Bolivia

Executive Summary

In October 2014, President Evo Morales Ayma was re-elected for a third term, which runs through 2020. The election represented opportunities for the continuity and sustainability of UNICEF’s programmatic work to further the equity agenda for children, preserving previously agreed upon commitments. The implementation of the Patriotic Agenda 2025, which encompasses President Morales’ long-term agenda of economic and social change, will continue as the political framework on which cooperation with the Government of Bolivia (GoB) is based.

UNICEF Bolivia finalised an extensive review process with the GoB to better align with and report on UNICEF’s global corporate commitments. UNICEF Bolivia also hosted the visit of UNICEF’s Executive Director to Bolivia.

Important achievements of Country Programme (CP) in 2014 included:

• The passing of the new Child and Adolescent Code (Code) on July 23, 2014, which included improvements in areas such as Early Childhood Development (ECD) and juvenile justice;
• The development of local-level, equity-focused sector plans and increased investment for implementing cost-effective, high impact interventions in maternal/child health; water, sanitation and hygiene (WASH); and education;
• Support to emergency responses through the provision of WASH services to more than 43,000 people, nutrition interventions to 22,000 under-five children, educational response to more than 12,500 primary and secondary students, as well as 2,730 children attending pre-school services; and psychosocial services for the prevention of violence and protection of 4,693 children, and 1,030 beneficiaries of birth registration.

The most significant shortfalls in 2014:

• The inclusion of two exemptions to the minimum age of child labour, putting vulnerable children at-risk of abuse and exploitation, as well as the limited social service capacities to implement the new Code’s provisions.
• The lack of internal organisational capacities at different levels in the use and implementation of equity-based approaches and tools, such as Marginal Budgeting for Bottlenecks (MBB), WASH Bottleneck Analysis Tool (WASH-BAT) and Simulations for Equity in Education (SEE).

UNICEF Bolivia’s priorities for 2015 include: supporting the implementation of the new Code, focusing on a reliable and consistent social protection system to prevent and eradicate child labour; the upcoming report by the GoB to the Convention on the Rights of Children (CRC) Committee; and finalising and using the updated Country Situation Analysis (SITAN).
Humanitarian Assistance

Bolivia is subject to recurrent natural disasters due to climate change. In late 2013 and early 2014, Bolivia was severely hit by drought and floods affecting an estimated 49,000 families in the Chaco region and 60,000 families in the Department of Beni. According to the Ministry of Education (MINEDU), approximately 1,000 schools were affected by the floods, putting more than 250,000 children at risk. The floods also forced more than 4,000 families to leave their homes and seek refuge in schools, camps and shelters for months, before returning to their homes in July 2014. Some 10,000 families decided not to leave their homes and continued to live in extremely challenging conditions.

In line with the Core Commitments for Children (CCC), UNICEF Bolivia supported the national emergency responses to droughts and floods. Throughout the first quarter of 2014, UNICEF Bolivia continued providing important assistance in the areas of WASH and nutrition to the communities affected by the drought, including more than 15 municipalities of the Chaco region, covering four Departments.

In WASH, the interventions supported: building the capacities of local authorities in the management of the camps; provision of WASH services for 100 schools and health centres, as well as almost 10,000 families living in affected communities and camps; the promotion of good hygiene practices; and the monitoring of water quality and distribution of essential supplies.

In nutrition, the response targeted approximately 22,000 children under-five, as well as pregnant and lactating women in order to protect their health and nutritional status. Interventions included: distribution of nutrition supplements and therapeutic foods for children suffering from malnutrition; promotion of good nutrition practices at community level; capacity-building of health workers in the prevention and care of children suffering from malnutrition; and evaluation and monitoring of nutritional practices, as well as nutritional status in afflicted communities.

In education, UNICEF Bolivia’s response benefitted a total of 12,700 afflicted primary and secondary students, as well as 2,730 children attending pre-school services. A total of 18 schools were rehabilitated and 486 teachers’ capacities were strengthened in the area of psychosocial support.

In the area of child protection, interventions included: establishing 39 child-friendly spaces for psychosocial activities, benefiting 5,000 children; delivery of 1,030 birth registration certificates; raising the awareness of 2,000 parents and community leaders on the importance of child protection; and training of 520 community leaders and 327 teachers on methodologies for psychosocial intervention.

The work in drought-affected areas was also used as a springboard to respond quickly to areas affected by the floods through the use of a consultancy roster and extending existing partnerships with important non-governmental organisations (NGOs), such as Catholic Relief Services, Action Against Hunger and SOS Children’s Villages Bolivia. Additionally, UNICEF Bolivia responded quickly, together with World Food Programme (WFP), in purchasing 53 tents for camps in Beni.

In terms of humanitarian coordination, UNICEF Bolivia actively participated in the United Nations Emergency Management Team (UNETE) and co-led the sector working groups for WASH and education, in conjunction with MINEDU and the Ministry of Water and Environment (MMAyA). In 2014, as a result of advocacy and technical assistance, the nutrition sector group
was established under the leadership of the Ministry of Health (MoH) to ensure that the humanitarian response is timely and coordinated, and that it conforms to humanitarian principles and agreed-upon standards and benchmarks for nutrition. The emergency response was closely coordinated with the Vice Ministry of Civil Defence and Vice Ministry of Citizen Security (Ministry of Government).

UNICEF Bolivia mobilised funds jointly with the other UN agencies from the Central Emergency Response Fund (CERF) for both emergencies. Collaboration also was established with Swiss Agency for Development and Cooperation (COSUDE) and the BISA Bank to support the interventions in child protection and education.

UNICEF Bolivia also played an important role in building resilience at local levels, as part of a multi-country programme funded by the Government of Belgium. Capacity-building was provided to a total of 200 communities in 12 municipalities in four Departments, reaching more than 10,000 families. Support also was provided to local Emergency Operations Centres (EOC) in the Departments of Cochabamba and Beni to enhance their capacities for early warning and emergency response.

The main challenges faced during the emergency response were the frail information management system and a lack of coordination between the national and subnational levels and between the sectoral working groups on critical intersectoral issues.

**Equity Case Study**

Throughout 2014, UNICEF Bolivia moved forward with the equity agenda and implemented key initiatives at all levels. On the national level, UNICEF Bolivia focused on upstream policy dialogue to strengthen the legal framework and policies on child rights, looking into issues affecting the most vulnerable children and adolescents. This was achieved in collaboration with Government line ministries (Ministries of Justice and Labour), the Supreme Electoral Tribunal (TSE), the Legislative Assembly, and the Parliamentarian Network for Children’s and Adolescents’ Rights. Through technical assistance and advocacy work, UNICEF Bolivia contributed to the development of the new Child and Adolescent Code, which, in addition to principles that govern it (Article 12), included important progress on key issues, such as visibility and attention to ECD; child and adolescent rights to adequate nutrition and prevention of malnutrition; protective measures for children and adolescents with disabilities (early diagnostics and access to timely and appropriate care and rehabilitation services); enhanced provisions for the prevention and protection of child victims of violence; and protection of the rights of children and adolescents in conflict with the law, including alternative measures.

A key issue in the long debate in passing the new Code concerned child labour. UNICEF Bolivia worked intensely with its partners to keep the official minimum working age at 14 years, in line with international labour conventions in developing countries. Although this goal was achieved, two exemptions were introduced allowing for children from 12 years on up to do light work for others, and for children as young as ten years to work if they attend school, are self-employed and get parental permission. In order to address these exemptions, a specific provision was included in the Code instructing the GoB to design and implement an integrated social protection system to protect the rights of these children, as well as prevent and eradicate child labour by 2019.

At the Departmental Level, in order to impact the most marginalised children, UNICEF Bolivia enhanced its focus and interventions at the subnational levels, in line with the decentralisation
process. Two sub-offices were established in 2013 to strengthen subnational public policies and legal frameworks for children with equity. In 2014, UNICEF Bolivia’s support contributed to the passing of important Departmental laws on gender-based and inter-generational violence, sexual violence, and the promotion and protection of child and adolescent rights. UNICEF Bolivia continued to support local authorities in the Departments of Chuquisaca, Cochabamba and Potosi in developing sector plans and increasing investments for cost-effective, high impact interventions for the most marginalised children and communities through the use of tools, such as MBB and WASH-BAT. Those efforts helped strengthen data collection and analysis through identifying bottlenecks in health and WASH services; stimulated the potential impact, as well as cost and budget implications of alternative service delivery strategies; strengthened planning processes in maternal child and maternal health, HIV/AIDS, WASH, and nutrition; and leveraged important resources from the national budget toward equitable outcomes for children and families, focusing on rural indigenous communities. UNICEF Bolivia also provided important technical assistance to the social services of the Department of Santa Cruz to improve their capacities to provide child protection services and developed innovations, such as the model of the intervention of adolescents in conflict with the law. This process required technical assistance to counterparts at both national and subnational levels.

On a municipal level, priority was given to strengthening institutions’ and stakeholders’ capacities to develop strategies aimed at improving access, retention and quality. Mayors, district directors and representatives of the Commonwealth of Municipalities of El Chaco Chuquisaqueño (MMCH) were trained to use Monitoring for Management by Results for Equity (MoRES) tool. The Chaco region was targeted because of its critical indicators in education, where some municipalities only reached 50 per cent in primary school net enrolment ratio (compared to 99 per cent nationally). Use of this tool helped address access to and quality of education for girls and boys at appropriate ages. The MMCH authorities were trained to use the SEE tool, using quantitative and qualitative information to analyse the situation, identify bottlenecks and cost-effective policies in favour of the most vulnerable populations. As a result of coordination with MINEDU and subnational governments, UNICEF Bolivia promoted universal quality education in 12 municipalities in the Departments of Potosí, Chuquisaca, Pando, Santa Cruz and Cochabamba, targeting Quechua, Guaraní, Yaminahua and Machineri indigenous populations. In dispersed rural communities affected by scarce health services, systematic door-to-door visits were expanded to monitor newborns and complete micronutrient and vaccination plans. Pregnant women’s access to HIV rapid tests was expanded using a series of measures aimed at improving demand and supply of local health services. UNICEF Bolivia also supported the design and implementation of demonstrative WASH models to improve menstrual health and hygiene management in schools. In partnership with the Water for People NGO, UNICEF Bolivia supported the Community-led Total Sanitation (CLTS) approach to improve sanitation in marginalized rural communities.

Under the leadership of the Ministry of Development Planning (MDP) and Economic and Social Policy Analysis Unit (UDAPE), UNICEF Bolivia initiated the process to update the Situation Analysis of Children and Women: (SITAN) using an equity-based approach, which is expected to inform on the situation of children’s rights and identify the main determinants and bottlenecks that impede fulfilling child rights and gender equality. Upon completion in early 2015, the SITAN will be followed by workshops on specific issues stemming from the findings. UNICEF Bolivia also supported UDAPE with evidence generation, resulting in the Seventh MDG Report, which included indicators on access to improved sources of water and sanitation using the Joint Monitoring Programme (JMP) definitions, updating the Study on Social Determinants of Inequities in Childhood Malnutrition, and finalising data for the multidimensional child poverty study, to be published in 2015.
AMP - Annual Management Plan
BCO - Bolivia Country Office
BMA - Centre Budget
CCC - Core Commitments for Children
CEDAW - Convention on the Elimination of all forms of Discrimination against Women
CERF - Central Emergency Response Fund
CIDES/UMSA - Graduate Programme for Development Sciences/Universidad Mayor de San Andres
CLTS - Community-led Total Sanitation
CMT - Country Management Team
COOPI - Cooperazione Internazionale
COSUDE - Swiss Agency for Development and Cooperation
CPAP - Country Programme Action Plan
CPMP - Country Programme Management Plan
CRC - Convention on the Rights of Children
CRPD - Convention on the Rights of Persons with Disabilities
CSR - Corporate Social Responsibility
DCT - Direct Cash Transfer
DHS - Demographic and Health Survey
DIPECHO - Disaster Preparedness European Community Humanitarian Office
DNA - Municipal Child and Adolescent Defence Office
ECD - Early Childhood Development
EGPP – Pluri-national Public Management School
EOC - Emergency Operations Centres
EPR - Emergency Preparedness and Response
EWEA - Early Warning Early Action
FAUTAPO - Education for Development
GAP - Gender Action Plan
GoB - Government of Bolivia
HACT - Harmonised Approach to Cash Transfers
IMEP - Integrated Monitoring and Evaluation Plan
IBCE - Instituto Boliviano de Comercio Exterior
INE - National Institute of Statistics
CIAG - International Cooperation Gender Group
ICT - Information and Communication Technology
IMEP - Integrated Monitoring and Evaluation Plan
IPELC - Institute for the Study of Languages and Cultures
IRD - French Research Institute for Andean Studies
JMP - Joint Monitoring Programme
LACRO - UNICEF Latin America and Caribbean Regional Office
LTA - Long Term Agreement
MAMUNAB - Commonwealth of North Amazon Municipalities
MBB - Marginal Budgeting for Bottlenecks
MCH - Maternal Child Health
MFR - Ministry of Foreign Relations
MDG - Millennium Development Goals
MDP - Ministry of Development Planning
MICS - Multiple Indicator Cluster Survey
MINEDU - Ministry of Education
Institutional Capacity-building: UNICEF Bolivia supported institutional capacity-building efforts for the Institute for the Study of Languages and Cultures (IPELC) in planning and management, and established local institutes to promote the language and culture of 10 indigenous communities. Five hundred teachers received training to improve teaching practices. UNICEF Bolivia provided technical assistance to develop and use home visit guidelines to enhance postnatal control visits and develop the healthcare administration certificate course with the University of San Simon in Cochabamba. UNICEF Bolivia's technical assistance also helped improve the monitoring of maternal morbidity and strengthen nutrition units in hospitals. UNICEF Bolivia contributed to strengthening child protection training programmes aimed at civil servants within three national institutions that address child protection.
Strengthening Collection, Analysis and Use of Data: UNICEF Bolivia supported the use of instruments to measure high-impact interventions at the decentralized level in Departments with the highest burdens of key indicators. Technical assistance was provided to local authorities in the Chaco region and in the Department of Potosi to collect and analyse data, using tools such as SEE, MBB and WASH-BAT.

UNICEF Bolivia supported the Legislative Assembly in developing the new Child and Adolescent Code, including important articles related to early childhood development, children with disabilities, and juvenile justice. Together with the National Network for Social Services (REDNAGES), UNICEF Bolivia supported the Ministry of Justice in the revision and updating of child protection cases reported to the Municipal Child and Adolescent Defence Offices (DNA).

UNICEF Bolivia promoted community capacity development and empowerment through inclusive and participatory communication of development strategies that incorporated inter- and intra-cultural approaches. To enhance the quality of health services and relations between health centres and rural indigenous communities, UNICEF Bolivia facilitated exchanges and dialogue between local leaders and health services in Cochabamba. UNICEF Bolivia supported the increase in demand for improved sanitation and hygiene facilities, including menstrual hygiene management, through the use of participatory approaches, such as CLTS. UNICEF Bolivia helped establish 10 community education councils among indigenous communities and school management committees through student participation.

Evidence Generation, Policy Dialogue and Advocacy

The main policy dialogue and advocacy priority for the UNICEF Bolivia in 2014 was the new Child and Adolescent Code. The Code was passed in July 2014. The Code maintains the minimum age of child labour at 14 years. Key child rights issues were positioned in the forefront of discussions. Remaining challenges include the two exceptions to the minimum age of child labour and social service capacities in implementing the Code’s provisions.

This advocacy work led to important commitments from the GoB to design and implement a Social Protection Programme aimed at preventing and eradicating child labour by 2019, and to prepare specific guidelines for earmarking funds in favour children and adolescents in the national budget, which will be published annually, before the Legislative Assembly approves the national budget.

Evidence-based tools, including SEE, MBB and WASH-BAT, were implemented in the Department of Potosi and the Chaco region, to feed policy, planning, costing; increase budget allocations aimed at reducing maternal and child mortality, and improve education. Data collection and analysis with an equity lens was strengthened, helping identify important bottlenecks in the provision and demand for services, as well as in the enabling environment.

UNICEF Bolivia played a key role in keeping violence against women and children indicators in next year’s Demographic and Health Survey (DHS) and in incorporating new indicators on ECD and WASH, according to Multiple Indicator Cluster Survey (MICS) and JPM standards. Through close dialogue with the MoH and other agencies, a specific study on maternal mortality was initiated to update data on maternal mortality, dating back to 2003.

The SITAN update was initiated in 2014, and includes a first-ever focus on equity, the identification of bottlenecks, and an enhanced focus on the subnational level. This will contribute to the development of equity-focused national and Departmental policies and plans.
Partnerships

Strategic partnerships are central to UNICEF Bolivia’s work in sustaining recent social improvements and strengthening institutional capacity. The GoB’s decentralisation process gives significant autonomy to the local levels in terms of decision-making power and budget allocation, opening new ways to influence decisions and policy. In 2014, important work was conducted with local governments to sustain key interventions for children, such as in providing municipal school transportation and school materials and strengthening maternal/child health strategies.

Relations with other UN agencies continued to evolve through initiatives such as “The Zero Hunger Challenge,” and joint programmes through the Sustainable Development Goals Fund (SDG-F) and the UN Partnership to Promote the Rights of Persons with Disabilities Multi-Donor Trust Fund (UNPRPD MDTF). UNICEF Bolivia also strengthened partnerships with the World Bank, Inter-American Development Bank, Plan International and the municipalities of La Paz and El Alto, focusing on the development of an early childhood education model.

Agreements were established with national and international NGOs, including the FAUTAPO Foundation (an indigenous network), Commonwealth of Amazonian Municipalities (MAMUNAB, a Guarani indigenous association), SOS Children’s Villages Bolivia, Action Against Hunger, Catholic Relief Services, Oxfam GB, Family Care International and Save the Children. Those collaborations were critical for supporting emergency responses in the Departments most affected by drought and floods to strengthen local capacities and promote community participation. Collaborations with academia and research institutions were established with NUR University, CIDES-UMSA, Tomás Frías of Potosí, as well as the French Research Institute for Andean Studies.

Bolivia’s private sector is growing in areas such as extractives, agro-business, finance and telecommunications. UNICEF Bolivia is currently developing its integrated corporate engagement strategy to advantageously promote positive changes in business policy practices through Corporate Social Responsibility (CSR), innovation, and resource mobilisation. A mapping and market research exercise is underway to better understand attitudes and trends within the private sector, fully grasp the potential, and further inform the aforementioned strategy. Partnerships with Milicom/Tigo, Instituto Boliviano de Comercio Exterior, and FEXPOCRUZ were strengthened in 2014 and a new agreement was established with BISA Bank to support the emergency response in Beni.

External Communication and Public Advocacy

UNICEF Bolivia hosted the visit of UNICEF’s Executive Director in April 2014. In line with the CP’s equity agenda, the focus of the visit was at the subnational level in the Department of Potosí, which has the most critical social indicators in the country.

During the visit, UNICEF Bolivia’s first National Ambassador was appointed and committed to support UNICEF’s mission, focusing on children’s right to play, promotion of sports for development, and the prevention of child labour.

UNICEF Bolivia responded to local and international media attention resulting from the two exceptions to the minimum age of child labour in the new Child and Adolescent Code. An official statement was published and shared with partners and National Committees. BBC, CNN, the Washington Post, Aljazeera, and the New York Times covered the issue, among others.

Within the framework of the celebration of the CRC’s 25th Anniversary, UNICEF Bolivia supported important events in five Departments. Mass media, publications and social networks were used to show progress achieved in child rights and protection issues in Bolivia, but also highlighted persisting challenges.

UNICEF Bolivia strengthened strategic partnerships with the television network ATB, ERBOL radio network, and the National Association of Newspapers to support public advocacy and media outreach on key child rights issues.

According to annual press monitoring conducted by UNICEF Bolivia, 260 articles were published in national newspapers in 2014 highlighting key issues such as child labour; child rights violations, and violence, all using UNICEF as a reference. ATB television network interviewed UNICEF Bolivia 35 times and distributed seven feature articles.

South-South Cooperation and Triangular Cooperation

South-South cooperation is a priority within the CP. UNICEF Bolivia played a leading role in the Lazos Sur-Sur Initiative, which is aimed to promote and build health workers’ capacities in the areas of HIV/AIDS prevention, diagnosis and treatment. UNICEF Bolivia helped organise the seventh annual Lazos Sur-Sur meeting in Cochabamba, together with UNICEF Brazil and the MoHs of Brazil and Bolivia. The meeting included MoHs from seven member countries of the Lazos Sur-Sur Initiative, and one adolescent representative from each country. The main conclusions of this meeting included the need to strengthen the following: national HIV/AIDS policies and plans in the area of prevention among adolescents and youth; prevention of mother-to-child transmission (PMTCT) interventions; and the intra- and inter-cultural approaches in all HIV/AIDS interventions.

An HIV/AIDS South-South collaboration was established between the MoHs and UNICEF in Bolivia and Peru. Its objective was to share experiences and provide technical expertise to further the prevention and care of HIV/AIDS among indigenous communities. Based on Peru’s experience, a study was initiated in the Department of Santa Cruz to document and analyse the prevalence of HIV/AIDS, congenital syphilis and Hepatitis B among the Amazonian Ayoreo community. It will be completed in early 2015.

UNICEF Bolivia promoted South-South cooperation between IPELC and the National Institute of Indigenous Languages in Mexico, and facilitated the sharing of experiences and lessons learned in the areas of institutional capacity-building and language policies and programmes.

In conjunction with UNICEF’s Latin America and Caribbean Regional Office (LACRO) and TSE, UNICEF Bolivia hosted an international meeting in La Paz of Latin American experts on birth registration. The objective of this event was to identify bottlenecks and remedies to reach the Zero Undocumented Children goal by 2015.

UNICEF Bolivia also organised a joint field visit of the Registry Service (RENIEC) in Peru so that both the Bolivian and Peruvian governments could share their experiences, particularly in
remote indigenous areas. A bilateral agreement between both countries is under review for final
signature.

Identification Promotion of Innovation

UNICEF Bolivia initiated an ECD initiative, together with the IPELC, as part of the multi-cultural
and multi-lingual agenda. It consists of creating community-based “language nests” managed by
grandparents to teach children under three years of age their native languages and traditions.
UNICEF Bolivia also is working with the Department of Cochabamba to introduce and
implement mobile technology to strengthen health services for pregnant women living in rural
communities.

UNICEF Bolivia conducted an internal assessment to identify ways to promote a culture of
innovation within the office. Findings helped UNICEF Bolivia to better understand staff
perceptions of what innovation is; identify the barriers and bottlenecks that are slowing down or
hampering a culture of innovation in UNICEF Bolivia; and encourage innovative approaches to
problem-solving within the office. The assessment showed that working in silos and established
routines are significant barriers to innovation. One of the main recommendations was to
increase teamwork across sectors through multidisciplinary exchanges of new ideas and
approaches. As a result, innovations were integrated as a key pillar of UNICEF Bolivia’s change
management work.

Support to Integration and cross-sectoral linkages

During the flood-related emergency that occurred in the first quarter of 2014 in the Beni
Department, collaboration was established between the education and child protection sectors
through a partnership with the NGO SOS Children Villages Bolivia, in which technical
assistance was provided to Departmental Social Protection Services (SEDEGES), Municipal
Child and Adolescent Defence Office (DNA), Municipal Risk Management Units (UGR), Civil
Registry Service (SERECI) for child protection, and the Departmental and District Directorates
for education. The main goal of the intervention was to organize child-friendly spaces for
children from 3 to 14 years of age and provide them with adequate care and protection. The
psycho-affective recovery programme, “A New Sun for Community Well-being”, was
implemented, and through it, the capacities of 372 teachers in primary education were
strengthened. The programme reached a total of 4,693 children from different educational units,
including pre-school and temporary shelters for families affected by the disaster.

UNICEF Bolivia provided important guidance and support to the water education working group,
a result of the collaboration between UNICEF, MMAyA, and MINEDU. The main objective of this
initiative was to promote hygiene education in schools and strengthen the capacities of teachers
in key areas, such as menstrual hygiene management. A first set of training materials, “Cycle:
Water Paths and Educational Management,” was published, followed by the development of a
specific training course for teachers to earn a certificate from MINEDU.

UNICEF Bolivia also continued advocating for increased cross-sectoral work with GoB’s line
ministries in the area of ECD. ECD was successfully integrated as a priority issue within the
framework of the new Child and Adolescent Code, but there are many challenges in
implementing its provisions. In an effort to bridge that gap and overcome this bottleneck,
UNICEF Bolivia supported an initiative at subnational levels to work with REDNAGES in
developing innovative approaches to better coordinate the interventions between different
entities working on ECD.
**Service Delivery**

Considering the changing socio-political and economic landscape in Bolivia, UNICEF Bolivia continued to narrow its scope and shift from service delivery to advocacy and technical assistance during 2014, and position key child rights issues at the centre of national and subnational policies, programmes and budgets. This sharpening of the programmatic focus aimed to deliver greater impact of cost-effective interventions for the most marginalised communities in addressing barriers and bottlenecks at different levels; and allow the CP to better align itself with the GoB’s priorities and planning processes.

In line with the decentralisation process, UNICEF Bolivia provided important support to local authorities in the Departments of Chuquisaca, Cochabamba and Potosí to develop sector plans and increase investments to improve the access and quality of social basic services for the most marginalised communities through the use of tools such as SEE, MBB and WASH-BAT. The support also stimulated the potential impact, as well as cost and budget implications, of alternative service delivery strategies, such as community and family outreach and community participation.

UNICEF Bolivia provided important technical assistance and capacity-building to local authorities and communities to ensure that accountability structures are in place, including information and monitoring systems aimed to improve access and quality of services. Support was provided to the implementation of the Rural Sector Wide Approach (RSWAp) for areas with less than 2,000 inhabitants in the Departments of Beni, Chuquisaca, Potosí, Cochabamba, Oruro and Pando, resulting in increased access to water and sanitation. To monitor progress, UNICEF Bolivia also supported the strengthening of the national monitoring capacity to analyse water, sanitation and hygiene data with an equity approach within the framework of the JMP principles.

UNICEF Bolivia assisted with the emergencies in the Departments affected by droughts and floods. The interventions resulted in the provision of WASH, nutrition, child protection, and education services (including preschool) in approximately 200 afflicted communities.

**Human Rights-Based Approach to Cooperation**

UNICEF Bolivia continued the debate to further a child rights and equity-focused agenda. This included translating international conventions, such as the CRC, Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and Convention on the Rights of Persons with Disabilities (CRPD), into national legislation through the new Child and Adolescent Code. Child labour was a key concern and efforts resulted in maintaining the minimum working age of 14 years. Two worrying exemptions were introduced that now legally allow 12-year-olds to be contracted to work for others and children to work from the age of ten, as long as they also attend school and are self-employed.

The commemoration of the 25th Anniversary of the CRC provided a framework to highlight progress made in Bolivia in promoting and protecting children’s rights. Additionally, it drew attention to public policy and budget allocation challenges, especially concerning child protection issues such as children without parental care. This commemoration allowed children’s rights to be put on the agenda of the Presidential elections held in October 2014, through the child participation initiative, “My Voice is My Vote.”

UNICEF Bolivia contributed to the Universal Periodic Report (UPR) of Bolivia prepared by the Committee for Human Rights in Bolivia, which included: amending laws on child labour, while
keeping in view its eradication and protection against child economic exploitation; strengthening efforts to fight discrimination and social exclusion of children; protecting children from violence and sexual exploitation; addressing the issue of children deprived of their liberty who live in detention centres with their parents; strengthening universal access to education and addressing the issue of street children; and protecting reproductive rights of girls and addressing the criminalisation of abortion.

UNICEF Bolivia promoted the rights of indigenous peoples and children with disabilities at the national and subnational levels and through strategic initiatives such as the World Conference on Indigenous Peoples and the UN Partnership to Promote the Rights of Persons with Disabilities Multi-Donor Trust Fund (UNPRPD MDTF).

**Gender Mainstreaming and Equality**

UNICEF Bolivia conducted an extensive review of its CP, with support from LACRO, to align itself with the new UNICEF Strategic Plan and Gender Action Plan for 2013-2017. As a consequence, gender mainstreaming was strengthened throughout the programme components that cover all seven Outcome areas, including emergency response. UNICEF Bolivia prioritised the promotion of gender-responsive adolescent health with a focus on preventing unwanted pregnancies, HIV/AIDS, congenital syphilis and Hepatitis A; advancing girls’ secondary education; and addressing gender-based violence in emergencies.

UNICEF Bolivia enhanced visibility and awareness of specific gender issues in its programming, including the development of menstrual hygiene management models in ten schools, aimed at advancing girls secondary education, health and protection; and strengthening the community banks initiative (Bancos Comunales), aimed at promoting economic and productive empowerment of indigenous women in Northern Potosí.

In conjunction with United Nations Population Fund (UNFPA), UNICEF Bolivia supported a workshop organised by the Prosecutor’s Office to reach consensus in finalising the “Inter-institutional Road Map for the Attention of Victims within the Justice System,” according to guidelines from the 2013 gender-based violence law (Law #348). This exercise was instrumental for developing protocols that define the roles and responsibilities for every institution involved in the protection of victims, including children and adolescents.

Under the leadership of MDP and UDAPE, UNICEF Bolivia undertook an equity-focused SITAN to inform on the situation of children’s rights and identify the main determinants and bottlenecks that impede fulfilling child rights and gender equality. The SITAN will be completed in early 2015, and will be followed by workshops on specific issues stemming from the findings. MoRES level-three monitoring was applied in the Chaco region, which has some of the poorest indicators in education.

UNICEF Bolivia designated gender focal points for mainstreaming purposes, but there are no dedicated staff for this task. UNICEF Bolivia contributed to advocacy work on issues such as gender-based violence, in conjunction with the UN Gender Theme Group (UNGTG) and the International Cooperation Gender Group (CIAG).

**Environmental Sustainability**

UNICEF Bolivia’s CP continues to be in line with the Law of the Rights of Mother Earth, the “Mother Earth and Comprehensive Development to Live Well” Legal Framework, as well as GoB policies on Climate Change, Environment, and Sustainable Comprehensive Development.
UNICEF Bolivia, along with the Ministry of Foreign Relations (MFR), supported and helped develop the initiative, "My Mother Earth, My Future," which aims to mobilise teenagers from all parts of the country to reflect on and propose solutions to the challenges Bolivia faces with regards to environmental sustainability, including climate change.

In 2014, UNICEF Bolivia continued to provide technical and financial support to a national programme coordinated between the Mother Earth Units of MFR, MINEDU, and MMAyA. This programme, which is funded by the GoB, aims to raise awareness and mobilise society for the protection of the rights of children and those of Mother Earth. Seven consultations with 700 youth were held. A National Action Plan focusing on the protection of the Mother Earth, that integrates proposals from the consultations will be prepared and presented to national authorities in April or May 2015.

In collaboration with the MMAyA, the CP supported a sanitation project, “Sustainable Sanitation Based in the Community”, in different municipalities in the Department of Cochabamba and the Chaco region, which suffer from recurrent droughts. This initiative aims to construct ecological toilets and water infrastructure, as well as build wells using recycled materials. A constructive dialogue was established with the families involved about technological options for the toilets to improve the conditions of sanitation and hygiene. Approximately 38 families in the municipality of Tanina in the Department of Cochabamba opted to construct ecological toilets and water facilities. This model was also applied in schools lacking access to water that want to avoid improper contamination of the environment.

Effective Leadership

UNICEF Bolivia’s Country Management Team (CMT) provided strong leadership for continuing improvement of Programme and Operations efficiency, focusing on strengthening the accountability system between Programme and Knowledge Management (KM) sections in La Paz and the two Regional Zone Offices (RZOs). A chapter in the AMP covered coordination between UNICEF Bolivia sections and RZO, Meetings between Senior Management, KM section and RZO identified crosscutting programme and management priorities and a common pool of Outputs that UNICEF Bolivia committed to deliver. The CMT retreat identified good practices where synergies contributed to effective programme interventions. These will be documented for reference and bottlenecks included in the 2015 AMP.

The CMT also streamlined business processes, including:

- Cash Transfer Management - Over nine-month Direct Cash Transfers (DCTs) were reduced from 14 to 4 per cent;
- Individual consultant's recruitment - Average recruitment duration was reduced from 44 to 24 days; and
- Travel - Average end-quarter number of open Travel Authorisations >15 days was reduced from 36 to 0.

The CMT also aligned the Country Programme Action Plan 2013-2015 with the SP and GAP 2014-2017, in collaboration with the GoB.

The CMT oversaw the closure of internal audit recommendations from May 2014, and addressed weaknesses. The Audit Report concluded that controls and processes were generally established and functioning. Eight of the ten audit recommendations closed within two months of receipt of the report. The swift actions contributed to strengthening control systems.
and accountability. At year end, one recommendation remains open, which should close by January 2015.

Management indicators tracking mechanisms included the review and taking of corrective actions during Programme, Operations, CMT meetings and mid/end-year reviews; effective Performance Evaluation System; and use of available information system monitoring tools (VISION, RAM, and COAR). UNICEF Bolivia met key management indicator benchmarks for 2014.

Business continuity management was strengthened through Business Continuity Plans for each RZO. A testing exercise and corrective actions addressed shortfalls.

Emergency Risk Management was given priority because of the recurrent emergencies in the country. The Emergency Committee coordinated UNICEF Bolivia’s preparedness and response, which included the Early Warning Early Action (EWEA) system. UNICEF Bolivia carried out an assessment of its emergency preparedness and response to improve emergency risk management at all levels, in accordance with CCC.

UNICEF Bolivia’s risk management culture relies on the systematic analysis of risks and opportunities at all decisional levels, and identifying adequate mitigation strategies. Funding constraints drove UNICEF Bolivia to revise its Country Programme Management Plan (CPMP), adjusting staffing structure, as well as Programme and Management strategies, so that available resources would be effectively utilised. A new partnerships and resource mobilisation strategy was developed to respond to the uncertainly of the donor environment.

UNICEF Bolivia managed the sensitive issue of child labour under the elections context, contributing to maintaining the trust of and effective relationship with national counterparts.

A Change Management Committee guided UNICEF Bolivia through organisational changes, increasing staff adaptability to change.

The 2015 self-risk assessment will feed Mid-Term Management Review.

Financial Resources Management

UNICEF Bolivia continued generating a monthly key indicators report based on VISION Performance Management and SAP information. This report fed into UNICEF Bolivia’s analysis on the situation of Outstanding DCTs, Donor Reporting, aging of supplies, and Country Programme Budget Implementation for corrective actions:

• CMT monthly meetings.
• Programme Management Team meetings twice a month with participation of Operations staff as necessary.

As of December 2014, UNICEF Bolivia reached an overall utilisation of funds of 97 per cent (Regular Resources 96 per cent, Other Resources 95 per cent, Other Resources Emergency 100 per cent, Support Budget 99 per cent). UNICEF Bolivia’s efforts to strengthen the monitoring of DCTs liquidation were fruitful and kept under the threshold for more than nine months outstanding DCTs (4 per cent) and 6-9 months DCTs (14 per cent).

Implementation of International Public Sector Accounting Systems and correct appropriation of
General Ledger accounts ensured accuracy in account recording. Overall internal financial controls were enhanced through continuous monitoring of segregation of duties through quarterly review of role assignments; improved effectiveness of bank reconciliation with weekly analysis of financial transactions considerably reducing unidentified deposits and outstanding transactions; and elaboration of Standard Operating Procedures (SOPs) on Vendor Master Record Management.

Streamlining accountability of the payment process increased its productivity and efficiency. Finance ensured timely assessment of counterparts, and implementation of scheduled audits with recording of ratings in VISION. This provided elements for planning and frequency of assurance activities and contributed to effectiveness of UNICEF Bolivia’s financial risk management.

**Fund-raising and Donor Relations**

The departure of traditional donors from Bolivia had serious implications for UNICEF Bolivia, including a nearly 50 per cent reduction in planned resources. The inherent risk of lacking a diverse donor base was further evidenced in the internal audit report from March 2014, which recommended that UNICEF Bolivia develop a resource mobilisation strategy reflecting the new programme approach and review its donor reporting process to ensure timely submission of donor reports. UNICEF Bolivia developed a new Partnerships and Resource Mobilisation Strategy aimed at leveraging resources and partnerships for Bolivian children and mobilising resources for the CP.

Performance indicators linked to the strategy, such as fundraising, utilisation of funds, and donor report submissions, were monitored regularly through a consolidated monthly report, programme coordination meetings, and monthly country management team meetings. Capacity-building for staff was conducted to enhance results-based reporting and the business processes related to donor proposals and reports were revised to establish a clear accountability structure.

To strengthen fundraising, UNICEF Bolivia designed a communications and fundraising kit on the CP, developed communication strategies with main partners, such as Korea Foundation for International Healthcare (KOFIH) and the European Union, and organised field visits with several UNICEF National Committees (NatComs).

New partnerships were established with Sweden, Switzerland, Canada, Korea, CERF, BISA Bank, and several NatComs. Fundraising with other UN agencies was also a priority, and new agreements were established within the Sustainable Development Goals Fund (SDG-F) and the UN Partnership to Promote the Rights of Persons with Disabilities Multi-Donor Trust Fund (UNPRPD MDTF).

**Evaluation**

The 2014 Integrated Monitoring and Evaluation Plan (IMEP) was approved by the CMT and was included in the 2014 AMP. It was shared with LACRO in March, after which a few changes were made (i.e. reduction of the number of studies). The IMEP was assessed and adjusted during the mid-year review process.

Only one evaluation was planned in the 2014 IMEP. It addressed the impact and cost-effectiveness of the Comprehensive Educational Management Strategy at the Municipal level, which was implemented between 2003 and 2013, in two phases, focusing on Indigenous Girls Education and Child-Friendly Schools. The terms of reference for the evaluation were shared...
with LACRO, and an evaluation protocol was developed and approved in September 2014. Fieldwork was postponed until early 2015, in order to conduct the evaluation during the school year. The accountability for this evaluation falls under UNICEF Bolivia’s programme component of Monitoring and Knowledge Management, and the Education Section provides technical assistance.

No other evaluations were planned for or conducted in 2014. Accordingly, UNICEF Bolivia’s Evaluation Management Response Tracking System was duly and adequately updated.

**Efficiency Gains and Cost Savings**

UNICEF Bolivia focused on reviewing a set of business processes and elaborating SOPs to simplify workflows and clarify of roles and accountability within UNICEF Bolivia.

This contributed to strengthening the efficiency of:
- Results-based programming and quality assurance mechanisms, with the establishment of a Committee and SOP on planning, implementation and monitoring of the country programme;
- Collaboration between La Paz programmes and the two RZOs through an SOP clarifying roles and accountabilities on expected transversal results;
- Fundraising, through a 2014-2017 Partnerships and Resource Mobilisation strategy;
- Pilot innovations effectiveness, with the elaboration of guidelines on evaluating and documenting innovations for potential scaling-up;
- Risk management, with the elaboration of SOP on HACT, focusing on partners’ assessment and follow-up procedures on assurance activity reports and recommendations;
- Timely liquidation of cash transfers through the strengthening of monitoring mechanisms;
- Timely submission of donor reports, with the revision of related workflow;
- Timely provision of specialised temporary workforce through the simplification of individual consultants’ selection and contract management processes;
- System controls of the overall contracting process, with the elaboration of an SOP on Contract Review Committee;
- Financial accountability and productivity, with the strengthening of vendor master records management and payment processes; and
- Business continuity, with the testing and associated adjustments of business continuity plans.

Cost savings initiatives in administrative management (number of security and ancillary staff reduced without affecting services provided, renegotiation of LTAs for communication services, joint UN LTAs for printing services and office materials) generated savings of 15 per cent within the Institutional Budget, which were used to update IT equipment. As a result of negotiations with the building owner, the lease contract in La Paz was extended at a competitive cost (half the commercial average rent paid by other UN agencies).

**Supply Management**

UNICEF Bolivia’s Supply section procured US$1.6 million worth of supplies in 2014 (12 per cent of total budget implementation). Procurement was local (58 per cent), offshore (17 per cent), and via institutional contracts (25 per cent). The procured items included printing materials, computer equipment, school equipment, hygiene kits, and WASH materials, among others.

Warehouse management was effective, with regular reporting of aging of stock shared with Programme sections for action and physical counts. At end-year, 95 per cent of the stock
consisted of stockpiles for emergencies, and only 5 per cent was newly received regular supplies.

The Supply section participated in the 2014 emergency responses through Long Term Agreements-based (LTA) procurement and delivery from providers directly to beneficiaries at competitive rates (in 2014, 35 per cent were for emergencies). UNICEF Bolivia participated in the new UN Logistics cluster, led by WFP, to coordinate agencies’ efforts for effective emergency logistics.

In coordination with the Pan American Health Organisation (PAHO) and GAVI, the Supply section procured US$3.6 million of pneumococcal vaccines and syringes through Procurement Services for the MoH.

In 2014, two UNICEF Bolivia staff supported Syria and Ebola-affected Guinea. As a result, implementation of certain supply priorities (strategic sourcing, elaboration of additional LTAs, updating of local catalogue, and evaluation/strengthening of government capacity) was delayed. Those priorities will be reintegrated into the section’s work plan for 2015, and collaboration with other partners will be strengthened.

Security for Staff and Premises

UNICEF Bolivia implemented 100 per cent of the additional security allotment (US$17,000) provided by Headquarters (HQ) to increase security for staff and premises. A new and modern security system was installed in the La Paz and Cochabamba Offices, which included intruder and smoke detectors, a video system and a 24/7 monitoring service by a new service provider.

With the support of United Nations Department of Safety and Security (UNDSS), security of the Sucre Zone Office was strengthened through a policeman’s services provided by local authorities.

UNICEF Bolivia conducted the self-assessment for Minimum Operating Security Standards’ compliance of La Paz and two zone offices, with an overall compliance of 95 per cent. An action plan to address gaps was elaborated and is being implemented.

At UNICEF’ Headquarters’ request, training on the new UNDSS standards for evacuation was provided to staff in December, and new protocols for evacuation were reviewed for testing in early 2015.

UNICEF Bolivia took the lead in renovating radio frequencies provided to the UN system by local authorities. The emergency communication plan, including smart phones and radio use, will be further strengthened through training and regular testing in 2015.

Human Resources

In 2014, UNICEF Bolivia revised its programme priorities and a CPMP to swiftly address an evolving donor environment. As per LACRO’s direction, the exercise included the review of the UNICEF Bolivia’s Operations structure, in preparation for the Global Shared Service Centre (GSSC).

UNICEF Bolivia’s human capacity strategy was revised to ensure alignment of its workforce and competencies to the adjusted programme requirements and funding constraints. In Programmes, the exercise focused on releasing Other Resources (OR) funding from staff to non-staff costs, and increasing Programmable resources, rather than on adjusting competencies, since they remained relevant. Operations’ structure considered the split between
competencies that would stay within the UNICEF Bolivia and those that would move to the GSSC in 2016.

Overall, a net decrease of 20 per cent of staff capacity will occur between 2015 and 2017. To mitigate the number of affected staff, UNICEF Bolivia developed a redeployment plan including strategies such as rotation, lateral movement, early retirements, bridges, and relevant indemnity packages, in accordance with HR policies. To address the gaps generated by some post abolitions on human capital needs, UNICEF Bolivia established three United Nations Volunteers (UNV) positions, and considered alternative sources for qualified talent (i.e., local interns from prestigious universities, and highly qualified volunteers). The recruitment process of individual consultants was streamlined to enable rapid availability of a specialised temporary workforce.

By the end of 2014, the selection process for the 2015 structure was completed within an average of 70 days. Women represented 58 per cent of the overall global workforce, and 71 per cent of senior positions.

Performance management continued to be a strategic component to deliver efficient and effective output. Human resources monitored the deadlines of the three phases of the PAS and promoted quality PER discussions. The Learning and Development Plan continued to focus on advocacy and social policy skills.

Strong emphasis was given to organisational climate and staff wellbeing. A specialised company was contracted to work in close coordination with Human Resources and the local Staff Association. To gauge the climate since the last global survey, a local survey was conducted. Weaknesses identified were then addressed through ad-hoc working groups.

UNICEF Bolivia complied with the 10 minimum standards of HIV in the workplace, including updating staff on statistics, advances on the prophylaxis, and HIV tool kit; raising awareness among staff, as well as providing other information through a workshop. UNICEF Bolivia held a workshop on Emergency Preparedness and Response (EPR) to ensure effective humanitarian/early recovery and completed the plan on due time. An evaluation of UNICEF Bolivia’s response to emergencies provided additional inputs on capacity gaps that will be addressed in 2015.

Effective Use of Information and Communication Technology

In 2014, the Information and Communication Technology (ICT) section implemented all corporate systems upgrades and servers installations, keeping UNICEF Bolivia up-to-date with new global improvements. Implementation of the new standard cloud-based Office Automation tools (Office 365, Outlook, Lync, One Drive) improved communication, for example enabling UNICEF outlook accounts on personal smart phones.

UNICEF Bolivia participated in the Certification Manager Closed Pilot exercise that contributed the organisational enhancement of the Approva system.

The use of Lync for audio/video-conferences and new video equipment enhanced the quality of UNICEF Bolivia’s meetings between offices. It will be further improved in 2015 with the provision of adequate screens for the zone offices’ conference rooms. New modern and VOIP ready PBX also improved communication with the Sucre zone office.

Infrastructure for emergency communications was strengthened through:
• Installation of a radio system of HF/UHF, and acquisition of satellite equipment, sat phones and BGAN for Sucre zone office;
• Provision of upgraded radios to staff in all offices;
• Installation of a new UPS in La Paz;
• Installation of power generators in the two zone offices; and
• Contracting of an additional Internet service provider for each office, providing primary and secondary link and ensuring continuity of service.

Testing of ICT infrastructure for business continuity took place in September and shortfalls were addressed.

The Health sector started a pilot project, “Health Care for Pregnant Mothers and Newborns,” based on RapidPro and mobile technology, which is supported and monitored by the ICT section. Starting in 2015, training of ICT staff will focus on IT for development to enhance UNICEF Bolivia’s capacity in this area.

ICT continued supporting users with SAP problem resolution, Service Manager, Approva/ZVISA/Master Vendor Data Management, and inventory assets processes. In 2015, the ICT team will develop a service call system to enhance and monitor the service provided to users.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Reduction of maternal mortality, infant and neonatal mortality, and reduction of chronic malnutrition and HIV vertical transmission.

Analytical Statement of Progress:

Throughout 2014, the Child Survival and Development programme component continued to advance the equity approach, involving the adaptation and implementation of UNICEF Theory of Change to better define and carry out programmes aimed at improving health outcomes, including maternal and child health, HIV/AIDS, WASH and Nutrition among the most vulnerable children and communities. Progress was made despite reduced donor financing, and other challenging circumstances.

UNICEF Bolivia’s support to the Government line ministries in implementing sector plans at the subnational level to reduce equity gaps contributed to important progress in 2014, especially in terms of increasing service coverage. Births attended by skilled health personnel increased from 68 to 72 per cent in Cochabamba and from 14 to 32 per cent in Potosi. Postnatal controls increased from 54 to 80 per cent in Cochabamba and from 44 to 59 per cent in Potosi. Use of HIV rapid tests for pregnant women increased from 68 to 78 per cent and health services providing HIV rapid tests increased from 35 to 51 per cent. Provision of vitamin A supplementation to children under-one year increased from 66 to 82 per cent in Potosi. Water and sanitation services in rural areas with less than 2,000 inhabitants in the Departments of Beni, Chuquisaca, Potosi, Cochabamba, Oruro and Pando increased.

Effective advocacy and technical assistance were used as key strategies to achieve the results of the programme component. A key priority for this year continued to be the strengthening of
the planning processes at the Departmental and municipal levels in Potosi and Cochabamba, based on the use of analytical tools, such as MBB and WASH BAT. Cost-effective strategies for tackling bottlenecks within the health system with regards to supply, demand and enabling environment were developed in half of the municipalities of Potosi, and important resources were leveraged for implementing cost-effective interventions for the next five years. Two critical gaps identified through process were: (i) the need to develop internal UNICEF capacities at different levels to apply the analytical tools; and (ii) the need for Spanish language materials to further the equity agenda within the area of health and WASH.

UNICEF Bolivia supported the development and implementation of quality standard methodologies for improving maternal and child health care in prioritised health networks; the preparation of a new manual for operating nutrition units, focusing on municipal levels; and the strengthening of capacities of health workers through the establishment of a healthcare administration certificate course, in conjunction with the University of San Simon in the Department of Cochabamba. Interventions also led to generating demand for improved health services, sanitation and hygiene facilities, including menstrual hygiene management, through the development and implementation of inclusive models that use participatory approaches, such as community-led total sanitation (CLTS/SANTOLIC) in four municipalities and ten schools.

In collaboration with the World Health Organisation (WHO), UNFPA and bilateral agencies, UNICEF Bolivia supported the MoH in developing and implementing the national maternal mortality study to generate up-to-date data and to strengthen the national information and monitoring system on maternal mortality in hospitals, health centres as well as at the community level.

UNICEF Bolivia provided support following emergencies in the Chaco region and the Department of Beni, which were affected by drought and floods. WASH interventions resulted in the provision of WASH services to more than 43,000 people through the establishment of water truck systems, the provision of essential supplies such as water filters, hygiene kits and water purification tablets, and the drilling of 15 wells and the installation of 270 water tanks for community and family use. The nutrition response targeted approximately 14,000 children under-five, as well as pregnant and lactating women, in order to protect their health and nutritional status. Interventions included distribution of nutrition supplements and therapeutic foods for children suffering from malnutrition; promotion of good nutritional practices at the community level; capacity-building of health workers in the prevention and care of children suffering from malnutrition; and evaluation and monitoring of nutrition practices, as well as of the situation of nutrition in communities.

UNICEF Bolivia played a lead role in the WASH emergency sector group and contributed to the establishment of the nutrition in emergencies sector group, under the leadership of the MoH in December.

South-to-South Cooperation was strengthened in the area of HIV/AIDS and UNICEF Bolivia helped facilitate the seventh annual meeting in Bolivia. Commitments were made to improve PMTCT programmes, as well as prevent HIV/AIDS among youth and adolescents.

A gender and intercultural approach was reinforced in collaboration with universities covering health and WASH. Health workers and communities benefited from capacity-building activities
on key proven nutritional practices to reduce malnutrition, in conjunction with community leaders and NGOs.

UNICEF Bolivia continued to strengthen partnerships with the EU, KOFIH and several NatComs. These emergency responses were funded by CERF, for which proposals were jointly prepared with other UN agencies.

OUTPUT 1 Most disadvantaged women, teenagers and children from the intervention areas, have access to quality maternal and child health services that are implemented through functional networks and that offer effective and culturally appropriate health care, even in emergency situations.

Analytical Statement of Progress:
The equity approach implemented in 2014 served as an opportunity to improve health, HIV/AIDS, and nutrition programming. Despite a complex political context, marked by the Presidential elections and substantial delays in the national administrative procedures for management of international aid, most of the results were met. Risks in implementing key initiatives were mitigated through fine-tuning the programme focus to generate evidence for advocacy in favour of cost-effective interventions; leveraging of resources, particularly at subnational levels; and identifying non-traditional donors and partners.

UNICEF Bolivia supported implementation of the Marginal Budgeting for Bottlenecks tool in Potosi, resulting in strengthened sectoral planning processes; development of strategies for tracking and managing bottlenecks in the supply and demand of maternal/child health services; and leveraging US$520,000 of resources at the Departmental level for implementing of cost-effective interventions.

In Cochabamba, management and communication competencies of 25 health workers from seven municipalities were strengthened; the Centre for the Development Competencies was established, and eight tutors from two hospitals were trained at the Perinatology Institute in Peru as part of South to South cooperation, all in collaboration with the University of San Simon.

Through UNICEF technical assistance and support, the mortality surveillance system was supported during the first phase of the national maternal mortality study, and 11 surveillance committees were established at municipal levels. The MoH, UNICEF, WHO/PAHO and CDC carried out the national vaccination survey, reporting remarkable improvements in coverage (over 90 per cent). In collaboration with MoH, WHO/PAHO and GAVI, UNICEF supported the introduction of pneumococcal vaccines, reporting a national coverage of 67 per cent. A total of 1,700 health workers were trained on PMTCT, and 103 paediatricians were trained on integral care for infants born to HIV-infected mothers. During the seventh meeting of the Lazos Sur-Sur initiative in 2014, South to South cooperation was strengthened and member states agreed on common actions on PMTCT and HIV prevention among adolescents. Bolivia and Peru agreed to address HIV/AIDS/STI prevention and care among indigenous populations.

Alleviation of stunting remained a priority, for which primary health care workers and communities were trained on IMCI, nutrition, and proven key practices. Vitamin A and iron coverage also increased with UNICEF Bolivia support. Three hospitals were certified in 2014 within the BFHI. UNICEF Bolivia also supported the reinforcement of legislation supporting the International Code of Marketing of Breast-Milk Substitutes.
OUTPUT 2 Children and families in the most vulnerable intervention areas have access to water and sanitation services through national and sub-national institutions strengthened to implement sectorial policies and regulations

Analytical Statement of Progress:

By applying the equity approach in 2014, UNICEF Bolivia had the opportunity to improve WASH interventions through technical assistance to national and subnational authorities, as well as create demonstrative models to improve public policies.

The main focus was to generate evidence to advocate for effective interventions; reinforce and share the legal framework that supports the mapping of WASH services at municipal levels; and ensure a cross-sectoral approach that emphasises the importance of hygiene, as well as gender and inter-cultural approaches.

Through the implementation of the WASH-BAT tool in Potosi, planning processes were strengthened, strategies for tackling bottlenecks in the supply, demand, and context were identified, and WASH local plans of action for improving services in Potosi were drafted. In order to support continuous capacity-building at different levels, UNICEF Bolivia established a partnership with the University of Nur for a certification course in WASH management at the municipal level.

UNICEF Bolivia contributed to implementing the Rural-SWAp, which resulted in an increase in coverage of water services from 18,019 to 37,795 inhabitants, and in sanitation services from 2,003 to 14,248 inhabitants in areas with less than 2,000 inhabitants in the Departments of Beni, Chuquisaca, Potosí, Cochabamba, Oruro and Pando. Demonstrative models were developed and implemented to improve menstrual health and hygiene management in 10 schools, and, in partnership with the Water for People NGO, UNICEF Bolivia supported the CLTS/SANTOLIC approach to improve sanitation in eight rural communities in four municipalities.

To monitor progress, UNICEF Bolivia helped strengthen the national monitoring capacity to analyse water, sanitation, and hygiene data with an equity approach within the framework of the Joint Monitoring Program principles and definitions. Some targets were overachieved, such as water coverage in rural areas, and registration of Water and Sanitation Community Committees. Sanitation coverage, service demand generation, and the development of action plans, still face challenges, which will be addressed in 2015.

OUTPUT 3 Women, adolescents, children, families and communities are mobilized and adopt healthy practices in primary health care, nutrition, hygiene, HIV prevention in regular and emergency situations, using a gender approach.

Analytical Statement of Progress:

In 2014, UNICEF Bolivia contributed to mobilising children, women, families and communities to adopt healthy practices, and increase the demand for quality services, by strengthening of its equity approach. Despite technical and financial limitations, challenges in organising and mobilising communities, the main results were met. The cross-sectoral approach was strengthened in order to emphasise the importance of hygiene, as well as gender and inter-cultural approaches, building communication for development capacities at local levels, and harmonizing efforts at the community level to enhance understanding among different stakeholders. Strategic partnerships with national and subnational authorities, as well as UN agencies and NGOs, were strengthened to achieve equitable results for children in the programme, including in emergency situations.
UNICEF Bolivia advocated for the inclusion of HIV/AIDS in the basic education curricula and provided technical assistance to a life skills programme for the prevention of HIV/STI, violence and unplanned pregnancies, reaching 15 schools. A demonstrative model on menstrual hygiene management, based on lessons learned and recommendations from a 2013 UNICEF study, was implemented in 10 schools in Cochabamba. Six Departments implemented communication strategies for behaviour change and promotion of the three key hygiene practices. UNICEF Bolivia distributed 4,675 hygiene kits during the Global Hand-washing Day, in collaboration with MMAyA. Strategies for improving nutrition practices at community levels were supported in rural areas of Potosí, through community visits and enhancing capacities to provide infant and young child feeding counselling services. At the national level, exclusive breastfeeding during the first six months of life increased to 90.5 per cent. According to the national surveillance system, the nutritional status of children between six months and two years also improved.

UNICEF Bolivia’s role in emergency response was particularly relevant for saving lives in 2014. UNICEF Bolivia supported the national response to the drought in the region of Chaco and to the floods in Beni. UNICEF Bolivia helped protect the nutritional status of children and women from these affected areas, as well as provide them with reliable access to sufficient safe water, sanitation and hygiene services, reaching more than 50,000 people. UNICEF Bolivia co-led the WASH emergencies sector group, and in December, the nutrition in emergencies sector was established under the leadership of the MoH, co-led by UNICEF.

OUTCOME 2 Increase access to, learning and completion of culturally-appropriate early childhood, pre-school, primary and lower secondary education at the appropriate ages.

Analytical Statement of Progress:
As a result of the adjustment of the education indicators following the Census projections in 2014, the performance of the Bolivian educational system improved in almost all areas, except in learning outcomes that were not measured since 2010. One of the more outstanding indicators is the level of spending on education, which improved from 7.9 per cent in 2012 to 8.7 per cent in 2013. Bolivia is in second place among Latin American countries in terms of this indicator. The NER increased to 63 per cent in pre-school education and at 99 per cent at the primary level, almost reaching universal primary education, and 79.5 per cent at the secondary level. In spite of this notable improvement, the low completion rates continue to be alarming. According to the latest data from the MINEDU, the completion rate at the primary level was 55.4 per cent and at the secondary level it was 27.1 per cent. According to the census data, only 80 per cent of rural indigenous girls between 12 to 17 years attend school and the differences in school net coverage for the three levels of primary education vary a lot within the country (63 per cent in Pando compared with 82 per cent at the national level).

UNICEF Bolivia focused to a great extent on the support to the Ministry of Education (MINEDU) in the implementation of the new Socio-community and Productive Education Model (MESCP) in seven indigenous districts reaching approximately 4,000 students. This included technical assistance to develop regionalised curricula and baselines; and put in place functioning community participation mechanisms, train 500 teachers, and advocate for an increase the investment at local level for the implementation of this mode.

As a result of advocacy efforts carried out with the National Assembly, the concept of early childhood as a specific stage in children’s lives and development requiring specific policies in education, health and protection was established within the new Child and Adolescent
Code. The Code will serve as an important base for continued advocacy actions to promote and develop public policies integrating a holistic approach to a young child’s development.

UNICEF Bolivia also continued strengthening the strategic partnership with the World Bank that resulted in the joint preparation and validation of a quality model for Early Childhood Care and Education (ECCE) in the municipalities of La Paz and El Alto. This model serves as an instrument to guide the work of municipalities in the management of services for early childhood development, including how they can better define and measure quality.

Priority was given to the strengthening of institutions’ and stakeholders’ capacities in the development of education strategies aimed at improving access, retention and quality. Mayors, district directors and representatives of the commonwealth of five municipalities of El Chaco Chuquisaqueño (MMCH) were trained on MoRES and the advantages of its use. The Chaco region was targeted because of its critical indicators in education, with some municipalities only reaching 50 per cent in primary school net enrolment ratio (99 per cent nationally). Using this tool helped address access to and quality of education for girls and boys at appropriate ages. Authorities of the MMCH also were trained to use the SEE tool, using quantitative and qualitative information, to analyse the situation, identify bottlenecks and cost-effective policies in favour of the most vulnerable populations. This information will help develop the first sector plan for education for this region in early 2015.

In order to advance the issue of the rights of children with disabilities and inclusive education, UNICEF joined efforts with four UN agencies (UNESCO, UNFPA, UNHCHR, PAHO/WHO) to develop a joint programme within the UN Partnership to promote the Rights of Persons with Disabilities aimed at the strengthening of capacities and the information systems in health, education and justice. New partnerships also were established with the BISA Bank and the NatComs of Sweden, Germany and Switzerland.

During the humanitarian response to the floods in the Departments of Beni and Cochabamba, UNICEF Bolivia strengthened local capacity in 11 municipalities to ensure the continuation of education services for 12,700 children of the Takana, Tsimané, Movima, Mojeño and Yuracaré indigenous communities. Indigenous and local organizations were involved in the preparation and organization of the response efforts and, for the first time, in provision of special care for children under six years through child-friendly spaces.

The 2014 Presidential elections delayed implementation of the AWP. The Local Education Group was not convened during the year by the MINEDU, despite constant advocacy in this regard by UNICEF Bolivia and other members of the group, including Sweden (SIDA) and Spain (AECID). There was also no progress made on Bolivia becoming a member of the GPE, since the GoB put the discussions on hold.

OUTPUT 1 Children and families from indigenous and vulnerable populations have access to non-formal education and culturally-appropriate integral early childhood development.

**Analytical Statement of Progress:**
UNICEF Bolivia advocated for and provided technical assistance to include a module on ECD based on the MICS in next year’s DHS to be carried out by the NIS and MoH. In the framework of applying MoRES, UNICEF Bolivia supported the MMCH in conducting a survey based on the MICS, focusing on practices in early-childhood care and education. This enabled the local authorities to identify gaps and persistent inequities in early childhood services and care in order to develop the sector plan for education.
In order to improve the enabling environment in the area of ECD, UNICEF Bolivia advocated for the inclusion of specific provisions for early childhood care in the new Child and Adolescent Code. At the decentralised level, UNICEF Bolivia worked together with the Departmental government of Potosí to develop and pass the Early Childhood Law (Law 040 GAM Potosí), with critical allocation of funds for implementing the ECD plan.

UNICEF Bolivia supported IPELC in implementing early bilingualism and a non-school early education model in eight indigenous communities, reaching 209 children in the Quechua, Guaraní, Yaminahua, Machinerí, Movima, Chiquitano and Mojeño indigenous groups. In partnership with Plan International, technical assistance was provided to the Education Councils of Indigenous Peoples (CEPO) to develop guidelines for adapting curricula to the local context through the use of regionalised curricula, as per the new education reform.

**OUTPUT 2** Children and adolescents from indigenous and vulnerable population have benefited from strategies of participatory management, quality and comprehensive pedagogy as part of new educative model and multicultural and multilingual policies.

**Analytical Statement of Progress:**
UNICEF Bolivia supported the implementation of the Intra cultural, Intercultural and Plurilingual Education Model in 11 municipalities with indigenous populations and low educational indicators, improving education for 4,000 students. In the districts involved (Quechua, Guaraní, Yaminahua and Machinerí indigenous peoples), access, quality, investment and production components of the model were implemented. The municipalities now have regionalized curricula, baselines for enhanced monitoring, community participation mechanism, 500 trained teachers, and allocation of resources from municipal governments.

Ten CEPOs in indigenous communities were established using regionalised education plans. In collaboration with IPELC, UNICEF Bolivia also supported the creation of 10 local Language and Culture Institutes to further develop the use of indigenous languages and culture within the education system.

Through advocacy and policy dialogue, UNICEF Bolivia leveraged approximately US$6 million from the municipalities to improve education services in terms of quality and equity. As a result, the net enrolment rate (NER) increased from 51 to 68 per cent at preschool level, from 51 to 65 per cent at primary level; and from 47 to 54 per cent at secondary level. The rate of gender parity was maintained at 1 at the primary level while, at the secondary level, males lagged behind by 1.4 points.

With the creation of 31 new grades in rural schools, 481 students returned to school (89 per cent girls). Additionally, 535 pedagogical good practices were developed to improve quality and class time increased by one hour each day as a result of school transportation. Three community libraries were equipped, benefitting 2,868 children and 86 teachers were trained.

The partnership with the World Bank was strengthened in 2014 and resulted in the implementation of a model for improving the quality of early childhood services in 50 ECD centres in the municipalities of La Paz and El Alto, reaching 1,500 children.

In response to the floods in the Department of Beni, UNICEF Bolivia, in alliance with SOS Children’s Villages Bolivia, provided technical assistance to the local education authorities in organizing early childhood community centres that provided services to 230 children under six
years and their families. The programme for psycho-affective recovery, “A New Sun for Community Wellbeing,” targeting children between three and five, was adapted for application in the affected region. UNICEF Bolivia ensured the continuation of school services for 12,700 children and adolescents by providing school transportation, educational materials, tents for schools and temporary locations for learning, and by repairing 18 schools affected by the floods.

OUTCOME 3 Children and adolescents, especially the most vulnerable are protected by an enhanced legal and policy framework (social welfare, law reform and justice system), and have access to child protection system, programmes and services (including timely birth registration) preventing and protecting them from violence, abuse and exploitation.

Analytical Statement of Progress:

2014 was a challenging year to advance and consolidate the child protection system in Bolivia, particularly in the finalising the reviewed Child and Adolescent Code. The new legal instrument represents progress in many areas, such as sexual abuse and juvenile justice, however, there are areas – such as child labour – that represent a setback in the advancement of child rights. Although the minimum age of 14 years was maintained, there are two exceptions to the minimum age of child labour, and the status of social service capacities in implementing the Code’s provisions presents a challenge.

Despite these challenges, there was progress in implementing the child protection programme component and institutional strengthening. UNICEF Bolivia also finalised an extensive review process with the GoB to better align its CP with and report on UNICEF’s global corporate commitments in accordance with the Strategic Plan and Gender Equality Action plan 2013-2017. In Child Protection, this allowed for better prioritisation and targeting of issues that need urgent action within the timespan of the CP, such as child labour and birth registration.

UNICEF Bolivia contributed to strengthening inter-ministerial coordination and communication. Such improvements led to the strengthening of juvenile justice technical forums at national and Departmental levels, national inter-sectorial working groups on the right to identity, the strengthening of the Network of Departmental Social Services (REDNAGES) and its specific working groups (Attention Centre for the Care of Sexual Abuse Victims [CEPAT], Child Defence Centres Coordination Unit, Family Care Unit), and the consolidation of the Network of the DNAs (REDNADES).

UNICEF Bolivia contributed significantly to strengthening of information and data related to child protection matters. UNICEF Bolivia provided technical assistance to the Ombudsperson’s Office, the Ministry of Justice, the SERECI and the MTEPS on: the on-going study of children living in prisons as a result of accompanying their sentenced parents; cost-benefit analysis of alternative measures to detention vs. detention, together with the publication of the study on the situation of juvenile justice; the case study on indigenous justice systems and procedures on juvenile justice; a study on the cultural dimension of the right to identity in indigenous communities; and three rapid assessment on the determinants of child labour in mining, sugar cane plantations and self-employment in the streets, together with publication of the study on child domestic labour.

At community indigenous levels, the Vice-Ministry of Indigenous Justice worked together with several indigenous organizations to incorporate this strategy within their local justice system. This successfully resulted in new 300 indigenous promoters, selected by their own communities;
they also received initial training on children’s rights and child protection, working in coordination with the DNAs.

Implementation of the National Training and Capacity Building Strategy was started in 2014. The beneficiaries of this training intervention are public civil servants and from the justice sector. In this context, UNICEF Bolivia worked together with four key actors: the School of Judges, the School of Prosecutors, the Police Academy and the Pluri-national School of Public Management (EGPP). With UNICEF support, they offered courses on child rights, juvenile justice, and prevention or attention violence against children, child trafficking and child labour to civil servants in the Child Protection System. A total of 600 civil servants were trained in 2014.

UNICEF Bolivia supported birth registration efforts in which a total, 5,284 newborns received their birth registration at health centres; 20,842 birth registration certificates were delivered during campaigns conducted by the mobile brigades; 42 municipalities were certified as a “Zero Undocumented Municipality” in eight Departments (12,450 children under 12 years; 8,392 children above 12 years; and remediation of 76,348 birth registrations). In partnership with the CCCH, UNICEF Bolivia also promoted the issuance of identity cards - apart from the birth registration certificates - to 2,000 Guarani beneficiaries (children, adolescents, women and persons with disabilities). The tripartite Memorandum of Understanding between UNICEF - TSE – Telecel/TIGO was renewed for another year. The participation of the private sector significantly contributed to promote timely birth registration in hospitals. There are nine hospitals in seven Departments that have registration booths, who registered 2,323 children under 12 years.

In August, together with LACRO, an international meeting with birth registration experts from Latin American was held in La Paz. The objective was to identify bottlenecks, as well as their solutions, in order to reach the regional goal of zero undocumented children by 2015, and to share good practices. Within the South-South cooperation framework, UNICEF Bolivia promoted the strengthening of bilateral cooperation with Peru (RENIEC visited Bolivia), particularly on intercultural intervention for indigenous populations.

In 2014, UNICEF Bolivia supported the emergency response in the Department of Beni due to the floods. Interventions included establishing 39 child-friendly spaces for psychosocial activities, benefiting 5,000 children; delivery of 1,030 birth registration certificates; raising the awareness of 2,000 parents and community leaders on the importance of child protection; and training 520 community leaders and 327 teachers on methodologies for psychosocial intervention.

The visit of UNICEF’s Executive Director was of great importance to highlight pressing child protection matters in the country that needed immediate attention and action, such as child labour and sexual violence against children and adolescents.

**OUTPUT 1**

National and autonomous local authorities have a legal framework, public policies and sectoral plans that put in force the Child and Adolescent Protection System and offer quality services to children and adolescents, and in particular those who are excluded and at-high-risk.

**Analytical Statement of Progress:**

Technical assistance was provided to the government for the revision of the Child and Adolescent Code, ensuring that the integral child protection perspective was incorporated.
Particular assistance was provided regarding child labour, the juvenile justice system, and early childhood development. REDNAGES, the network comprised of nine Departmental Social Services, was strengthened, with active participation from the Ministry of Justice. With UNICEF financial and technical support, REDNAGES is strengthening its technical capacities in general, and particularly in the use of monitoring tools and the systematization of good practices, which will allow for the sharing of these lessons.

Technical assistance was provided to the Government of Santa Cruz to formulate the Departmental Plan to eradicate the determinants of child labour and for the protection of adolescent workers, aligned to the national legislation and outlines provided by central level. In Santa Cruz, the Programme of alternative measures to deprivation of adolescents in conflict with the law provided care to 150 adolescents, developed a new governmental program for five years, and systematized good practices regarding the subject. It is the only experience of its kind in Bolivia, making it a model to replicate in the other eight Departments. The GoB developed a communication strategy in order to raise awareness among the community on the issue of street children. UNICEF provided technical assistance to the Ministry of Justice to revise and improve its data collection system on child protection.

OUTPUT 2 Re-victimization and impunity have been reduced towards violence against girls, boys, adolescents and women and local programs of promotion of good treatment and attention and protection models for most in risks children and adolescents, including in situation of emergency have been implemented.

Analytical Statement of Progress:
UNICEF Bolivia supported the Prosecutor’s Office in establishing child-friendly quality care and legal advisory services for child victims of sexual abuse. In collaboration with UNFPA, UNICEF Bolivia helped finalise the inter-institutional road map for victims in the justice system according to the Gender Based Violence law, including a protocol defining sectoral responsibilities. Both instruments were approved by the Ministry of Justice and are printed. The Prosecutor’s Office is designing a special unit for children in conflict with the law.

Focus was also placed on institutional capacity-building, in collaboration with the Schools of Prosecutors and Judges. In 2014, training modules on child protection and, particularly on juvenile justice, were developed and incorporated in the institutional curricula, resulting in 200 judges strengthening their skills in child protection.

UNICEF Bolivia supported the Ministry of Justice in leading the Adolescent in Conflict with the Law Working Groups (national and Departmental levels). The study on the situation of juvenile justice in Bolivia was finalised and will be disseminated in 2015. UNICEF Bolivia also supported the Ministry in conducting a cost-benefit analysis of alternative measures to detention for children and designing protocols for their care.

UNICEF Bolivia continued to support the national Working Group of Centre for the Care of Sexual Abuse Victims (CEPAT), which produced protocols for the prevention and monitoring of child victims of sexual abuse. A new CEPAT was inaugurated in the Beni Department and advocacy is underway to extend this service in the Department of Pando.
UNICEF Bolivia supported the Ombudsperson’s Office in conducting a national study on the situation of children accompanying their parents deprived of liberty in prisons and to disseminate the findings on the Study on costing of social departmental and municipal instances, particularly in Chuquisaca, Potosi and Tarija. Awareness-raising on child trafficking was also conducted in Tarija.
UNICEF Bolivia provided technical assistance to the Vice Ministry of Citizen Security in implementing the national model for the protection of street children in four Departments (Cochabamba, Santa Cruz, Tarija and Potosi).

OUTPUT 3 Child and adolescent labour is reduced on plantations that produce Brazil nuts and sugar cane, as well as in urban areas that involve girls and adolescents involved in dangerous labour, through the design and implementation of plans, as well as drafting of legislation, that promote the eradication of child and adolescent labour.

Analytical Statement of Progress:
UNICEF Bolivia stepped-up its advocacy actions and worked closely with the MTEPS and REDNAGES, as well as the Parliamentarian Network for Children’s and Adolescents’ Rights, in its work on the Child and Adolescent Code. The final version of the Code was approved in July 2014, maintaining the minimum age for child labour at 14 years, but incorporating exemptions for self-employment for children from the age of 10 years; and light work for children from 12 years. According to the Code, the GoB made a firm commitment to eliminate child labour by 2019. Within this context, UNICEF Bolivia increased the technical assistance to the MTEPS in developing the public policy, “Bolivia: Free of Forced Exploitation and Worst Forms of Child Labour,” that tackles analysis of the dimensions implied in the new Code vis-a-vis international legislation; and on the competencies of the different levels (national and subnational) of the State to clarify the responsibilities. The Plan will include Social Protection Policy for child workers under 14; progressive eradication of the worst forms of child labour (as listed in the Code); and protection of the adolescent workers (older than 14 years).

UNICEF Bolivia provided assistance to conduct three rapid assessments on child labour: sugar cane plantations (Santa Cruz/Tarija); mining (Potosi); and self-employment. UNICEF Bolivia signed a Memorandum of Understanding with the IBCE to strengthen the Triple Seal initiative, increasing the number of certified sugar cane companies. UNICEF Bolivia is in discussions with IBCE to see how this initiative could be extended to Brazil nuts harvesting in Riberalta, as well as mining activities.

UNICEF Bolivia supported the Government of the Department of Santa Cruz for the development of the Departmental Plan to eradicate the determinants of child labour and protect adolescent workers.
For the third consecutive year, FEXPOCRUZ included advocacy messages against child labour, and the importance of working together to eradicate child labour from Santa Cruz ("Let's Be a Team!") initiative, "Hagamos equipo!").

OUTPUT 4 Timely birth registration of newborns, children, adolescents and women, in particular among indigenous and rural populations, is increased and the gaps in registrations are reduced.

Analytical Statement of Progress:
UNICEF Bolivia provided technical and financial assistance to TSE and SERECI to increase birth registration at the national level, and worked with the Consejo de Capitanes Guaranies de Chuquisaca (CCCH) and MMCH at local levels in the region of Chaco Chuquisaqueño, and in particular with the indigenous Guaraní population.

Support to SERECI focused on the implementation of integrated and intersectoral initiatives such as “Municipalities with Zero Undocumented;” “Schools with Zero Undocumented Students;” and incorporating civil registration services at hospitals in order to facilitate timely
birth registration of newborns. Birth registration campaigns complemented these activities. In total, 5,284 newborns received their birth registration at health centres; 20,842 birth registration certificates were delivered during campaigns conducted by the mobile brigades; 42 municipalities were certified as a “Zero Undocumented Municipality” in eight Departments (12,450 children under 12 years; 8,392 children above 12 years; and remediation of 76,348 birth registrations). In alliance with the CCCH, UNICEF Bolivia also promoted the issuance of identity cards (apart from the birth registration certificates) to 2,000 Guarani beneficiaries (children, adolescents, women and persons with disabilities).

In 2014, the tripartite Memorandum of Understanding between UNICEF/TSE/Telecel/TIGO was renewed for another year. The participation of the private sector significantly contributed to promote timely birth registration in hospitals, with the settlement of mobile booths, as well as the provision of Internet service. Nine hospitals in seven Departments have registration booths, which registered 2,323 children under 12 years of age.

Complementarily, UNICEF Bolivia assisted SERECI and the Government of the Department of Beni in the delivery of birth registration certificates during the emergency situations.

UNICEF Bolivia supported a study on the access and practices of indigenous communities in relation to their right to identity.

In August, together with LACRO, an international meeting with birth registration experts from Argentina, Barbados, St. Lucia, Bolivia, Brazil, Costa Rica, Cuba, Dominican Republic, Ecuador, Guyana, Nicaragua, Panamá, Paraguay, Perú and Venezuela was held in La Paz. The objective was to identify bottlenecks, as well as their solutions, in order to reach the regional goal of zero undocumented children by 2015, and to share good practices. Within the South-South cooperation framework, UNICEF Bolivia promoted the strengthening of bilateral cooperation with Peru (RENIEC visited Bolivia), particularly on intercultural intervention for indigenous populations.

OUTCOME 4 Child disparity across all sectors reduced through enhanced monitoring (with disaggregated statistics) and evaluation systems, child-friendly policies and programmes, and evidence-based planning and resource allocation at the national and subnational levels.

Analytical Statement of Progress:
In 2014, the Social Inclusion sector, including Monitoring and Knowledge Management, revised the results structure to better align with the UNICEF Strategic Plan for 2014-2017 and to adapt it to funding constraints. Priorities were honed to focus on stronger data-collection and analysis, and evidence-based advocacy work and technical support around a stronger legislative framework. An integrated social protection system that protects the most vulnerable children and adolescents was promoted, as were more efficient child-friendly public finances to ensure and sustain the implementation of planned social policies.

The SITAN was updated, and included for the first time a focus on equity and the identification of bottlenecks, as well as regional situation analyses to complement the national SITAN. This new evidence will contribute to better advocacy against child disparities during the development of national and regional plans that are expected next year. UNICEF Bolivia played a key role in helping keep violence indicators and incorporate new indicators on ECD and WASH, according to MICS and JPM standards, for next year’s DHS.

UNICEF Bolivia worked together with the CIDES-UMSA University, the Ombudsperson’s Office
and the Legislative Assembly to enhance knowledge sharing on children’s issues, such as the webpage of the Knowledge Station on Child Rights (Estación de Conocimiento), which was redesigned and updated (www.ninezbolivia.org) using the latest data and studies on children and adolescents. Three new studies were also developed and disseminated within the framework of the Knowledge Station, addressing issues such as children with disabilities, social protection, and juvenile justice.

UNICEF Bolivia continued to strengthen its partnership with the Legislative Assembly, and more particularly with the Parliamentarian Network for Children’s and Adolescents’ Rights. Technical legal advice was provided to the Network in developing the new Child and Adolescent Code, which was passed in July 2014 after being on-hold in the Chamber of Senators since December 2013. The hold was due to powerful opposition from the Child and Adolescent Workers Association (NATS), which advocated for eliminating the minimum age for child labour. Although the collaboration with the Network led to maintaining the minimum age of child labour at 14 years and positioning key child rights issues in the forefront, two exceptions to the minimum age of child labour and the status of social service capacities to implement Code’s provisions continue to be challenges.

UNICEF Bolivia’s work also led to important commitments from the GoB to design and implement a Social Protection Programme aimed at preventing and eradicating child labour by 2019, as well as to prepare specific guidelines for earmarking funds in favour children and adolescents in the national budget, which will be published annually before the Legislative Assembly approves national budget. Agreements and work plans were signed for the first time with the Ministries of Development Planning and of Economy and Finances to implement these provisions from the new Code.

In collaboration with the Ministry of Autonomy, UNICEF Bolivia supported the integration of children’s rights in the new Strategic Plan developed by the National Coordinator of Autonomous Indigenous and Farming Communities (CONAIOC) and in the Guarani Charagua Iyambae Statute of Autonomy. Both documents incorporate a specific chapter on the Protection and Promotion of the Rights of children, adolescents and women.

To accompany the decentralisation process, UNICEF Bolivia’s work at subnational level, through the two sub-offices in Cochabamba and Sucre, was instrumental in strengthening the legal framework and public policies in favour of children with equity. Local governments’ capacity to collect and analyse data was enhanced through the use of DevInfo and Departmental laws to support social mobilisation against gender and intergenerational violence, as well as the passing of child and adolescent rights. The Departmental Children’s Assembly was established in Pando to enhance the participation of children in developing public policies and establishing a child-friendly regulatory framework.

**OUTPUT 1** Executive branch (Ministry of Autonomies, UDAPE, Parliamentarian Network, Office of the Ombudsman) and autonomous territorial entities (Departmental and Municipal Governments) implement and monitor child-friendly policies, create fiscal space for children, develop social protection systems and promote knowledge management and innovation for the most vulnerable children.

**Analytical Statement of Progress:**

In 2014, the Knowledge Station produced three documents: “Children with Disabilities,” “Social Protection and Enforcement in the Public and Private Structure,” and “Children in Prisons,” that...
highlight gaps in regulations, policies, programmes and projects. The website of the Knowledge Station provides access to publications addressing the rights of children, as well as articles on specific issues. As part of the development of networks and south-south exchange, UNICEF Bolivia supported the participation of some counterparts in two international events in Buenos Aires and Bogotá. Both events contributed to incorporating the Knowledge Station in a network of similar organizations.

The Child-Friendly Municipalities initiative and the Governors’ Platform are being systematised, and will be transferred to the Ministry of Autonomy. During 2014, the Child-Friendly Municipalities Initiative developed a specific child rights assessment based on child participation methodology in partnership with the University of Sydney in Australia, the State University and the Municipal Government of La Paz. The publication, "Child-Friendly Bolivia," and the photo book were both presented by the University of Sydney to the Mayor of La Paz, who expressed his commitment to furthering this initiative within the municipality and beyond.

In collaboration with the Ministry of Autonomy, UNICEF Bolivia supported the integration of children’s rights in the new Strategic Plan developed by the National Coordinator of Autonomous Indigenous and Farming Communities (CONAIIOC) and in the Guaraní Charagua Iyambae Statute of Autonomy. Both documents incorporate a specific chapter on the protection and promotion of the rights of children, adolescents and women.

UNICEF Bolivia also continued to support the Communal Banks initiative (Bancos Comunales) in 15 municipalities serving 2,400 families in the northern part of Potosí, one of the Departments with the most critical social indicators. Through UNICEF Bolivia’s support, communities and families, especially women, are able to develop productive, commercial activities to improve the household income and the well-being of their children.

**OUTPUT 2** Ministry of Development Planning (INE, UDAPE) and autonomous territorial entities have strengthened capacities to identify disparities and inequalities in compliance with children’s rights through monitoring, evaluation and dissemination with a decentralized approach.

**Analytical Statement of Progress:**

The important data gap on violence and early childhood development led UNICEF Bolivia to strongly advocate with the MoH and INE to maintain and incorporate new indicators in the DHS survey to be conducted in 2015. This resulted in keeping the module on violence against children in the survey, as well as in adjusting the module on water and sanitation to fulfil JMP standards. An agreement was also reached to for the first time include a module on early childhood in the DHS survey.

Under the leadership of the MDP and UDAPE, a new equity-focused SITAN was developed and will be concluded in the first quarter of 2015. For this purpose, consultation workshops were conducted with counterparts and other partners in the areas of education, health, water and sanitation, to identify the main determinants and bottlenecks that impede the fulfilment of child rights.

More emphasis was placed on data dissemination. With UNICEF Bolivia’s technical assistance and financial support, the INE updated the BolInfo database on children, using the final results from the 2012 Census and most recent administrative data. INE also developed a preliminary version of a website targeting adolescents (“Estadísticas para Jóvenes”), which will be launched.
in early 2015. This website is a user-friendly platform to encourage adolescents to look for and use data related to their rights and well-being.

UDAPE conducted significant studies in 2014 with the support of UNICEF Bolivia. UDAPE published the Seventh MDG Report, which includes indicators on access to improved sources of water and sanitation using the JMP definitions. The study on the Social Determinants of Inequities in Childhood Malnutrition was updated, using the results of a new survey on nutrition. The study on Social Expenditures on Children, which used the latest data available (2012) from the Ministry of Economy and Finance was produced. UNICEF Bolivia’ collaboration with UDAPE also supported finalization of the data preparation for the multidimensional study on child poverty, which will be published in 2015.

OUTPUT 3 Legislative Assembly, Departmental Assemblies and Municipal Councils have strengthened capacities to position children’s rights within legislation, regulate executive performance and approve budgets.

Analytical Statement of Progress:
In 2014, the promulgation of the new Child and Adolescent Code demonstrated further significance and institutionalization of the Parliamentarian Network for Children and Adolescents in its capacity to position and defend children’s and adolescents’ rights in legislative work. High-level advocacy meetings between UNICEF’s Representative and high-level authorities of the Legislative Assembly resulted in the minimum age for child labour being maintained at 14 years old (although two important exceptions for the 10 and 12 years old were also included). A social protection system was developed in order to eradicate child labour by 2019. New protective measures on early childhood development, as well as children and adolescents with disabilities, were developed.

In collaboration with UNICEF, the Network and Legislative Assembly identified important bottlenecks that hinder the fulfilment of its functions and competencies: (i) the lack of official and updated data and evidence concerning the situation of children and adolescents; (ii) the need for the Legislative Assembly to answer children’s and adolescents’ needs by including protective measures in the Code; and (iii) the absence of a definition and baseline analysis of the national budget for children, which hampers the exercise of effective budget monitoring and analysis that is part of the Legislative Assembly’s mandate.

The Parliamentarian Network organized discussions between UNICEF, the Ministry of Economy and Finances, and the MPD. As a result, MPD, in coordination with the Ministries of Justice and Labour, will lead the design and implementation of the Social Protection Program to eradicate child labour. The Ministry of Economy and Finances will prepare the guidelines for classifying the public finances assigned to children and adolescents, which will be published annually before the Assembly approves the national budget. New partnerships between UNICEF and these two Ministries were solidified to move forward with these two initiatives.

The new Family Code was approved in 2014. UNICEF, together with other UN agencies, provided technical assistance to the Legislative Assembly to ensure that the Code norm was in accordance with CRC and CEDAW. The minimum age of marriage for girls was increased from 14 to 16 years, making it the same minimum age as for boys.

OUTPUT 4 Decentralized and comprehensive management capabilities are strengthened in Departments and municipalities for policy formulation, budget allocation, monitoring and
evaluation; disparity reduction through targeting at-risk children and adolescents in the Departments of Cochabamba, Beni and Pando.

**Analytical Statement of Progress:**
In line with the decentralisation process, UNICEF Bolivia continued to support the capacity-building of local governments in Beni, Cochabamba and Pando to develop child-friendly public policies and budgeting. This work led to the design and development of a programme for children living on the streets of Cochabamba and the promulgation of a Departmental law in Pando to promote and protect the rights of children and adolescents. A Departmental Children’s Assembly was established in Pando, as a formal space for participation and consultation in the development of public policies and normative framework. An important focus was placed on strengthening data collection and analysis. Priority was given to developing the first Departmental SITAN, which included a focus on equity and the identification of bottlenecks in fulfilling the rights of indigenous children and women in Cochabamba, and with coordination between MDP and the Universidad Mayor de San Simón – CEPLAG. Support was provided to improve data collection and analysis through the establishment of DevInfo in the Department of Pando.

Considering that Bolivia is subject to recurrent natural disasters due to climate change, UNICEF Bolivia provided important support to strengthen the resilience of basic social service systems and communities to disasters, such as drought and floods. This was done as part of a multi-country programme funded by the Government of Belgium. Capacity-building was provided to a total of 80 communities in five municipalities in the Departments of Cochabamba and Beni. Support also was provided to the local Emergency Operations Centres (EOC) to enhance their capacities in early warning and emergency response.

**OUTPUT 5** Decentralized and comprehensive management capabilities are strengthened in Departments and municipalities for policy formulation, budget allocation, monitoring and evaluation; disparity reduction through targeting at-risk children and adolescents in the Departments of Chuquisaca, Potosi and Oruro.

**Analytical Statement of Progress:**
Main efforts were aimed at strengthening data collection and analysis and priority was given to developing a subnational SITAN, which included an equity-focus and the identification of bottlenecks in fulfilling the rights of indigenous children and women in Chuquisaca and Potosi. Identification of evidence on the situation of children and analysis of available data was achieved through workshops in Oruro.

In order to make a difference for the most marginalised children, UNICEF Bolivia enhanced its focus and interventions at the subnational levels in line with the decentralisation process. The sub-office in Sucre established 2013, which covers the Departments of Chuquisaca, Potosi and Oruro, continued to strengthen subnational public policies and legal frameworks for children with equity. In 2014, the advocacy work contributed to developing sector plans and increasing investments in the Department of Potosi for cost-effective, high impact interventions for the most marginalised children and communities through the use of tools, such MBB and WASH-BAT.

Priority was given to strengthening of institutions’ and stakeholders’ capacities to develop education strategies aimed at improving access, retention and quality. Consequently, counterparts of El Chaco Chuquisaqueño (MMCH) were trained on the use of MoRES and the advantages of using this tool. Using this tool helped address access to and quality of education for girls and boys at appropriate ages. Authorities of the MMCH were trained to use the SEE
tool, using quantitative and qualitative information, to analyse the situation, identify bottlenecks and cost-effective policies in favour of the most vulnerable populations.

UNICEF Bolivia supported the strengthening of capacities to use DevInfo in the Department of Chuquisaca and the Macharetí municipality. This included the identification of critical issues at the local level for collection, analysis and input for the creation of models and eventual scaling up.

UNICEF Bolivia played a key role in facilitating collaboration across sectors through the setup of the Juvenile Justice Network in Chuquisaca, initiated an important collaboration with the Tomás Frías University in Potosí to improve knowledge on children’s rights and supported the establishment of key CSO partnerships in Oruro, including with children’s and adolescents’ organizations.

Considering that the Departments of Chuquisaca and Potosí are subject to recurrent droughts, UNICEF Bolivia provided critical support to strengthen the resilience of basic social service systems and communities, and provided direct technical assistance to the Risk Management Unit in Chuquisaca to prevent children's rights violations during emergencies. This was done as part of a multi-country programme funded by the Government of Belgium.

OUTCOME 5 Children and young people express themselves to influence policies and practices that influence their lives.

Analytical Statement of Progress:
In order to make a difference for the most marginalised children, UNICEF Bolivia enhanced its focus and interventions to include children and adolescents in the development of public policies, as well as monitoring of the implementation of laws at different levels.

A key priority was to work with the Ombudsperson’s Unit for early childhood, children and adolescents, which started to operate in 2014 as a result of UNICEF’s support. This unit identifies and creates spaces for children and adolescents to contribute to the public debate in order to further their rights to protection and development. In 2014, the Unit established consultative committees for the participation of children at the Departmental level. This mechanism will help provide the Ombudsperson with children’s and adolescents’ views on specific issues.

In 2014, UNICEF Bolivia launched the child participation campaign, “My Voice is My Vote,” to advocate for the inclusion of child rights issues in the political agenda. The initiative constituted an important space for providing a voice for children and adolescents in the discussions around the political agenda, integrating child rights with candidates for the positions of President, Vice-President and Parliamentarians.

UNICEF Bolivia, along with the MFR, supported and helped develop the initiative, "My Mother Earth, My Future," which aims to mobilise teenagers from all parts of the country to reflect on and propose solutions to the challenges Bolivia faces with regard to environmental sustainability, including climate change. In 2014, this work included providing technical and financial support to a national programme coordinated between the Mother Earth Units of MFR, MINEDU, and MMAyA. Seven consultations with 700 youth were held. A National Action Plan focusing on the protection of Mother Earth that integrates the proposals from the consultations will be prepared and presented to national authorities in April or May 2015.

UNICEF Bolivia also provided important support at the subnational level in the Department of Pando to pass the law on the promotion and protection of child and adolescent rights, including
participation. Following the promulgation of this new law, a Departmental Children’s Assembly was established to create a formal space for child participation in the consultation, development and monitoring of public policies and legislation integrating child rights.

**OUTPUT 1** Boys and girls opinion is considered in the implementation and monitoring of laws, policies and practices that affect them and help identify inequalities and inequities at all autonomous levels.

**Analytical Statement of Progress:**
UNICEF Bolivia, in partnership with the Ombudsman, presented the socio-metric study on Bolivian child and adolescent expectations on their well-being and livelihood. This survey was conducted between 2012 and 2013 within the framework of the “Children's Voice” initiative, and more than 2,000 children and adolescents participated across the country. This study will serve as a baseline for the work of the newly created Ombudsman's Unit for Children and Adolescents in order to encourage their participation in the public debate that affect their life and rights.

The data from the survey also provided important input in developing the child participation campaign “My Voice is My Vote” during the national general elections that took place in 2014. The messages presented to the candidates were developed based on the recommendations and conclusions of the survey, highlighting the most critical issues related to the wellbeing and protection of children and adolescents. Spots and advocacy materials were used to engage candidates towards the fulfilment of child and adolescent rights.

**OUTPUT 2** Civil society and private sector are mobilized to promote the rights of the most vulnerable children.

**Analytical Statement of Progress:** UNICEF Bolivia responded to massive international and local media attention given to the inclusion of the two exceptions to the minimum age of child labour in the new Child and Adolescent Code. An official statement was published and shared with partners and NatComs. BBC, CNN, the Washington Post, Aljazeera, and the New York Times covered the issue, among others.

UNICEF Bolivia continued to strengthen a partnership with the Legislative Assembly, and more particularly, with the Parliamentarian Network for Children’s and Adolescents' Rights, to develop the new Children’s and Adolescents’ Code, which was passed in July 2014, and advocate for the importance of maintaining the minimum age and including specific provisions for the prevention of child labour and protection of children who are working. UNICEF Bolivia’s first National Ambassador committed his support to UNICEF’s mission, focusing on children’s right to play, promotion of sports for development, and the prevention of child labour.

UNICEF Bolivia launched the child participation campaign, “My Voice is My Vote,” on the occasion of the 2014 Presidential elections and the celebrations of the Convention of the Rights of the Child’s (CRC) 25th Anniversary to advocate for the inclusion of child rights issues in the political agenda.

Within the framework of the celebration of the CRC’s 25th Anniversary, UNICEF Bolivia supported national and local initiatives organised by local governments and civil society. Important events were organised in five Departmental capitals informing on the advances and calling for actions to improve the situation of children and adolescents in the country. Mass media, publications and social networks were used to promote the CRC Anniversary.

UNICEF Bolivia strengthened strategic partnerships with the television network ATB, ERBOL
radio network and the National Association of Newspapers to support public advocacy and media outreach on key child rights issues.

Taking into consideration the growing private sector, particularly in extractives, agro-business, finance and telecommunications, UNICEF Bolivia developed its integrated corporate engagement strategy to advantageously promote positive changes in business policy practices through Corporate Social Responsibility (CSR), innovation, and resource mobilisation to implement the CP. A mapping and market research exercise is underway to better understand attitudes and trends within the private sector, fully grasp the potential, and further inform the aforementioned strategy. Partnerships with Milicom/Tigo and FEXPOCRUZ were strengthened in 2014 and a new agreement was established with the BISA Bank to support the emergency response in Beni.

OUTCOME 6 Effective and risk informed Governance, HR Management and use of resources. This component covers non-programme salaries, travel and training, telecommunication, maintenance of equipment and premises and security.

Analytical Statement of Progress:

UNICEF Bolivia’s objectives and priorities were clearly defined in the 2014 AMP. The AMP served as a reference tool for staff and for UNICEF Bolivia to monitor performance. The Country Management Team (CMT) contributed to monitoring and made decisions on follow up actions for these activities. The CMT also ensured staff involvement and kept abreast of developments through regular Joint Consultative Committee (JCC) and staff meetings.

The CMT provided strong leadership for continuing improvement of Programme and Operations efficiency. This year’s priorities focused on strengthening the accountability system between Programme and Knowledge Management (KM) sections in La Paz and the two Regional Zone Offices (RZOs); streamlining business processes; and aligning the Country Programme Action Plan 2013-2015 with the SP and GAP 2014-2017, in collaboration with the GoB.

Management indicators tracking mechanisms included the review and taking of corrective actions during Programme, Operations, CMT meetings and mid/end-year reviews; effective Performance Evaluation Systems, and use of available information system monitoring tools (VISION Performance Management, RAM, and COAR). UNICEF Bolivia met key management indicator benchmarks for 2014.

Business continuity management was strengthened with the elaboration of Business Continuity Plans for each RZO. A testing exercise was conducted and corrective actions addressed shortfalls.

UNICEF Bolivia’s risk management relies on the systematic analysis of risks and opportunities at all levels, and the identification of adequate mitigation strategies to address the major risks.

Emergency Risk Management was given priority because of the recurrent emergencies in the country. The Emergency Committee coordinated UNICEF Bolivia’s preparedness and response, which included the Early Warning Early Action system. UNICEF Bolivia carried out an assessment of its emergency preparedness and response to improve emergency risk management at all levels, in accordance with CCC.
The 2015 self-risk assessment will feed the Mid-Term Management Review.

OUTPUT 1 Governance structures and systems that are necessary to adequately manage risks and achieve programme results. Activities and associated costs corresponding to the Biennial Support Budget Functions at country level, including salaries and related non-staff costs of Representative, Deputy Representative, Chief of Operations, Information Technology, business continuity and risk management.

Analytical Statement of Progress:
The 2013 Audit Report concluded that controls and processes were generally established and functioning. Eight of the ten audit recommendations closed within two months of receipt of the report. The swift actions contributed to strengthening control systems and accountability. To date, one recommendation remains open, which should close by January 2015.

UNICEF Bolivia focused on reviewing a set of business processes, and elaborating SOPs to simplify workflows and clarify roles and accountability within UNICEF Bolivia.

This contributed to strengthening the efficiency of:

- Results-based programming and quality assurance mechanisms with the establishment of a Committee and SOP on planning, implementation and monitoring of the country programme;
- Collaboration between La Paz programmes and the two RZOs, through an SOP clarifying roles and accountabilities on expected transversal results;
- Fundraising, through a 2014-2017 Partnerships and Resource Mobilisation strategy;
- Pilot innovations effectiveness, with the elaboration of guidelines on evaluating and documenting innovations for potential scaling-up;
- Risk management, with the elaboration of SOP on HACT, focusing on partners’ assessment and follow-up procedures on assurance activity reports and recommendations;
- Timely liquidation of cash transfers through the strengthening of monitoring mechanisms;
- Timely submission of donor reports with the revision of related workflow;
- Timely provision of specialised temporary workforce, through the simplification of individual consultants’ selection and contract management processes;
- System controls of the overall contracting process with the elaboration of an SOP on Contract Review Committee;
- Financial accountability and productivity, with the strengthening of vendor master records management and payment processes; and
- Business continuity with the testing and associated adjustments of business continuity plans.

In 2014, the Information and Communication Technology (ICT) section implemented all corporate systems upgrades and servers installations, keeping UNICEF Bolivia up-to-date with new global improvements. Implementation of the new standard cloud-based Office Automation tools (Office 365, Outlook, Lync, OneDrive) improved communication, such as enabling UNICEF outlook accounts on personal smart phones. UNICEF Bolivia participated in the Certification Manager Closed Pilot exercise that contributed the organisational enhancement of the Approva system.

The use of Lync for audio/video-conferences and new video equipment enhanced the quality of
UNICEF Bolivia’s meetings between offices. It will be further improved in 2015 with the provision of adequate screens for the zone offices’ conference rooms. New modern and VOIP ready PBX also improved communication with the Sucre zone office.

Infrastructure for emergency communications was strengthened through:

- Installation of a new radio system of HF/UHF, and acquisition of satellite equipment, sat phones and BGAN for Sucre zone office;
- Provision of upgraded radios to staff in all offices;
- Installation of a new UPS in La Paz;
- Installation of power generators in the two zone offices; and
- Contracting of an additional Internet service provider for each office, providing primary and secondary link and ensuring continuity of service.

Testing of ICT infrastructure for business continuity took place in September and shortfalls are being addressed.

The Health sector started a pilot project, “Health Care for Pregnant Mothers and Newborns,” based on RapidPro and mobile technology, which is supported and monitored by the ICT section. Starting in 2015, training of ICT staff will focus on IT for development to enhance UNICEF Bolivia’s capacity in this area.

ICT continued supporting users with SAP problem resolution, Service Manager, Approva/ZVISA/Master Vendor Data Management, and inventory assets processes. In 2015, the ICT team will develop a service call system to enhance and monitor the service provided to users.

**OUTPUT 2 Effective and efficient management and stewardship of Financial Resources.**

Management of financial and other assets of the organization, including activities and costs associated with office administration, corresponding to the functions including salaries and related non-staff costs of Administration and Finance, rent, office furniture and equipment, office security, maintenance and vehicles.

**Analytical Statement of Progress:**

UNICEF Bolivia continued the practice of generating a monthly key indicators report based on VISION Performance Management and SAP information. This report fed UNICEF Bolivia’s analysis on the situation of Outstanding DCTs, Donor Reporting, aging of supplies, and Country Programme Budget Implementation for corrective actions:

- CMT monthly meetings.
- Programme Management Team meetings twice a month with participation of Operations staff as necessary.

As of December 2014, UNICEF Bolivia reached an overall utilisation of funds of 97 per cent (Regular Resources 96 per cent, Other Resources 95 per cent, Other Resources Emergency 100 per cent, and Center Budget 99 per cent). UNICEF Bolivia’s efforts to strengthen the monitoring of DCTs liquidation kept under the threshold for the more than nine months outstanding DCTs (4 per cent) and for 6-9 months DCTs (14 per cent).
International Public Sector Accounting System’s implementation and correct appropriation of General Ledger accounts ensured accuracy in account recording, while overall internal financial controls were enhanced through:

- Continuous monitoring of segregation of duties through quarterly review of role assignments;
- Improved effectiveness of bank reconciliations with weekly analysis of financial transactions considerably reducing unidentified deposits and outstanding transactions; and
- The elaboration of Standard Operating Procedures (SOPs) on Vendor Master Record Management.

Streamlining accountability of the payment process increased its productivity and efficiency. Finance ensured timely assessment of counterparts, and implementation of scheduled audits with recording of ratings in VISION. This contributed to effectiveness of UNICEF Bolivia’s financial risk management, providing elements for planning and frequency of assurance activities.

Cost savings initiatives in administrative management (number of security and ancillary staff reduced without affecting services provided, renegotiation of LTAs for communication services, joint UN LTAs for printing services and office materials) generated savings of 15 per cent within the Institutional Budget, which were used to update IT equipment. Negotiations with the building owner resulted in extending the lease contract in La Paz at a competitive cost (half the commercial average rent paid by other UN agencies).

OUTPUT 3 Effective and efficient management of Human Capacity. Staff development and learning, staff well-being and staff-related security costs.

Analytical Statement of Progress:

In 2014, the CPMP 2013-2017 was amended and UNICEF Bolivia’s human capacity strategy was revised to ensure alignment of its workforce and competencies to the adjusted programme requirements and funding constraints. In Programmes, the exercise focused on releasing OR funding from staff to non-staff costs, and increasing Programmable resources, rather than on adjusting competencies, since they remained relevant. Operations’ structure considered the split between competencies that would stay within UNICEF Bolivia and those that would move to the GSSC in 2016.

Overall, a net decrease of 20 per cent of staff capacity will occur between 2015 and 2017. To mitigate the number of affected staff, UNICEF Bolivia developed a redeployment plan including strategies such as rotation, lateral movement, early retirements, bridges, and relevant indemnity packages, in accordance with HR policies. To address the gaps generated by some post abolitions on human capital needs, UNICEF Bolivia established three United Nations Volunteers positions, and considered alternative sources for qualified talent (i.e., local interns from prestigious universities, and highly qualified volunteers). The recruitment process of individual consultants was streamlined to enable rapid availability of a specialised temporary workforce.

By the end of 2014, the selection process for the 2015 structure was completed within an average of 70 days. Women represented 58 per cent of the overall global workforce, and 71 per cent of senior positions.
Performance management continued to be a strategic component to deliver efficient and effective output. Human resources monitored the deadlines of the three phases of the PAS and promoted quality PER discussions. The Learning and Development Plan continued to focus on advocacy and social policy skills.

Strong emphasis was given to organisational climate and staff wellbeing. A specialised company was contracted to work in close coordination with Human Resources and the local Staff Association. To gauge the climate since the last global survey, a local survey was conducted. Weaknesses identified were then addressed through ad-hoc working groups.

UNICEF Bolivia complied with the 10 minimum standards of HIV in the workplace, including updating staff on statistics, advances on the prophylaxis, and HIV tool kit; raising awareness among staff, as well as providing other information through a workshop.

UNICEF Bolivia held a workshop on Emergency Preparedness and Response to ensure effective humanitarian/early recovery and completed the plan on due time. An evaluation of UNICEF Bolivia’s response to emergencies provided additional inputs on capacity gaps that will be addressed in 2015.

UNICEF Bolivia implemented 100 per cent of the additional security allotment (US$17,000) provided by Headquarters to increase security for staff and premises. A new and modern security system was installed in the La Paz and Cochabamba Offices, which included intruder and smoke detectors, a video system and 24/7 monitoring service by a new service provider.

With the support of UNDSS, security of the Sucre zone office was strengthened by the service of a policeman provided by local authorities.

UNICEF Bolivia conducted the self-assessment for Minimum Operating Security Standards’ compliance of La Paz and two zone offices with an overall compliance of 95 per cent. An action plan to address gaps was elaborated and is being implemented.

At UNICEF Headquarters’ request, training on the new UNDSS standards for evacuation was provided to staff in December, and new protocols for evacuation were reviewed for testing in early 2015.

UNICEF Bolivia took the lead in renovating radio frequencies provided to the UN system by local authorities. The emergency communication plan, including smart phones and radio use, will be strengthened through training and regular testing in 2015.

OUTCOME 7 Technical assistance, operating costs, integrated management and effective and efficient coordination of the Country Programme

Analytical Statement of Progress:
Required human resources and technical assistance were provided in 2014 to support programme implementation and emergency interventions.

OUTPUT 1 Technical Assistance La Paz
Analytical Statement of Progress:
Required human resources and technical assistance were provided in 2014 to support programmes implementation and emergency interventions.
OUTPUT 2 Technical Assistance Cochabamba

Analytical Statement of Progress:
Required human resources and technical assistance were provided in 2014 to support programmes implementation and emergency interventions.

OUTPUT 3 Technical Assistance Chuquisaca

Analytical Statement of Progress:
Required human resources and technical assistance were provided in 2014 to support programmes implementation and emergency interventions.

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