way, with the active participation of all personnel, was able to keep the process from affecting the office's working climate.
- At the PBR, a fusion of the areas of Communications and PFP under a partnership scheme also was proposed. This is expected to achieve greater coherence, synergy and channeling of the efforts of all personal working in this area, in the context of the abolition of posts in these areas (3 in total).
- Of special interest is the alignment of this new structure with UNICEF'S organizational change initiatives oriented to Regional Processing Centres, cost reduction and operational efficiency. All the information related to these processes was widely disseminated and known to all personnel before the PBR, all of which facilitated the processes of discussion and scenario construction.
- The personnel from the abolished posts began to receive adequate support from TACRO in terms of guaranteeing their competitiveness in future recruitment processes, dissemination of vacancy announcements and orientation to the development of competencies in other areas outside UNICEF's fields of work.

- Continuity was provided for the application of the local labour climate survey as a mechanism for monitoring and validating the results of the Global Staff Survey. The results for 2011 emphasized the need to reinforce themes related to internal communication and the need to adapt the coordination mechanisms in preparation for the new structure in 2013.
- In the framework of activities for continuing to improve the labour climate, a workshop was presented on teamwork competencies, in which all Office personnel participated.
- Two JCC were implemented in 2011, associated with themes related to the move of the Office and themes related to labour climate improvement.
- The theme of personnel security continued to be a priority; close contact was maintained with UNDSS to follow the regulations related to courses on security in the field, zone warden exercises and tests of inter-agency radio.

Efficiency Gains and Cost Savings

- The VCO moved its offices in June 2011. This decision was based on the high rental increase that made its payment unsustainable with the budget earmarked for this item. The current office has a surface of 458 square metres, meets the security standards required by UNDSS, and is located in a building near the previous office. The negotiated new rent reduced the monthly cost from US\$ 17,000 to US\$ 10,000, with a savings of 37%. Furthermore, the VCO was able to sign a contract for 3 years in conditions that are favourable to the office, which is remarkable in a market where rental costs are very high because of the legal uncertainty.
- Thanks to the alliance with the "Pinturas Cromas" and "EPA" companies, a significant savings was achieved through a donation of all the paint needed for the new installations, and the donation of the services of a truck for part of the transport of furniture and equipment. The office was equipped with an energy-saving illumination system.
- Another important savings was achieved with the renewal of the agreement with MRW, under which the office receives coupons for sending packages by courier, at the urban and regional level. The value of the savings obtained by the office for this item was US\$ 75,650.
- The alliance with the Hotel Meliá Caracas established the donation of room rental for various UNICEF activities during 2011.
- UNDP, UNICEF AND UNAIDS coordinated the acquisition of supplies. While this was a relatively small purchase, the coordination mechanisms were satisfactory. Other joint purchases are planned for the beginning of 2012, bringing more agencies into this initiative.
- In the framework of the PBR of March 2011, the VCO prepared a proposal totally aligned with the Executive Director's Guidelines for Preparation of the Budget, the Biennium Directives, the cost centre policies, Headquarters' initiatives for organizational change and TACRO's priorities,.
- The human resources budget approved by the PBR defined a more rational structure that will reduce the personnel costs beginning in 2013, with a net reduction of 4 posts, compared to the current structure. This reduction will yield+ a savings of US\$ 80,000 annually for the Support Budget.
- Another decision derived from the proposal presented to the PBR, and which responded to TACRO's priorities, was the incorporation of Venezuela into the Operations Hub Centre that will function in Panama beginning in 2013. This will result in a more rational operations structure, proportional to a middle-income country.

Changes in AMP and CPMP

- The 2011 AMP was mainly based on the results and lessons learned from the annual review in 2010, as well as the scenario analysis on the programmatic, budgetary and financial levels carried out during the month of February of this year as part of the revision of the CPMP for the period of 2012-2013, which was

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approved by the March PBR. This plan also responded to the guidelines and demands made by the organization in the framework of the organizational change initiatives currently underway and the growing need to make the management of cooperation resources more efficient and effective.

- The implementation of the AMP is being monitored through the Governance structure. In addition, the mid-year and end-of-year reviews are used for making adjustments to this document. The AMP is a tool used by all office areas for the planning, alignment, monitoring and identification of early alerts regarding the VCO's management results.
- The regional PBA in March 2011 approved a revision of the CPMP for 2012-2013, in response to the need to minimize operational costs in country offices and make the structures more efficient, especially in middle-income countries. The adjustment of the CPMP mean a change in the office's functional structure, beginning in 2013, which may be summarized as:
 - ° The Operations area is eliminated and becomes part of the Hub Operation Centre, located in Panama. The areas of Communications, PSFR and PL&M are fused into a single area called "Communication and Strategic Alliances". This decision will have a synergistic effect on results and will guarantee greater concentration and alignment of human and financial resources.

Summary Notes and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
AMP	Annual Management Plan
AVEC	Venezuelan Association for Catholic Education
IBE	Intercultural Bilingual Education
C4D	Communication for Development
CCA	Common Country Assessment
CICPC	Scientific, Penal and Criminal Investigation Corps
CMDNNA	Municipal council for children's rights
CMT	Country Management Team
CP	Country Programme
CPAP	Country Programme Action Plan
CPMP	Country Programme Management Plan
CRC	Contract Review Committee
CSO	Civil Social Organization
CSR	Corporate Social Responsibility
DEFENSORIA	
DEL PUEBLO	Office of the Ombudsperson
DIGITEL	Corporate partner
DNPC	National Directorate of Civil Protection
ECLAC	Economic Commission for Latin America
EPA	Corporate partner
ERM	Enterprise Risk Management
EWEA	Early Warning Emergency Action
CGP	General Council of the Police
HACT	Harmonized Approach to Cash Transfers
HIV	Human Immunodeficiency Virus
HRBAP	Human Rights Based Approach
ICPVDA	Community Initiative for Violence Prevention and Adolescent Development
IDENNA	National Institute for the Protection of Children and Adolescents
ILANUD	United Nations Latin American Institute for the Prevention of Crime and the Treatment
of Delinquent	
INAMEH	National Institute of Meteorology and Hydrology
INE	National Institute of Statistic
INEINFO	Advanced System Consulting of Statistical Information Officer of the Bolivarian

Republic of Venezuela (DevInfo)	
INN	National Institute of Nutrition
ITC	Information Technology and Communications
ITIL	Information Technology Infrastructure Library
LOPNNA	Organic Law for the Protection of Children and Adolescents
LUZ	Zulia University
LVBP	Professional Baseball Venezuelan League
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MIC	Middle Income Country
MPPPyF	Ministry of Popular Power for the Planning and Finance
MPPE	Ministry of Popular Power for the Education
MPPIJ	Ministry of Popular Power for the Interior and Justice
MPPS	Ministry of Popular Power for the Health
MPPSP	Ministry of Popular Power for Prison Services
MRW	Corporate partner
MTSP	Medium-Term Strategic Plan
NGO	Non-governmental Organization
OPHI	Oxford Poverty and Human Development Initiative
OR	Other resources
PAHO/WHO	Pan American Health Organization / World Health Organization
PEPSICO	Corporate partner
PFP	Private Fundraising and Partnerships
PL&M	Product Line and Marketing
PSFR	Private Sector Fund Raising
RBM	Results-Based Management
RC	Resident Coordinator
RR	Regular resources
RWP	Rolling work plans
SB	Support Budget
SIENNA	IDENNA's Statistical Information System on Children and Adolescents
SIGO	Corporate partner
SITAN	Situation Analysis of Children and Women
SPAP	Strategic Priority Action Plan for Organizational Transformation on Gender Equality
SVPP	Venezuelan Society of Childcare and Paediatrics
TACRO	The Americas and the Caribbean Regional Office
TOT	Trainer of Trainers
UCAB	Catholic University "Andrés Bello"
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNES	National Experimental Security University
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNILEVER	Corporate partner
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNS	United Nations System
UPR	Universal Periodic Review
VCO	Venezuela Country Office
VISION	Virtual Integrated System of Information

Document Centre

Evaluation

Other Publications

	Title
1	Learning about Good Treatment
2	Partnerships for Development
3	Re-printing of CPAP full version
4	Re-printing of "No more children labour"
5	Rights and Results. Approaches for Change. Systematization of UNICEF teamwork initiatives in Venezuela
6	Census 2011 /Children's magazine
7	Adolescent Development and Human Rights

Lessons Learned

Programme Documents