Executive Summary

2013 marked the first year of the new Country Programme Cooperation (CP) between the Plurinational State of Bolivia (GoB) and UNICEF. The year was underscored by continued economic growth and social changes in Bolivia. In 2013, the GoB launched its 2025 Patriotic Agenda that, among other things, proposes to universalize access to basic social services and eradicate extreme poverty.

But redistribution of the benefits of economic growth is still inadequate and Bolivia still faces important challenges, including persistent disparities, the sustainability of recent social improvements, and the need for institutional strengthening and capacity-building at the national and sub-national levels. Additionally, the landscape of international cooperation and bilateral relations is in flux, which affected UNICEF Bolivia Country Office (BCO) on several levels.

In 2013 there was a significant change to the CP’s traditional business model, with a shift from service delivery to advocacy and technical assistance, and goals of delivering greater impact of cost-effective interventions in addressing barriers and bottlenecks, as well as allowing the CP to better align itself with the GoB’s priorities and planning processes. BCO also went through a process of refocusing and honing of its programme priorities and geographic focus to target the most vulnerable children and women.

The major achievements in BCO’s programming in 2013 were:

- Clear and effective up-streaming dialogue and advocacy efforts on key child rights issues influencing policy and legal changes such as the Child and Adolescent Bill;
- Provision of substantive technical assistance and capacity-building to strengthen the institutional capacity of the GoB at the national and subnational levels in order to reach the most vulnerable children;
- Incorporation of intercultural and multilingual approaches into the design, development and implementation of interventions in order to reach marginalised populations; and
- Use of communications and advocacy strategies resulting in impactful awareness-raising campaigns on key child rights issues.

BCO’s most significant shortfall in 2013 was the progressive withdrawal from the country of donors, including the Governments of the United States (USAID), and the delay in the response on the potential partnership with the Government of Canada. This had a deleterious effect on UNICEF’s programming, particularly in the area of health, leading to the cancellation of main interventions that were planned in the new CP. In response to these shortfalls, BCO initiated a Partnerships and Resource Mobilisation Strategy development process aimed at strengthening its strategic partnerships to further impact the most vulnerable children in the country.

BCO’s priorities for 2014 include:
(1) alignment with the new UNICEF Strategic Plan;
(2) revision of the Country Situation Analysis on Children (SITAN) to inform advocacy efforts and the impending 2015 Convention on the Rights of the Child (CRC) Report;
(3) implementation of models and use of results to reduce barriers and bottlenecks to increase access to basic social services for the most vulnerable children; and
(4) use of the celebration of the 25th anniversary of CRC as a platform to include children’s issues in the 2014 Presidential election campaign agendas.

Country Situation as Affecting Children & Women

With an estimated population just over 10 million people,[1] Bolivia ranks 108 in the Human Development Index.[2] Despite a low unemployment rate (2.7 per cent), poverty rates remain high: 45 per cent of the population is living under the national poverty line, including 61 per cent of the rural population, and 36 per
Social expenditures in favour of children increased from 7.8 per cent to 8 per cent of the GDP between 2008 and 2010 (from USD$1.2 million to USD$1.5 million). The education sector received the most funding (64.2 per cent), whereas the health sector received 18.8 per cent and social protection received 5.2 per cent [4]. In December 2013, the GoB released final results from its 2012 Population and Housing Census, which showed a decrease in the population under the age of 19, from 49 per cent in 2001 to 42 per cent in 2012.

Bolivia is on-track to achieve many of its Millennium Development Goals (MDG) Targets. The goals pertaining to extreme poverty, malnutrition, literacy, gender equality, institutional delivery coverage, protected areas, and consumption of chlorofluorocarbons have already been reached. Despite this progress, important objectives related to child and maternal mortality as well as education will not likely be reached by 2015.

Extreme poverty declined significantly in recent years. Between 1996 and 2012, extreme poverty was reduced by 20 per cent, reaching 21.6 per cent in 2012 [5]. Despite these advances, there are still disparities by geographical area. Extreme poverty is 3.3 times higher in rural areas than in urban areas. Preliminary estimates indicate that extreme income poverty is increasingly affecting children (28 per cent of children under the age of six suffer from extreme poverty, as do 27 per cent of children between the ages of 6 and 17) [6].

Recent data show a decreasing trend in chronic malnutrition among children under the age of three [7], from 42 out of 100 in 1989 to 18 out of 100 in 2012. However, the probability that a child under three suffers from chronic malnutrition is 1.8 times higher in rural areas (25.9 per cent) than in urban (14.6 per cent) [8].

In 2011, primary school net enrolment ratio was 82 per cent [9], with no difference between genders. This statistic merits further analysis given that the enrolment rate fell from 95 per cent in 2002. There are many challenges to preschool and secondary education, where net enrolment ratios are 45 per cent and 67 per cent, respectively. The completion rate for primary school reached 90 per cent in 2011, but at the secondary school level it was only 56 per cent.

Significant progress was made in eliminating illiteracy. According to 2012 Census data, the literacy rate of the population age 15 and over reached 95 per cent (compared to 80 per cent in 1992 and 87 per cent in 2001). The literacy rate reached 99 per cent among the adolescent population (15-18), and 93 per cent among women age 15 and over.

Infant mortality declined significantly in the last 20 years. In 1989, 82 children per 1,000 live births died before their first birthday, whereas in 2008, this number dropped to 50. However, neonatal mortality remained the same at 27 per 1,000 live births between 2003 and 2008. Level of poverty, education of the mother, as well as area of residence (rural vs. urban) are key factors associated with these unacceptable rates.

According to the 2003 data (the most recent data recognized by the GoB), the maternal mortality rate was 229 maternal deaths per 100,000 live births. 2012 Census data show that 67 per cent of births were attended in health facilities (compared to 53 per cent in 2001) [10]. Additionally, 9 per cent of female adolescents between 15 and 18 years old were already mothers (compared to 10 per cent in 2001) [11], and 18 per cent of young women between 15 and 19 years old were pregnant at some point [12].

Data indicate that the incidence of HIV/AIDS in 2012 was 153 persons per million inhabitants, a rate 13 times higher than in 2000, and which has grown at an average annual rate of 26 per cent.

The 2012 Census results show that 66 per cent of households have access to piped water networks (compared to 62 per cent in 2001). Estimates for 2011 by the Economic and Social Policy Analysis Unit (UDAPE) and UNICEF, as part of the Joint Monitoring Programme initiative, show that 87 per cent of the population use an improved water source (95 per cent urban, 71 per cent rural), while 63 per cent of the population use an improved sanitation system (78 per cent urban, 32 per cent rural).
There continues to be a lack of data on issues related to child protection. There are scant data available on child labour, birth registration and violence. The most current data show that 11 per cent of children between the ages of 5 and 13 are involved in some form of labour activities, irrespective of gender. Of those children, the participation of girls in domestic labour is higher than that of boys (83 per cent and 77 per cent, respectively) [13]. Census data also indicate that 97 per cent of the population was registered (as compared to 90 per cent in 2001). The most recent data indicate that 53 per cent of married female adolescents and youth (or in union) were victims of some form of violence by a partner or other person [14]. Approximately 80 per cent of children were victims of violent discipline in households [15].

Initial steps were taken in 2013 to implement the Monitoring Results for Equity System (MoRES) in the education, health and water, sanitation and health (WASH) sectors in order to improve the identification of barriers and bottlenecks to service access at the municipal and departmental levels. In 2014 additional focus will be placed on revising the Country Situation Analysis (SITAN) on children with equity, and on conducting a multidimensional child poverty analysis.

[6] 2012 estimates from the UDAPE.
[7] 2012 health and nutrition survey, MSD and UDAPE.

Country Programme Analytical Overview

2013 marked the first year of the new Country Programme Cooperation (CP) 2013-2017 between the GoB and UNICEF, a programme characterised by a major shift in business model from service delivery to policy dialogue and institutional capacity-building. The UNICEF Bolivia Country Office (BCO) also refocused and honed its programme priorities to further the equity approach.

Problem analysis was systematically introduced in all sectors, which will be further supported by the upcoming Situation Analysis of Children and Women (SITAN) and the integration of the Monitoring Results for
Equity System (MoRES). New “models” of work will help further reach the most vulnerable children: Marginal Budgeting for Bottlenecks (MBB), Simulations for Equity in Education (SEE) and WASH Bottleneck Analysis Tool (WASH-BAT). A Partnerships and Resource Mobilisation Strategy was prepared to address new approaches to strategic partnerships.

BCO began implementing the recommendations of the 2012 Gender Review. BCO, made the Girl-Child an advocacy priority, launched the global "Make the Invisible Visible" campaign in Bolivia to further the work on the prevention of violence against children, and in particular girls; and conducted key research on menstrual hygiene and girls’ school attendance to bridge gender gaps in education.

Major achievements of the Country Programme (CP) in 2013 include:

**Child Survival:** Despite an abrupt interruption in donor funding, the CP was able to continue support to the Ministry of Health and Sports (MSD) in: reinforcing the Unified Health System and establishing a national maternal and neonatal mortality observatory; introducing the pneumococcal vaccine into the national immunisation schedule; and reinvigorating Bolivia’s commitment to child survival through “A Promise Renewed.” BCO also provided substantive technical assistance to the Ministry of Environment and Water (MMAyA) to develop the Rural Sector Wide Approach (RSWAp) for areas with less than 2,000 inhabitants.

**Education:** Support was provided to the Ministry of Education’s (MINEDU) development and implementation of intercultural and multilingual education policies, a new set of qualitative and quantitative indicators; methodological guidelines for non-formal early childhood education services; two Community Education Councils (among Quechua and Mojeño indigenous populations); and two models for promoting early bilingual education in three indigenous communities.

**Child Protection:** Support was provided to strengthen child protection systems through technical assistance in drafting the new Child and Adolescent Bill; integrating child-friendly techniques within the justice system; improving inter-ministerial communications and coordination; building capacity of key civil servants and improving evidence-based information related to child protection.

**Knowledge Management, Policy and Advocacy:** UNICEF contributed to the update of the BolInfo database (a national adaptation of DevInfo); the operationalization of the Knowledge Station on Children’s Rights, and the expenditure analysis of social spending on children and adolescents.

Considering the rapidly changing environment in Bolivia and current funding constraints, in 2014 BCO will continue to work to better align its strategic focus to national priorities and processes as well as to the new UNICEF Strategic Plan for 2014-2017.

**Humanitarian Assistance:** Through its nutrition programme, BCO participated in the Chaco Chuquisaqueño drought evaluation, along with the UN interagency emergency committee. WASH and Nutrition sectors responded to the inter-institutional call for coordination and participated in a rapid assessment, information analysis, reporting and execution of a humanitarian response project through the Central Emergency Response Fund (CERF).

UNICEF co-led the WASH, Education, and Protection clusters and coordinated with the World Health organization (WHO)/Pan American Health Organization (PAHO) to support the Ministry of Health (MoH) in leading the health cluster. Important support was provided to the preparation of a national WASH emergency preparedness and response plan. This plan establishes protocols among WASH partners in emergency response, and represents a starting point for further action related to improved information management and WASH emergency response capacity building at sub-national level.

UNICEF also facilitated and contributed to strengthening the National Risk Reduction, Emergency and Disaster Response System (SISRADE), which is carried out by the Ministry of National Defence through the Vice-Ministry of Civil Defence (VIDECI). UNICEF also supported United Nations Development Programme and the United Nations Office for the Coordination of Humanitarian Affairs in evaluating the national project for strengthening the SISRADE.
BCO continues to brace itself for seasonal emergencies of droughts and floods that consistently occur in particular regions of Bolivia through emergency preparedness and planning.

Effective Advocacy

Partially met benchmarks

Effective Advocacy Support in Protecting the Rights of Children in Bolivia: In 2012, the GoB called for a new Child and Adolescent Bill (Código de la Niña, Niño y Adolescente, or CNNA), which was also included in the national agenda. In 2013 BCO provided technical assistance on the final draft of the Act, which complies with the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). It contains modifications regarding child labour, juvenile justice and international and domestic adoption issues, and mandates child protection systems at national and sub-national levels. Additionally, as a direct result of UNICEF advocacy efforts, a specific article was introduced within the Bill to ensure the timely updating of data related to children and adolescents in order to develop child-friendly policies and legislation.

Effective Advocacy Support in Scaling-Up Education Services: BCO contributed to MINEDU’s scaling-up of good practices for the development of eight regionalized curricula, with the participation of the indigenous populations, based on the lessons learned and documented by Intercultural, Bilingual Education in the Amazonia (EIBAMAZ). At the Departmental level in Potosi, BCO helped develop and approve a Departmental Policy for Early Childhood Development (ECD), and supported the Departmental Assembly to analyse and approve the Law in Favour of Early Childhood, passed in October 2013 (awaiting the Governor’s decree). BCO also supported the Government of the Department of Potosi and the association of communities of El Chaco in allocating resources to implement education activities in 2014, making a political commitment to use effective planning and budgeting tools for equity in education.

Effective Advocacy Support to Improve Access to and Quality of Health Services for Children and Pregnant Mothers: BOC conducted effective advocacy efforts and supported the Ministry of Health and Sports (MSD) in reinvigorating the GoB’s commitment to improving child survival through "A Promise Renewed" (APR); developing a neonatal and maternal mortality observatory that allows the monitoring of vulnerable populations; and including data on MSD’s website on the quality of maternal/child care and information on the health MDGs.

Building Evidence-Based Advocacy Capacity: In August 2013, the BCO co-organised a workshop with The Democracy Centre to strengthen BCO’s evidence-based advocacy capacity. This was a “learning by doing” process – the workshop was organised in plenary sessions and included group activities to develop an advocacy strategy with an equity focus.

Capacity Development

Mostly met benchmarks

BCO’s traditional business model shifted in 2013 from a focus on service delivery to one of policy dialogue and institutional capacity-building. Much of BCO’s 2013 programming is focused on raising the bar in developing and implementing capacity-building activities to ensure that GoB is able to effectively and efficiently deliver needed services to Bolivian children. Examples include:

Capacity to Improve Access to Quality Health Services for Children and Pregnant Mothers: Quality service delivery was supported through Continuous Quality Improvement Cycles for Maternal and Child Care to staff from 42 hospitals, 42 health network coordinators, and 9 focal points from the district level. BCO also supported capacity-building on equity approach and investment case at national level and in the Department of Potosi, through the use of the tools of Marginal Budgeting for Bottlenecks (MBB) and WASH Bottleneck
Analysis Tool (WASH-BAT).

**Capacity to Improve Access to Water, Sanitation and Hygiene (WASH) Services:** BCO, in collaboration with NUR University, trained subnational technicians on WASH project management, including WASH topics, child protection, gender equality, intercultural issues and staff retention in the public system. BCO supported training programs on national norms as they apply to WASH projects, which resulted in increased municipal funding and budget allocations for human resources.

**Capacity Development in Education:** BCO strengthened the capacities of MINEDU for curricular development in early childhood education and intersectoral coordination. As a result, the national Early Childhood Education Guidelines were developed and approved. Support was also provided for the preparation of the Early Childhood Single Registry (RUDEPI) 2012 Report. BCO was instrumental in building the capacities of Language and Culture Institutes (ILC) for six indigenous communities, and supported the Education Councils of Indigenous Populations (CEPO) in allocating public resources for vulnerable indigenous communities. BCO supported capacity development on equity approach and investment cases in the Department of Potosi through the introduction of the Simulations for Equity in Education (SEE) tool.

**Capacity in Child Protection:** BCO emphasised the strengthening of the Ministry of Justice’s stewardship role in child protection and strengthened the capacity of its partners in several areas, including: ownership of responsibilities that in the past were assumed by BCO; leveraging an increase in public funds for child protection interventions; management and implementation of an information system that collects data on violence against children (VAC); development of protocols and tools to improve service delivery, particularly regarding VAC; developing child protection projects financed by public funds; and documenting good practices in child protection and VAC prevention services.

**Capacity for Evidence-Based Advocacy:** BCO built the capacity of subnational authorities on policy formulation, budget allocation, and monitoring and evaluation. Technical teams from each of the 12 municipalities involved in the Child Friendly Municipalities (IMANA) initiative conducted municipal assessments on the situation of children’s rights, including data on health, education, protection issues, and preliminary causality analysis. BCO provided guidelines for the development of this situation analysis at the municipal level, and provided support to the technical teams to develop the data collection instruments.

**Communication for Development**

*Partially met benchmarks*

BCO effectively used strategic communications approaches in its advocacy efforts, which led to successful campaigns and awareness-building on key child rights issues. BCO initiated a communications strategy to support the new country programme and position UNICEF as a leader in addressing inequities in childhood and adolescence, and reaching the most vulnerable and marginalised children in Bolivia.

**Communications for Development to Support Hygiene Promotion:** Based on a socio-ecological model, and at the individual and at socio-political levels, BCO developed and implemented a hygiene promotion campaign in a participatory manner with key stakeholders, including the Ministries of Health and Sports (MSD), Education (MINEDU) and Water and Environment (MMAyA). This process helped mobilise multi-sectoral partners in advocating at the policy level and effectively achieving hygiene promotion objectives. Data was collected and shared in an effort to promote social reflection and awareness-building for behaviour change and community mobilisation, through municipal and departmental communication plans aimed at participation and adoption of healthy practices. BCO’s 2013 Global Hand Washing Day campaign reached more than 300,000 students. BCO also implemented Life Skills, an innovative methodology for community and behaviour change adapted to hygiene promotion, from which many lessons were learned that will be included in the 2014 MINEDU teachers training cycle.

**Communication for Development to Support Early Childhood Development (ECD):** Families in 30 communities of Chaco Chuquisaqueno where BCO supported ECD community models promoted the
development of children under six years of age and participated in communications processes using the management tool, “Enabling Environments for ECD”. Authorities from five municipalities carried out activities and quality of services improvement processes through consultation and consensus with parents.

**Communications for Development to Support Advocacy Efforts for Child Protection:** In response to a global priority, BCO began a social mobilisation campaign to prevent violence against children. The “Make the invisible visible” initiative used media and social networks to raise awareness among Bolivians. BCO strengthened its alliance with the Chamber of Industry, Commerce, Services and Tourism of Santa Cruz (CAINCO) and the Chamber of Agriculture of the East (CAO) to work together on a communication campaign to prevent child labour during the September Exhibition Fair of Santa Cruz (FEXPOCRUZ). BCO also advocated for the inclusion of the girl-child in laws, regulations, public policies, and programmes at the national and subnational levels, fulfilling a 2013 Office priority.

**Service Delivery**

* Mostly met benchmarks

In 2013 BCO significantly changed its business model/ There was a progressive migration from service delivery to strengthening capacities through technical assistance. This technical assistance support aims to deliver greater impact of cost-effective and cohesive interventions in addressing barriers and bottlenecks through capacity-building in the use of new “models” of work such as Marginal Budgeting for Bottlenecks (MBB), Simulations for Equity in Education (SEE) and WASH Bottleneck Analysis Tool (WASH-BAT). This will not only help sharpen the programme’s equity focus, but also better align its interventions with the GoB’s priorities and planning processes. This change is also directed at building the different capacities needed institutionally so that the national and subnational levels are able to sustainably, effectively and efficiently provide services through their institutions to mothers, children and adolescents in Bolivia.

**Service Delivery in Education:** Studies on education and the quality of education services show that there are deficiencies in the educational infrastructure in the Andean municipalities of the Department of Potosí. The Plurinational Observatory of the Quality of Education (OPCE) reported serious problems in reading comprehension and mathematical logic capacity. In response to this situation, proximately US$3,900,000 was leveraged from the local government and municipalities for construction of 79 Education Units to benefit 13,536 children in 30 rural municipalities. Some 3,104 students benefitted from 9,312 books supplied to 5 municipalities of the Chaco Chuquisaqueño and 12 computer laboratories were delivered to 12 Secondary Education Units to enhance students’ access to technology in the region of the Chaco.

**Service Delivery in Child Survival and Development:** In conjunction with PAHO/WHO, BCO advocated successfully for the inclusion of the pneumococcal vaccine in Bolivia’s national immunisation schedule. Additionally, BCO provided technical assistance to MSD in building their institutional capacity to procure an adequate supply of pneumococcal vaccines, efficiently tend to logistics requirements, and to implement a new vaccine campaign.

**Strategic Partnerships**

* Partially met benchmarks

In response to major financial, social and economic transitions occurring in Bolivia, as well as the changing donor landscape, BCO is changing its approach to be more in line with UNICEF’s work in middle income countries. In light of this shift, in 2013 the BCO began to actively pursue a new course in strengthening partnerships and leveraging for children’s rights by developing a Partnerships and Resource Mobilisation Strategy. The strategy focuses on reconfiguring fundraising/donor partnerships and identifying non-traditional partners/funding mechanisms to support the implementation of the CP; and leveraging resources through the Government, development partners and the private sector for the fulfilment of children and women’s rights
with equity in Bolivia.

Key partnerships with the GoB were forged in 2012 and will be further explored as a key strategy at different levels in the CP cycle. These include direct contributions of the GoB to the CP as well as increases in public investments in key areas. Examples of this work in 2013 include the allocation of funds to the special unit in charge of children’s rights within the Ombudsperson’s office and the investment by the local Government of Potosi of US$3.4 million in their 2014 plan to develop cost-effective interventions aimed at improving access and quality education services.

BCO strategically strengthened important collaborations with the local donor community to further the equity agenda for children, including with the European Union (EU) and the Government of Sweden, as well as with the UNICEF National Committees. A new exciting partnership was also established with the Government of South Korea through the Korean Foundation for International Healthcare (KOFIH).

In 2013, BCO also sought to create sustainable partnerships with civil society organisations (CSOs) capable of programme implementation and advocacy work. BCO established partnerships with eight CSOs to work jointly and collaboratively to address the needs of Bolivia’s children.

Guided by the Human Rights and Business Agenda, BCO continued to engage with the local business community to support key child rights issues. The partnership with the Chamber of Industry, Commerce, Services and Tourism of Santa Cruz (CAINCO) and the Chamber of Agriculture of the East (CAO) was strengthened to prevent child labour during the Exhibition Fair of Santa Cruz (FEXPOCRUZ). A strategic public-private partnership was developed with the telecommunication company TELECEL TIGO and the Supreme Electoral Tribunal (TSE), introducing new technologies to improve access to birth registration for vulnerable children. The work on corporate engagement will be stepped-up in 2014 to become a key component of BCO’s new business model.

In line with the principles of UN Coherence, UNICEF worked closely with the United Nations Country team on a number of key advocacy issues and was part of Joint Programmes focusing on highly vulnerable indigenous communities in Bolivia that were funded by The United Nations Trust Fund for Human Security (UNTFHS), the EU and the Government of Denmark.

**Knowledge Management**

*Partially met benchmarks*

In 2013 an agreement was signed by the Plurinational Assembly, the Ombudsperson’s Office and the University of San Andres (UMSA) to operationalise the Knowledge Station on Children’s Rights the was developed and launched by BCO in 2012. The Knowledge Station is an information hub on the situation of children’s rights in Bolivia. It aims to create a space for reflection, discussion and advocacy for the fulfilment of children’s rights. The Knowledge Station will also develop evidence-based advocacy for the development of child-friendly public policies. BCO will continue to contribute to the Knowledge Station through its technical assistance and research capacity on children’s rights, as well as with capacity building activities to implement and operationalize the 2013 agreement. Plans also include linking to other knowledge centres in Latin America and other regions.

This Knowledge Station is also linked to UNICEF’s Document Centre on Children (CENDOC), which was transferred this year to UMSA. An agreement was signed in September 2013 between BCO and UMSA for the transfer of some 10,000 publications related to children’s issues. The agreement also includes plans for digitalisation of these documents, to make them available online for future research activities and for use by civil society.

UNICEF supported the 12 municipalities involved in the Child-Friendly Municipalities (IMANA) initiative by conducting municipal assessments on the situation of children’s rights, including data on health, education, protection issues, and preliminary causality analysis. BCO provided guidelines for the development of this situation analysis at the municipal level, and provided technical support to the technical teams developing the
data collection instruments.

BCO organized an event in partnership with the United Nations Population Fund (UNFPA) and UN Women to raise awareness among Members of Parliament on problems faced by pregnant adolescents. The event examined pregnant adolescents’ inability to continue with their formal education and was the first step toward informing Parliament of the situation and developing an action plan to inform all Deputies and Senators about this issue. This information was also included in the new Child and Adolescent Bill in the section on sexual and reproductive health education.

BCO helped strengthen the National Working Group on Juvenile Justice, and initiated a study on the actual situation of adolescents in conflict with the law. In partnership with BCO, UMSA conducted 15 studies on gender and childhood, and provided information on ECD, disabilities, urban childhood, public policy, and other issues regarding the situation at the municipal and national levels. The Child-Friendly Schools programme came to an end in 2013 and the experiences and lessons learned from its implementation were documented.

**Human Rights Based Approach to Cooperation**

*Mostly met benchmarks*

A human rights-based approach to its programming is critical to all UNICEF actions striving for the universality and inalienability of children’s rights. In 2013, BCO supported the GoB in developing a new Child and Adolescent Bill, ensuring compliance with the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), emphasizing child labour and juvenile justice issues, and implementing child protection systems at national and subnational levels. Additionally, as a direct result of UNICEF advocacy efforts, a specific article was introduced within the Bill to ensure the timely updating of data related to children and adolescents. This will influence development of evidence-based child-friendly policies and legislation.

One of BCO’s key achievements in 2013 was the integration of child-friendly techniques and implementation of the Gessell Chamber within the justice system. Both are now being used by the Prosecutor’s Office to prevent the re-victimisation of child victims of violence during criminal proceedings throughout the country. BCO also supported the GoB in developing a child protection training programme based on sustainability and the building of capacity of key civil servants working on protection of children’s rights in Bolivia.

BCO facilitated the organisation of a regional workshop on child protection in humanitarian action based on the Core Commitments for Children (CCC) – Child Protection in Emergencies (CPiE). This workshop aimed to strengthen institutional capacity for ensuring child protection in humanitarian action; improve inter-institutional coordination; and strengthen the network of actors in child protection in emergencies. The UNICEF child protection specialist from the region and key counterparts in Bolivia participated in this workshop.

In line with the “Zero Undocumented Children by 2015” regional initiative, the right to identity was promoted through BCO’s birth registration campaign and efforts. With support from BCO, the Civil Registry Services Office (SERECI) and Supreme Electoral Court (TSE) strengthened communications with the Plurinational Assembly, where parliamentarians committed to reducing the gaps in birth registrations. Strategic partnerships were established with civil society and the private sector to reduce the gaps in birth registration at the national level. These efforts will emphasize reaching vulnerable indigenous communities.

BCO launched its “Make the Invisible Visible” campaign aimed at protecting the rights of children facing violence. Important advocacy efforts were made within the framework of this campaign to prevent violence against children.

Coinciding with the CRC’s 25th anniversary in 2014, BCO is planning to support the GoB to implement the new Child and Adolescent Bill. Additionally, the Country Situation Analysis (SITAN) will be updated in inform
policy dialogue and child-focused policy advocacy. This will also inform the impending 2015 Convention on the Rights of the Child (CRC) Report that will be prepared by the GoB.

### Gender Equality

**Partially met benchmarks**

BCO conducted its most recent Gender Review in late 2012, which produced recommendations and action plans that were incorporated into the development of the new 2013-2017 CP. Based on recommendations in the Gender Review, BCO decided that the social mobilisation and advocacy priority for 2013 should focus on the girl-child. Within this framework, BCO and the Parliamentary Network for Children’s Rights promoted two activities as part of its legislative competencies: the Law 357, which designates the 12th of April as the “Children’s Day in the Plurinational State of Bolivia”, replacing the Decree of 1952 that only referred to boys. Furthermore, a Parliament Resolution was issued underscoring the importance of the girl-child in Bolivian society and the need to achieve gender equality. This resolution will promote taking into account the needs of the girl-child in all laws, regulations, public policies, and programmes to be developed at the national, departmental and municipal levels.

A partnership with the media allowed for the creation of an open forum for experts, civil society and Bolivian children to express their opinion and concerns on a number of child rights issues. In 2013, the discussion topics included inequities faced by girls, the issue of violence against children, and in particular gender-based violence. This last discussion was conducted within the framework of the global campaign “Make the Invisible Visible” as well as within the regional United Nations’ campaign against gender based violence: “El valiente no es violento”.

Research was conducted in rural indigenous communities that looked at menstrual hygiene and its impact on girls’ school attendance rates. This led to innovative approaches to that will improve girls’ school attendance and enrolment, as well as bridge gender gaps in education. Key recommendations were identified to improve girls’ experiences in school during menstruation.

BCO’s activities with the UN Gender Group (GTG) and the International Cooperation Gender group (CIAG) included technical assistance and advocacy for the approval of the Integral Law of Violence against Women (passed on April 2013), including several articles related to girls’ and adolescent girls’ specific needs in education, prevention of violence measures, and protection. BCO was asked by UN Women and UNFPA to facilitate a meeting with the Parliamentary Network for Children’s Rights to raise political awareness concerning pregnant adolescents and their rights. A joint document was developed for use in advocacy efforts directed at Legislative members.

UNICEF provided technical assistance to the Vice Ministry of Equal Opportunity (VIO) for the effective implementation of the Integral Law of Violence against Women. BCO’s technical assistance also helped design a national public policy that includes an analysis of the necessary resource allocation by decentralized levels of government to advance work towards gender equality.

Following UNICEF’s lead, the UN Gender Group also agreed to support the Legislative Assembly on the analysis and the approval of the new Child and Adolescent Bill. GTG provided technical support to apply the gender guidelines to the legislative analysis produced in 2013.

### Environmental Sustainability

**Mostly met benchmarks**

BCO’s programming is in line with the Law of the Rights of Mother Earth (Law 071), the “Mother Earth and Comprehensive Development to Live Well” Legal Framework (Law 300), as well as GoB policies on Climate Change, Environment, Sustainable Comprehensive Development and Food Safety. The comprehensive
development framework includes a clear vision of equity and universal access to education, health and WASH. BCO supports the implementation of these laws through its diverse programme components.

BCO supported one national and seven Departmental meetings between children and adolescents on the topic, “My Mother Earth, My Future”. An awareness-raising strategy was defined with input from 450 children and adolescents representing urban schools throughout Bolivia. That strategy influenced BCO’s decision to provide technical and financial support in 2014 to a national programme coordinated between the Mother Earth Units of the Ministry of Foreign Relations, Ministry of Water and Environment, and Ministry of Education. This programme, which is funded by the GoB, aims to raise awareness and mobilise society for the protection of Mother Earth and the rights of children.

In 2013, BCO supported the national and subnational authorities and organizations in developing a response to climate change issues. BCO incorporates climate change adaptation and risk reduction as transversal components throughout its WASH program. Within the UN Trust Fund for Human Security funded program in four municipalities prone to regular floods in Beni, the municipal capacity for WASH risk reduction was strengthened, as was the design of water and sanitation infrastructure projects to adapt to flooding. A similar approach was used to implement projects in municipalities prone to droughts in the Chaco region.

At the national level, BCO coordinated with the Vice-Ministry of Water Resources and Irrigation and other sectoral partners involved in WASH emergency responses, and developed a WASH contingency plan to strengthen preparedness, coordination and capacities during response to climate related emergencies.

The BCO WASH and Nutrition sectors responded to the inter-institutional call for coordination and participated in a rapid assessment, information analysis, reporting and execution of a humanitarian response project through UN Central Emergency Response Fund (CERF), in response to a drought in the Chaco region that affected the vulnerable rural population’s nutrition status, access to safe drinking water, and hygienic practices.

South-South and Triangular Cooperation

In 2013, BCO supported a South-South Triangular Cooperation initiative involving the Governments of Argentina and Bolivia, aimed at protecting the rights of children, adolescents and indigenous women migrating to Buenos Aires. BCO and the Government of Argentina coordinated efforts to identify relevant national institutions involved with migration issues, including the Ombudsman offices and national executive and legislative branches. An Inter-Institutional Mechanism for Migration was developed with the Ministry of Foreign Relations and the Bolivian Consulate in Buenos Aires to track Bolivian migrants in Buenos Aires within the next six months. This initiative will provide Bolivian authorities with updated information to share with Argentine institutions in order to jointly design public policies for the protection of migrating children and adolescents in Buenos Aires. UNICEF is a facilitator between the Ministries of Foreign Relations of the Governments of Bolivia and Argentina to develop an agreement including protection measures to be taken by authorities in Argentina.

BCO participated in the International Seminar on Urban Inequities organised in Buenos Aires, Argentina by the Universidad de Trece de Febrero and the UNICEF Latin America and the Caribbean (LAC) Regional Office. The Child Friendly Municipalities initiative in Bolivia was presented at this event, and the indicators used for the certification process were identified as a good practice by the regional office.

In 2013, BCO supported the participation of the GoB in the “Second Cross-Border Meeting on International Adoption”. The Governments of Brazil and Peru also participated. This meeting provided the opportunity to exchange good practices in adoption processes and included a component on the prevention of trafficking of children and adolescents. The initiative on the eradication of child labour on sugar cane plantations, under which children are protected by the Red Latinoamericana contra el Trabajo Infantil, and which is supported by BCO under the leadership of the Government of Santa Cruz Department, was identified as a best practice in Latin America.
The *Lazos Sur-Sur* initiative is an HIV/AIDS South-South Cooperation effort between Bolivia, Brazil, Cape Verde, Guinea Bissau, Nicaragua, Paraguay, São Tomé y Príncipe, and Timor Leste. With support from the Brazilian Ministry of Health and UNICEF, Bolivia currently presides over a regional HIV/AIDS technical working group. The working group’s 2013-2014 work plan states, “the group’s purpose is to build capacities of health staff in the areas of HIV/AIDS prevention, diagnosis and treatment.” Through this South-South cooperation initiative, Brazil agreed to send Bolivia anti-retroviral (ARV) first line treatment by January 2014. The respective UNICEF country offices will further coordinate these activities.

Bolivia and Argentina also initiated joint preventing mother-to-child-transmission (PMTCT) and HIV prevention activities at health facilities aimed at youth from border areas in Yacuiba, Bolivia and Pocitos, Argentina.

To build capacities, workshops were convened on PMTCT, congenital syphilis and paediatric care protocols for 40 health professionals from participating countries. Bolivia and Peru held workshop on HIV/AIDS among indigenous populations with support from UNICEF, UNAIDS, and Family Care International and identified joint HIV/AIDS surveillance and control actions.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Bolivia - 0510**

**PC 1 - Quality Social Services with Equity**

- **Constrained**

**PCR 0510/A0/04/111 1.1. Reduction of maternal mortality, infant and neonatal mortality, and reduction of chronic malnutrition and HIV vertical transmission.**

**Progress:**

In 2013, UNICEF provided technical assistance to the Government of Bolivia to improve child survival through the reduction of maternal, infant and child mortality, increasing access to quality health services, reducing chronic and severe malnutrition among children, preventing mother-to-child-transmission (PMTCT) of HIV/AIDS, and increasing access to water and sanitation services. Support was provided to the Ministry of Health and Sports (MSD), achieving the following results: a 10 per cent reduction in maternal and neonatal mortality; better quality services due to hospitals implementing Continuous Quality Improvement Cycles (CQIC) for maternal, new-born and child health; a decrease in 42 hospitals to less than five per cent mortality due to acute malnutrition; an expected reduction in pneumonia cases and infant mortality due to the introduction of the pneumococcal vaccine into the national immunisation schedule; and an increase in access for women to HIV rapid test during antenatal care visits and to anti-retroviral therapy (ART).

UNICEF influenced public policy through work with the Ministry of Environment and Water (MMAyA) for the development of the Rural Sector Wide Approach (RSWAp) in areas with less than 2,000 inhabitants. This contributed to improved water and sanitation coverage, aligned ongoing projects with sector priorities, and placed increased responsibility on rural governments for management. RSWAp was implemented in rural areas of 20 autonomous municipalities, thereby addressing and targeting urban-rural gaps. Demand generation has been supported through the community-led total sanitation (SANTOLIC) approach, and reinforcement of hygiene promotion on key practices and the management of menstrual hygiene.

In its role as co-leader of the Water and Sanitation Hygiene (WASH) and Nutrition clusters, UNICEF supported the Government in responding to a drought emergency, in close collaboration with UN agencies, NGOs, and communities in the affected areas. Thanks to this response, 9,332 children and their families had access to safe water, essential health care services and nutritional interventions.

Equity-based and innovative approaches to programming were initiated that analyse bottlenecks, barriers and cost effectiveness through the use of tools such as Marginal Budgeting for Bottlenecks (MBB) and WASH Bottleneck Analysis Tool (WASH-BAT). These tools are being implemented at the subnational level and are being used for UNICEF’s Monitoring Results for Equity System (MoRES).

Despite important advances, the implementation of the programme component was somewhat constrained given the reduced donor financing, the exit of USAID and the delay in the approval of funding from the Government of Canada.

- **Constrained**

**IR 0510/A0/04/111/001 1.1.1. 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.**

**Progress:**

UNICEF supported the development of national standards for maternal, new-born and child health which targeted the reduction of equity gaps in health. This work led to improved access to and quality of services in priority areas. UNICEF successfully advocated for the inclusion of the pneumococcal vaccine into the national immunisation schedule. Capacity and technical competencies of health staff were developed and improved in four health networks in the departments of La Paz and Chuquisaca.

UNICEF provided technical assistance that contributed to reductions in malnutrition and promoted appropriate feeding and micronutrient deficiency prevention and control. As part of the Baby-Friendly Hospital Initiative, UNICEF encouraged that successful breastfeeding practices be extended to first level hospitals. UNICEF provided guidance to the Ministry of Health in the area of food fortification in collaboration with laboratories and the private sector.

In response to the 2013 drought, UNICEF responded to the nutrition emergency in line with the Core Commitments for Children, coordinating with national authorities and other UN agencies. In all, 5,348 children, pregnant and lactating women, received supplementary foods, micronutrient and vitamin supplies, as well as therapeutic food to prevent and treat malnutrition, and 9,332 children and their families, living in emergency situations, had access to safe water, essential health care services and nutritional interventions.

Equity-based and innovative approaches to programming were initiated that analyse bottlenecks, barriers and cost effectiveness through the use of tools such as Marginal Budgeting for Bottlenecks (MBB) and Water, Sanitation and Hygiene (WASH) Bottleneck Analysis Tool (WASH-BAT). Those tools are being implemented at the subnational level in Potosi and used for UNICEF’s Monitoring Results for Equity System (MoRES).

Progress was constrained due to the abrupt interruption of USAID’s collaboration with Bolivia and delays in the approval of funding from the Government of Canada.
On-track

**IR 0510/A0/04/111/002 1.1.2** 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

**Progress:**

UNICEF undertook various measures in 2013 to address the equity gap. UNICEF interventions targeted the most vulnerable rural areas, and in a strategic partnership with the European Union, implemented the Rural Sector Wide Approach (RSWAp) in 20 autonomous municipalities. UNICEF strengthened linkages at the national and sub-national level that focus on capacity development and working with the national level on policy advocacy, as well as partnership strengthening. Subnational capacities were developed through a partnership with Nur University, where they train technicians on community development and water, sanitation and hygiene (WASH). Through the UN Trust Fund for Human Security and in partnership with the World Food Programme and the Food and Agricultural Organization (FAO), UNICEF served indigenous communities in the Beni District. The Potosí District improved its equity-based approach for local WASH programs, identifying the major bottlenecks that prevent services from reaching the most vulnerable and disadvantaged children and communities.

Using the UNICEF Water, Sanitation and Hygiene (WASH) Bottleneck Analysis Tool (WASH-BAT), UNICEF analysed and reported on results of the Community-Led Total Sanitation (CLTS) approach. Access to WASH in schools was also evaluated in collaboration with the Ministry of Education (MINEDU). UNICEF contributed to strengthening community development competencies of 30 basic service providers. Additionally, monitoring systems were strengthened in 56 autonomous municipalities through the WASH mapping tool supported by UNICEF, which also contributed to the registration of 150 water and sanitation rural committees at The National Regulatory Authority.

UNICEF co-led the sectoral group for WASH in emergencies, focusing on the preparation of a national emergency preparedness and response plan. This plan is seen as a key document for establishing protocols among WASH partners in an emergency response, and represents a starting point for further action related to improved information management, flows and capacity building at subnational levels.

On-track

**IR 0510/A0/04/111/003 1.1.3.** 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.

**Progress:**

UNICEF brought to the forefront important and often neglected challenges faced by adolescent girls and, in collaboration with UNICEF Headquarters and Emory University, produced a publication on Menstrual Hygiene Management in schools and communities. Through these efforts, 6,500 children and 260 teachers improved their knowledge, practices and life skills on key hygiene practices through the implementation of a community-focused Hygiene Promotion strategy, in association with Project Concern International. Together with Nur University, gender, inter-culturally and protection modules were included in the “Management and Community Development for WASH Projects” programme for rural communities, encouraging the participation of female leaders in WASH community committees.

A Communication for Development strategy was implemented and improved the coordination between the Ministries of Education and Environment and Water (MMAyA) in the development of a teacher training cycle on hygiene. Another important achievement in hygiene promotion was the participation of more than 300,000 children during the Global Hand-washing Day campaign. UNICEF also provided technical assistance in formulating hygiene indicators to be included in the National Health Information System (SNIS) in 2014.

In 2012, UNICEF played a key role in supporting the emergency response in the drought-affected areas through its leadership in the Water, Sanitation and Hygiene (WASH) cluster. In total, 9,332 children and their families got access to safe water, essential health care services and nutritional interventions.

UNICEF successfully advocated for the inclusion of HIV/AIDS topics in academic curriculum: teachers and young leaders received training on HIV/AIDS prevention, and health workers improved their competencies on unplanned pregnancy, HIV/AIDS and violence. A strategic partnership was developed between UNICEF in Bolivia and Brazil to support the National HIV/AIDS Programme and strengthening of South-South Cooperation through the implementation of capacity building workshops, chairing of a technical working group, and antiretroviral drugs (ARV) first line treatment.

On-track

**PCR 0510/A0/04/112 1.2.** Increase access to, learning and completion of culturally-appropriate early childhood, pre-school, primary and lower secondary education at the appropriate ages.

**Progress:**

Progress in education indicators in Bolivia, in particular completion of primary school (90 per cent) and a high retention level (97 per cent) are mainly attributed to the Juancito Pinto’s bonus (a universal conditional cash transfer for all children in 1st to 8th grade). The National Census 2012 indicated 94 per cent primary school attendance, a low level of access to preschool education (45.5 per cent), primary net enrolment rate (82 per cent) and secondary completion rates (55.8 per cent). Quality of education indicators are not being reported due to the change in curricula and new assessment regulations. The Ministry of Education (MINEDU) decided to create its own...
At the national level, UNICEF supported the MINEDU in implementing intercultural and multilingual education policies. As results of those efforts, Bolivia now has qualitative and quantitative indicators as part of the Educational Information System, methodological guidelines for non-formal early childhood education services (0-6 years of age), and two Community Education Councils (Quechua and Mojeño populations) as part of the new Education Law. Two models for the promotion of early bilingual education in three indigenous communities are being developed, with the participation of parents and indigenous organizations. At the local level, indicators on access to primary school increased by two percentage points for boys and girls in prioritized areas (Potosí and El Chaco Chuquisaqueño municipalities). Important resources from decentralised governments in prioritized areas were leveraged to promote access to and quality of education. Potosí’s government and the Mancomunidad of El Chaco (MMCH) reached political and financial agreement to build planning and budgeting capacities aimed at equity in education through the use of Simulations for Equity in Education (SEE) tool.

UNICEF faced significant financial setbacks with the phasing out of donors in the sector, with potential implications on achieving results for the most disadvantaged children. The sector working group on education has reinforced the dialogue to support Bolivia’s eventual application to the Global Partnership for Education (GPE). UNICEF sees this as an important opportunity to advance education results for the most disadvantaged children and will continue to be involved in this work. UNICEF will also support strengthening of multilingual and intercultural policies at national and decentralised levels.

On-track

IR 0510/A0/04/112/001 1.2.1. Children and families from indigenous and vulnerable populations have access to non-formal education and culturally-appropriate integral early childhood development.

Progress: With UNICEF’s technical assistance to the Ministry of Education (MINEDU,) the development of methodological guidelines for non-formal early childhood care and education services (birth to 4 years of age) was concluded in 2013, and educators throughout the country will be trained to develop regionalized educational projects and use the methodology in all services.

UNICEF’s advocacy and technical assistance encouraged dialogue between the Ministries of Health, Education and Justice in order to establish a technical mechanism for intersectoral coordination. Additionally, a national working group specialized in childhood development was established as part of the National Network of Social Work (REDNAGES), through which national and subnational efforts will be coordinated on issues regarding regulations of services for early childhood. The lack of intersectoral coordination was previously identified as a strong barrier in implementing policies.

Technical assistance from UNICEF helped establish a baseline using quantitative data on the situation of boys and girls under six years of age at the local level in Potosí, Chuquisaca and Mancomunidad El Chaco (MMCH). The baseline made it possible to move forward in developing strategic plans for early childhood services in those areas. An analysis of bottlenecks was initiated in order to identify effective interventions aimed at improving low indicators. Geographic areas were identified where the most disadvantaged groups are concentrated and where the intervention models will have the greatest impact.

UNICEF supported the situation analysis of languages in the areas of Quechua and Mojeño, and the design of an early bilingual intervention model. This model aims to promote early bilingual learning with the participation of parents, community and intersectoral coordination, and to complement the intercultural and multilingual policies included in the national education model. This innovative model will be systematized and replicated in other indigenous communities and municipalities.

On-track

IR 0510/A0/04/112/002 1.2.2. 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.

Progress:

In 2013, UNICEF provided technical assistance and support to the Potosí and El Chaco areas, where teachers developed 5,300 educational innovations on pedagogical processes, especially in the areas of language and mathematics. By the end of 2013, 5,935 teachers participated in implementing learning strategies, training events. In the pro-active exchange of pedagogical experiences. Some 12,658 children and youth arrived safely and on time to school, as a result of the 283 transportation systems implemented. The Net Enrolment Rate in those areas increased as follows:

- Preschool level, from 58 per cent to 60 per cent,
- Secondary level, from 57 per cent to 59 per cent,
- Completion rate for primary school (up to 6th grade) from 48 per cent to 53 per cent
- Net intake rates from 66 per cent to 69 per cent.

The Potosí Government allocated US$3.4 million in their 2014 plan to develop cost-effective interventions aimed at improving access and quality education services. Similar agreements were reached with five municipalities of the El Chaco region to develop Strategic Plans for Education Development, with a focus on equity and Monitoring of Results for Equity (MoREs) in education.

With the aim of reducing disparities and in order to achieve equity in education, BOC, with support from UNICEF Headquarters, provided technical assistance to the various stakeholders (MINEDU, Potosí Government) to implement the “Simulations for Equity in Education” (SEE) tool, also highlighting the alternatives that SEE has to offer in the process of institutional planning.
UNICEF assisted the MINEDU by contributing to research and the development of conceptual frameworks included in the Teacher Training Program. The implementation of Intra-Intercultural Multilingual Education Policies was supported through the development of the regionalized curricula for Afro-descendants and for the Uru Chipaya people; the analysis on regulating Community Social Participation (CSP) with Quechua and Mojeño indigenous populations; and the capacity building efforts with the Language and Culture Institutes, which helped develop strategic plans.

### PC 2 - Protection of children and adolescents

**On-track**

**PCR 0510/A0/04/221 2.1** 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.

**Progress:** UNICEF’s key achievements in 2013 included the integration of child-friendly techniques and installation of the Gessel Chamber within the justice system. Both are examples of full implementation of children’s rights and protection. They are used by the Prosecutor’s office to prevent the re-victimisation of child victims of violence during criminal proceedings and are being promoted in the nine Departments of Bolivia.

Another achievement was the strengthening of inter-ministerial communications and coordination mechanisms such as the National Juvenile Justice Working Group, a national inter-sectoral working group on the right to identity, and the Network of Departmental Social Services (REDNAGES). UNICEF also was instrumental in creating the special Unit in charge of Children’s Rights within the Ombudsperson’s office and in the development of an inter-ministerial programme model for street children and adolescents currently being implemented in Santa Cruz, Tarija and Cochabamba.

UNICEF actively supported the development of the child protection training programme, which is implemented and managed by the Plurinational Public Management School (EGPP). This training programme is based on sustainability and the building of capacity of key civil servants working on protecting the rights of children (Child Labour, Violence, Management and Planning and children rights, among others). In 2013, 570 civil servants were trained on those modules. Support was also provided to the Bolivian Police Academy in developing a specific training programme on child protection.

UNICEF played a key role in the revision of the Child and Adolescent Act, as well as participated in the initial meetings on the new National Child Labour Eradication Plan.

UNICEF contributed significantly to improving evidence-based data on child protection by providing technical assistance to the Ministry of Justice on the on-going census of institutionalised children (in alliance with NGO Amici de Bambini); the situation analysis on juvenile justice; and conducting and disseminating results of the study of the costing associated with responsibilities and functions of the Departmental Social Protection Services (SEDEGES) and the municipal Child Rights Defence Centres.

A strategic private-public partnership was developed with the telecommunication company TIGO and the National Electoral Court (TSE), introducing the use of new technologies. To improve access to birth registration for vulnerable children living in indigenous communities.

**On-track**

**IR 0510/A0/04/221/001 2.1.1** National and autonomous local authorities have a legal framework, public policies and sectoral plans that 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.

**Progress:**

UNICEF supported the development of a child protection training programme with the Plurinational Public Management School (EGPP), which is being implemented in the nine Departments. This training programme is designed to build competencies of civil servants and includes several gender-sensitive modules on child protection issues. In 2013, 570 civil servants were trained.

UNICEF supported the Ministry of Justice in drafting the Children and Adolescents Act, which was submitted to the Plurinational Assembly for approval. This document is aligned with and based on the Convention on the Rights of the Child and other internationally-recognized instruments. In December, the final version of the Act was approved by the Plurinational Assembly, a process supported by UNICEF through the provision of technical assistance and evidence-based information on specific child protection matters, such as child labour, cost of the provision of child protection services, and calculations of necessary national budget allocations.

In the three years since its creation, and through the continuous technical and financial support from UNICEF, the network of nine Departmental Social Protection Services (REDNAGES) has strengthened its technical capacities, as evidenced the successful coordination among the nine Departments in preparing concept papers aimed at improving institutional capacities with respect to child protection matters. A new regulation on the Departmental Social Protection Services (SEDEGES) functions was prepared by the Ministry of Justice, with technical support from UNICEF.

In 2014, UNICEF will support the Vice-Ministry of Indigenous Justice in strengthening child protection systems at the indigenous community level by building awareness of indigenous community leaders about children’s rights issues, with the support of social organizations.

**On-track**

**IR 0510/A0/04/221/002** 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 emergency situations have been implemented.
Progress:

In 2013, UNICEF, in collaboration with UNFPA, continued to support the Prosecutor’s Office in establishing child-friendly legal services for child victims of sexual abuse and their families. This support included revising the inter-institutional road map for victims within the justice system according to the new gender-based violence law and developing protocols that define the roles and responsibilities for every institution involved in protecting child victims.

UNICEF also provided assistance to the Ministry of Justice for setting up the “Adolescent in Conflict with the Law National Working Group” and for the reactivation of Working Groups in five departments, aimed at promoting the use of alternative measures for children in conflict with the law and the strengthening of the information system in the area of justice for children. UNICEF supported a pilot programme on Restorative Justice in the Department of Santa Cruz that focuses on preventive, as well as alternative, measures for children and adolescents in conflict with the law. A study was initiated to evaluate the implementation of restorative justice in Bolivia. UNICEF also continued to support the Centre for the Care of Sexual Abuse Victims (CEPAT) Working Group, within the network of the nine Departmental Social Protection Services (REDNAGES), in the development of sexual abuse prevention protocols and monitoring instruments.

In conjunction with United Nations Office on Drugs and Crime and the International Organization for Migration, UNICEF provided technical assistance for the development and implementation of effective policies and social mobilisation strategies aimed at combatting child trafficking in Bolivia. National and regional school curricula were designed in partnership with the Ministry of Education. In coordination with the Ombudsperson’s Office, 30 prosecutor officers and 270 public servants were trained and 6,400 teachers, parents and pupils received awareness-building interventions in the area of child trafficking.

On-track

IR 0510/AO/04/221/003 2.1.3 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.

Progress:

At the national level, UNICEF worked with the Ministry of Labour to initiate the process of developing a new national plan for the prevention and eradication of child labour and the protection of adolescent labour. Technical assistance was provided to the Department of Santa Cruz tin developing a Departmental plan for the eradication of child labour. This plan was adopted and enacted by the Departmental Assembly, and signed by the Governor in a public act on World Day Against Child Labour.

A renewed Memorandum of Understanding (MoU) was signed with the Exhibition Fair of Santa Cruz (FEXPOCRUZ), managed by the Chamber of Industry, Commerce, Services and Tourism of Santa Cruz (CAINCO) and the Chamber of Agriculture of the East (CAO), to sensitise the private sector on children’s rights and address child labour. This MoU will contribute significantly to the implementation of the Departmental Plan of St Cruz to eradicate child labour by 2015.

In conjunction with the International Labour Organisation (ILO), UNICEF supported the Ministry of Labour in conducting a national survey on child domestic labour, and continued to build and strengthen the capacities of 283 Child Protection Officers and Child Labour Inspectors through the Plurinational School of Public Management (EGPP). This helped link expertise as well as create synergies at the national and local levels.

UNICEF strengthened the local capacity of the network of eight Amazon municipalities (MAMUNAB), where the harvest of Brazil nuts is the main local business. The business involves children in the picking and peeling of the nuts. The Ministry of Labour, five Municipal Governments, the Ombudsperson’s Office, three private companies, two Departmental Social Protection Services (SEDEGES) of Pando and Beni, and two workers unions were involved with this capacity building effort.

On-track

IR 0510/AO/04/221/004 2.1.4 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.

Progress: Despite important progress, Bolivia is still lagging behind in terms of ensuring children’s right to an identity, especially among vulnerable communities.

According to Bolivian law, birth registration is free of charge until the age of 12. , The National Electoral Court (TSE) guarantees this right. With UNICEF’s technical assistance, a coordination process was initiated aimed at linking national and multi-sectoral mechanisms in order to improve the rate of timely birth registration, and to reduce the number of children with no birth registration. Partners and implementing agencies involved in this strategy include the Ministry of Health, Ministry of Education and civil organizations, under the leadership of the National Birth Registration Office (SERECI). A Memorandum of Understanding (MoU) was drafted and was pending final approval at year’s end.

With UNICEF’s support, SERECI and TSE strengthened communications with the Plurinational Assembly, where parliamentarians committed to reducing the gaps in birth registrations. Additionally, these instances provided technical inputs and recommendations to the Child and Adolescent Act that was under review and in the process of being approved by the Plurinational Assembly. With support from UNICEF, a Bolivian delegation participated in the Lima Regional Workshop on Birth Registration Promotion in June 2013, to discuss how parliamentarians can ensure children’s right to an identity; and to reinforce the regional commitment to reduce to zero the number of non-registered children. Strategic partnerships were established with civil society and the private sector in order to reduce the gaps in birth registration among vulnerable indigenous communities. Together with the “Consejo de Capitanes del Chaco Chaquisaqueno,” UNICEF supported the implementation of community-based child protection interventions, with a focus on the right to identity among the women and children of the Guarani population. Together with the telecommunication company TIGO, and the TSE, UNICEF initiated
a collaboration to boost birth registration through internet-connected mobile services in remote areas.

PC 3 - Monitoring and knowledge generation for the promotion of child rights

**On-track**

**PCR 0510/A0/04/331 3.1** 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.

**Progress:**

Bolivia has recently experienced major economic growth, resulting in many improvements in social terms. However, the country still faces important challenges, such as persistent levels of disparities and the sustainability of the recent social improvements. To address these challenges, UNICEF continued to strengthen the capacities of the government to design and implement social and economic policies, legislative measures and budgetary allocations, so that obligations to children are met.

UNICEF increased its efforts to deepen and strengthen the relevant evidence base within the country. In collaboration with the National Statistics Institute (INE) the BolInfo database (a national adaptation of DevInfo) was updated to improve the availability of and access to national statistics relating to children. The Parliamentary Network for Children's Rights, the Ombudsperson's Office and the University of San Andres signed an agreement to operationalise the Knowledge Platform on Children’s Rights. This initiative was designed to create an information hub that fosters knowledge creation and exchange of information on children among policy makers and stakeholders.

In 2013, UNICEF also developed child-friendly policies and propelled legislative reform to sustain Bolivia’s recent progress. To support the case for increasing investments in children, an expenditure analysis was carried out of social spending on children and adolescents from 1997 through 2010. The strategic partnership that UNICEF maintains with the Chamber of Deputies (Cámara de Diputados) permitted close coordination and participation in drafting the new Children and Adolescents’ Code.

At the sub-national level, two initiatives were implemented in cooperation with the Ministry of Autonomies: The Child Friendly Municipalities Initiative (IMANA), and the Platform of Governors, which provides a space for advocacy and the formulation of child friendly policies at the decentralized level. At the community level, UNICEF supported the evaluation of a micro-finance initiative of Communal Banks that was finalized and published in 2013.

Throughout the year, UNICEF continued to build capacity of partners and stakeholders, focusing on child participation and the mobilisation of the private sector. The recent socio-economic changes in Bolivia emphasized the need to explore new alliances and partnerships with the business community in support of child rights.

**On-track**

**IR 0510/A0/04/331/001 3.1.1** 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.

**Progress:** Knowledge generation and modelling of child-friendly policies were ongoing in 2013 as work continued towards reducing child disparities and influencing pubic policies.

During 2013, an agreement for the operationalization of the Knowledge Platform for Children’s Rights was signed by recognized national institutions: the Ombudsperson’s Office, Network of Parliamentarians for the Rights of Children (REDNAGES), the Autonomous University of San Andres (UMSA). The Knowledge Platform is now sustainable and will be able to develop a research agenda on children’s rights, as well as foster the creation of knowledge and exchange information on the situation of children among policy makers and stakeholders. UNICEF also supported the Servicio Estatal de Autonomias to conduct and publish studies on Costing of Sub-national Authorities’ Competencies on Children’s Rights and Evaluation of the Implementation of Sub-national Authorities’ Competencies on Children’s Rights.

Twelve municipalities finalised their diagnostics of the situation of children, with technical assistance from UNICEF. This helped identify the principal deficiencies in each municipality and consequent tailoring of UNICEF’s advocacy work in the prioritisation of policy responses at the municipal level. At the Departmental level, UNICEF and the Ministry of Autonomies agreed to set up a “Governors Platform”, an annual summit aimed at advocating for children’s rights. At the community level, UNICEF programming focused on measuring the impact of the Community Banks (Banco Comunales) on children’s health and education, as well as empowering indigenous women. By providing disadvantaged households with access to financial resources and an opportunity to develop a small scale economic activity, the Community Banks contributed to improve the living conditions of 2,400 disadvantaged families, including 7,500 children.

**On-track**

**IR 0510/A0/04/331/002 3.1.2** 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.

**Progress:** As part of the activities related to improving national and subnational capacities for the timely collection, analysis and dissemination of disaggregated data, the National Statistics Institute (INE), with technical assistance and financial support from UNICEF,
updated the BolInfo database on children. Similarly, the Unit for Social and Economic Analyses (UDAPE) recalculated indicators on access to improved sources of water and sanitation using the Joint Monitoring Program’s definitions. Health specialists from INE and UDAPE were trained on the use of the Multiple Indicator Cluster Survey. UNICEF successfully advocated for the inclusion of an Early Childhood Development module in the next Demographic Household Survey, to be conducted in 2014.

UNICEF supported several studies addressing inequities among children that were conducted in 2013. UDAPE published a study on the Social Determinants of Inequities in Childhood Malnutrition and a Status Report on Early Childhood Development Policies. UDAPE also finalized a study on Social Expenditures on Children, which is complemented by five bulletins on thematic social spending (education, health, child protection, housing, and community child services). UNICEF also supported the Evaluation of the Juanito Pinto Bonus, which included an assessment of the effectiveness of child-sensitive social protection systems, revealed important findings on existing administrative barriers, and demonstrated some positive impact on educational indicators (such as the improved rate of timely entry into first grade).

Initial steps were taken in 2013 to implement UNICEF’s Monitoring Results for Equity to identify bottlenecks and barriers in access to education at the municipal level. Advocacy with representatives of Chuquisaca’s Chaco region resulted in an agreement to conduct this analysis to support the design of a regional Plan for Education.

On-track
IR 0510/A0/04/331/003 3.1.3 Legislative Assembly, Departmental Assemblies and Municipal Councils have strengthened capacities to position children’s rights within legislation, regulate executive performance and approve budgets.

Progress: Since 2009, UNICEF and the Plurinational Assembly’s Chamber of Deputies have fostered the development of the Parliamentary Network for Children and Adolescents (REDNAGES), which aims to strengthen Deputies’ capacities to shape and enforce laws that protect children, establish strong policy directions and allocate resources from the national budget in favour of children. UNICEF’s Country Programme for 2013-2017 identifies the Legislative Assembly as its main partner for formulating policy and budgets, as well as for drafting and implementing legislation in support of children and adolescents.

In 2013, UNICEF’s strategic partnership with REDNAGES resulted in close coordination on the drafting of the New Children and Adolescents’ Code, which provided technical assistance on issues such as child labour, juvenile justice, and violence, access to education, health, water and sanitation. It also assured adherence to the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). This draft includes a comprehensive and integral child protection system that takes into account the coordination among national, departmental and municipal levels. A Juvenile Justice System was also included in the new code as a result of UNICEF’s advocacy efforts. Both legislative chambers (Senate and Chamber of Deputies) analyzed the draft and approval was expected by year end.

On-track
IR 0510/A0/04/331/004 3.1.4 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.

Progress:
In 2013, UNICEF Bolivia supported the signing of three Departmental agreements aimed at reducing childhood disparities in childhood through intersectoral coordination in the Departments of Cochabamba, Beni y Pando.

UNICEF conducted situation Analysis workshops to gather information on the situation of Bolivian children and guide the management of statistical information at the subnational level. As a result of these exercises, UNICEF was able to formalize three intersectoral work plans with key actors at the Departmental government levels: Planning Secretariats, Human Development Secretariats, and Basic Services Secretariats. Through these workshops, the capacities of three Departmental and four municipal governments were strengthened in the areas of monitoring, statistics and data management on children.

At the Departmental level, UNICEF advocated for the planning of programs and activities in favour of children, within the planning mechanisms of the Departmental governments. UNICEF also advocated for the allocation of funds and other resources needed to successfully develop policies in favour of children in the Departments.

UNICEF helped strengthen the coordination between the governments, other institutions and social organizations in order to achieve synergies in their work towards generating policies that protect and favour children.

One of the main obstacles in fulfilling planned activities was the high turnover of technical staff in some of the government offices, which inhibited the continuity of programming and caused delays in the registration of public funds within the government administrations. UNICEF is in the process of implementing strategic planning mechanisms to overcome those barriers and help identify the most vulnerable populations, their geographic location and proposed interventions based on the Departmental plans.

On-track
IR 0510/A0/04/331/005 3.1.5 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.

Progress: UNICEF cultivated its advocacy work in the Departments of Chuquisaca, Oruro and Potosi, as well as in the municipalities of...
El Chaco Chuquisaqueño. The local governments identified three key areas to be strengthened: the availability of regional and systematised data on the situation of children; the importance of monitoring and evaluation of indicators for driving public policy and decision-making; and the prevention and the care of children victims of violence.

The Departmental governments and UNICEF jointly developed work plans that include activities and budgets to conduct situation analyses of children, strengthen monitoring and evaluation activities and prevent violence against children. Important advocacy efforts were also conducted within the framework of the "Make the Invisible Visible" campaign to prevent violence against children at the subnational level.

Within the Child Friendly Municipalities Initiative (IMANA), UNICEF provided technical assistance to the municipalities to analyse the situation of children and ultimately feed the planning processes to further results for children. More specifically, in the Department of Potosí and El Chaco Chuquisaqueño, the technical capacity in monitoring and evaluation (M&E) was strengthened and tools such as Simulations in Education with Equity (SEE), Marginal Budgeting Bottlenecks (MBB) and Water, Sanitation and Hygiene Bottleneck Analysis Tool (WASH BAT) were introduced to delineate the strategies to reach the most excluded and vulnerable children. In El Chaco Chuquisaqueño, these tools will be used to develop the subnational Strategic Plan for Education and the Early Childhood Development Plan.

UNICEF initiated emergency preparedness efforts to respond to drought emergencies in Chuquisaca and Potosí that aim to empower municipalities to respond immediately to such situations.

**On-track**

**PCR 0510/A0/04/332 3.2** Children and young people express themselves to influence policies and practices that influence their lives.  

**Progress:**

In 2013, UNICEF continued to explore new alliances and partnerships and to build the capacity of partners and stakeholders, focusing on child participation and the mobilization of the private sector.

As a direct result of UNICEF’s advocacy efforts, the Ministry of Finance agreed to increase the budget of the Ombudsperson’s Office in order to allow for the creation of a Special Unit on Children and Adolescents’ Rights. This special unit will be a close UNICEF partner to encourage children’s participation and to monitor the situation of children in Bolivia. Partnerships with the media were fostered, including promoting the participation of children and adolescents in the “End Violence” global campaign.

UNICEF involved the private sector as partners in fulfilling the rights of children (i.e., through FEXPOCRUZ - the biggest private sector’s exhibition fair in Bolivia) and promoted Corporate Social Responsibility (CSR) in corporate culture and policies. A number of preliminary meetings were organised with the private sector to discuss opportunities to pilot a CSR strategy in 2014.

**On-track**

**IR 0510/A0/04/332/001 3.2.1** 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.  

**Progress:**

In order to build children’s and adolescents’ participation in the implementation and monitoring of laws, policies and practices, UNICEF focused on building national and subnational capacities to comply with the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW).

In accordance with CRC recommendations, a Special Office for Children’s Rights within the Ombudsperson’s Office was created. It consists of two civil servants in La Paz, and a representative in each of the Departments: Cochabamba, Oruro, Chuquisaca, Beni and Pando. This special unit and its representatives at the Departmental level will be close allies and partners of UNICEF in the future, particularly in building child participation. The sustainability of this new Unit is guaranteed by an important increase in the Ombudsperson’s Office budget, which was approved by the Ministry of Economy and Finance. This was a direct result of intense advocacy efforts in partnership with the Parliamentarian Network for Children and Adolescents (REDNAGES).

In 2013, a national opinion survey on children and adolescents was conducted through the "Voice of the Children" initiative, designed in 2012. The results of this survey will be used to inform decision-making and presidential candidates’ positions during the 2014 general elections.

**On-track**

**IR 0510/A0/04/332/002 3.2.2** Civil society and private sector are mobilized to promote the rights of the most vulnerable children.  

**Progress:** Developments in Bolivia in 2013 propelled UNICEF to consider alternate funding sources and new alliances and partnerships in support of child rights. Emphasis was placed on mobilising the private sector in favour of children, and UNICEF initiated a Corporate Engagement (CE) strategy to identify potential private sector partners and allies. A number of preliminary meetings with companies from the mining industry and telecommunication sector were held in 2013 to discuss opportunities to implement the CE strategy.
UNICEF renewed its alliance with the Feria Exportacion de Santa Cruz (FEXPOCRUZ) to sensitize the private sector on the issue of child labour and to link CSR to child rights, with stronger advocacy conducted through the media to foster a greater commitment from the private sector. This resulted in the signing of an agreement between TIGO (a mobile phone operator), the National Office for Birth Registrations (SERECI) and UNICEF to improve the birth registration process at the national level.

A partnership with the media supported the creation of an open space for experts, civil society and Bolivian children to express their opinions, concerns, and proposals on a number of issues identified by UNICEF. Discussion topics focused on inequities faced by girls and the issue of violence against children. The latter was conducted within the global campaign #Endviolence, in which UNICEF promoted the regional United Nations’ campaign against violence: “El valiente no es violento” (“Brave is not violent”).

### PC 4 - Cross-sectoral costs

**On-track**

**PCR 0510/A0/04/800** 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.

**Progress:**

BCO’s objectives and priorities were clearly defined in the 2013 Annual Management Plan (AMP), which served as a reference tool for staff and for BCO to monitor performance. The Country Management Team (CMT) contributed to monitoring progress and making decisions on follow up, and ensured staff involvement and kept staff abreast of developments through regular Joint Consultatie Committee (JCC) and staff meetings.

Risk management remained a top priority. BCO implemented its high risk mitigation plan developed following the 2012 Control and Self-Assessment RCSA, which identified the risks associated with achieving BCO’s planned results. A Peer Review was conducted with the support of Mexico (Operations) and Peru (Programme) Country Offices that reviewed the sustainability of previous audit recommendations and planned corrective actions.

Considering the new Country Office structure and addition of staff (mainly Chiefs of Programmes), all staff members were trained in Programme Planning Process, Harmonized Approach to Cash Transfers (HACT) and VISION to promote general understanding of programme management mechanisms and related information management systems. BCO reviewed key business processes, including control points, and shared related standard operating procedures (SOPs) and workflows with staff. United Nations Country Team members decided not to realize/update the Macro-Assessment in 2013 due to the sensitive political situation surrounding the 2014 Presidential elections. BCO has, however, strengthened internal processes in terms of micro-evaluations and assurance activities with the issuance of a standard operating procedures on Harmonized Approach to Cash Transfers which includes guidelines on transfer modality based on risk level. All partners foreseen for the 2013–17 CP were assessed by either the contracted audit firm or consultants, seven audits were conducted, and implementation of the "Spot Checks" plan reached 76 per cent at year-end. The Office will have to improve follow up actions as well as implement a capacity development strategy starting in 2014. Joint activities with Executive Committee Agencies (ExCom) will also be a priority.

To ensure adequate emergency preparedness, BCO’s Emergency Preparedness and Response Plan was updated in coordination with Programmes and Operations. It clearly defined roles and responsibilities of staff (Emergency Committee). BCO’s staff includes an Emergency and Risk Management Specialist and a list is regularly updated of possible consultants who could support BCO if a disaster were to occur. In 2013 BCO responded to one emergency in the Chaco and Cochabamba regions, with the support of US$1.3 million from the Central Emergency Response Fund (CERF). The Business Continuity Plan was updated in 2013 and will be implemented through a formal testing exercise in 2014.

The Information and Communication Technology (ICT) section continued providing information technology services to the UNICEF Bolivia Country Office (BCO) with a customer oriented spirit to support programme intervention results in the most effective manner. Corporate systems, upgrades, and server installations worked without interruption throughout the year. The ICT team collaborated not only on technical issues but also in the redesign of all business processes involving actions in SAP/Vision. This improved the office’s efficiency.

**On-track**

**IR 0510/A0/04/800/001** 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.

**Progress:** Enhancement of internal controls, including a revised Table of Authority and Business Processes, and the revision of Statutory Committees provided reasonable assurance in terms of the execution of ethical, economical, efficient and effective programmes and operations resources.

A thorough review of the composition of all key oversight committees was conducted in 2013, which ensured compliance with organizational guidelines in terms of type and length of membership. The committees and their respective Terms of Reference (TORs) were incorporated into the Annual Management Plan (AMP). Key implementation indicators were monitored and discussed during CMT meetings (Financial Implementation, Outstanding direct cash transfers (DCTs), Donor Reports, Supply distribution, Travel status, and...
The Office renewed eight Peer Helpers panel members, who were trained by the Division of Human Security. HR undertook quality review of the PERs and analysed how individual training opportunities aligned with BCO’s training strategy. The Office also implemented follow-up actions to comply with established deadlines at each stage of the performance evaluation cycle. The office renewed eight Peer Helpers panel members, who were trained by the United Nations Department for Safety and Security. All staff have been informed about Peer Helpers’ roles and how to contact them. Staff also know how to contact the UNICEF/UNDSS Staff Counsellor. The UNDSS Counsellor facilitated a presentation clarifying the roles of the Staff Counsellor and Peer Helpers. The Office has also made certain that the ten minimum standards on HIV in the workplace were implemented.

The Office addressed its lowest rated dimension in the 2011 Global Staff Survey -- Work-Life Balance (67 per cent). In 2013, HR promoted the use of flexi-time and - following an analysis of working hours - asked Heads of Sections to commit to discouraging staff under their supervision to be in the office on weekends and late at night during the week.

On-track

IR 0510/A0/04/800/002 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.

Progress: Enhancement of internal controls, including the timely update of Table of Authority and Business Processes, and the revision of Statutory Committees provide reasonable assurance in terms of the execution of ethical, economical, efficient and effective programmes and operations resources. Safeguarding assets from inappropriate use and fulfilment of accountability obligations are ensured by providing all staff with updated programme and admin/financial instructions, SOPs, and by maintaining proper records and information flows. The property survey board (PSB) met four times during the year and contributed to the effectiveness of NEP disposal. Monitoring and oversight of office vehicles for operations support and programme implementation continues. This contributes to increasing the life cycle of the vehicles and reduces replacement costs. Other administrative support provided to the CO includes a closer monitoring of open temporary appointments and the effective management of services and premises. This provides a more comfortable and secure work environment for staff. Key implementation indicators are monitored and discussed during CMT meetings (Financial Implementation, Outstanding DCTs, Donor Reports, Supply distribution, Travel status, and HACT implementation).

Regular resources (RR) and other resources OR implementation both reached 93 per cent at year-end. Outstanding direct cash transfers over nine months old were constantly monitored (support from NYHQ and TACRO was received to solve technical issues in VINT and JCC meetings contributed to maintaining strong collegial relationships between management and staff representatives and guaranteed staff concerns were considered in management decisions. BCO re-established the Audit Committee to prepare for the 2013 audit, facilitating smooth communication of requested information during the audit. The Committee will monitor closure of recommendations once Audit Report is received in 2014.

The ICT section continued providing information technology services to BCO with a customer-oriented spirit to support programme intervention results in the most effective manner. Corporate systems, upgrades, and server installations worked without interruption throughout the year. The ICT team collaborated not only on technical issues but also in the redesign of all business processes involving actions in SAP/Vision. This improved the office’s efficiency.

On-track

IR 0510/A0/04/800/003 Effective and efficient management of Human Capacity. Staff development and learning, staff well-being and staff-related security costs.

Progress: BCO 2013 staffing structure is the product of the 2013–2017 Country Programme Management Plan (CPMP) (approved by the programme and budget review (PBR) in 2012). Thanks to an effective recruitment process, 18 of the 19 new posts were filled by January 2013. The structure is composed of 43 per cent general service staff (GS), 2 per cent United Nations Volunteers (UNVs), 40 per cent national officers (NOs) and 15 per cent international professional staff (IPS). BCO also developed a long term training/learning strategy to improve staff competencies and effectively accompany the changes envisioned in the new CP. The strategy is based on the findings of the competencies gap analysis conducted in 2012 with the support of an external consultancy. During 2013, HR informed all staff about each phase of their Performance Evaluation Reviews (PERs) and encouraged those to complete the PERs in a timely manner based on the Division of Human Resources’ instructions. HR promoted constructive dialogue on PERs and also undertook quality review of the PERs and analysed how individual training opportunities aligned with BCO’s training strategy. HR also implemented follow-up actions to comply with established deadlines at each stage of the performance evaluation cycle.

The office renewed eight Peer Helpers panel members, who were trained by the United Nations Department for Safety and Security. All staff have been informed about Peer Helpers’ roles and how to contact them. Staff also know how to contact the UNICEF/UNDSS Staff Counsellor. The UNDSS Counsellor facilitated a presentation clarifying the roles of the Staff Counsellor and Peer Helpers. The Office has also made certain that the ten minimum standards on HIV in the workplace were implemented.

The Office addressed its lowest rated dimension in the 2011 Global Staff Survey -- Work-Life Balance (67 per cent). In 2013, HR promoted the use of flexi-time and - following an analysis of working hours - asked Heads of Sections to commit to discouraging staff under their supervision to be in the office on weekends and late at night during the week.
Effective Governance Structure

The first year of the 2013-2017 Bolivia Country Office (BCO) Country Programme was marked by four major management exercises:

· Review of the Programme Planning process and its alignment with national counterparts;
· Kick-off of the Change Management task force, which aims to support BCO in the achievement of key management and programmatic changes defined in the Country Programme Document (CPD)/Country Programme Management Plan (CPMP);
· Programme and Budget Review submission in the context of the new regional processing centre; and
· An Internal Audit.

The CMT contributed to monitoring and making decisions on follow up actions for each of those exercises, ensured staff involvement, and kept abreast of developments through regular JCC and staff meetings.

BCO’s objectives and priorities were clearly defined in the 2013 AMP. The AMP served as a reference tool for staff and as a means for BCO to monitor performance (in addition to the CMT's monthly review of BCO's key indicators). A thorough review of the composition of all key oversight committees was conducted, which ensured compliance with organizational guidelines in terms of type and length of membership. The committees and their respective TORs were incorporated into the AMP, including the Emergency Management Committee. The emergency risk management mechanism was included in the AMP and linked to the updated Emergency Preparedness and Response Plan (EPRP) where staff roles were defined. CMT members met ten times and ensured management decisions - including improvement of identified weaknesses (travel, planning, fundraising, and HACT) - were discussed, documented, and implemented in a timely manner. Three JCC meetings contributed to maintaining strong collegial relationships between management and staff representatives and guaranteed staff concerns were considered in management decisions.

BCO re-established the Audit Committee to prepare for the 2013 audit. The Committee facilitated communication of requested information during the audit and monitored timely closure of recommendations. A Peer Review was conducted with the support of Mexico (Operations) and Peru (Programme) Country Offices, reviewing the sustainability of previous audit recommendations and planning corrective actions.

Taking into consideration the new Country Office structure and addition of staff (mainly Chiefs of Programmes), all staff members were trained in the programme planning process (PPP), HACT and VISION to promote understanding of programme management mechanisms and related information management systems. BCO reviewed key business processes, including control points, and shared related SOPs and workflows with staff. Trainings to complement this effort will be provided in 2014.

BCO implemented the high risk mitigation plan that was developed following the 2012 Risk Control and Self-Assessment (RCSA), addressing the following factors:

· Country Environment: Weak institutional structure in Middle Income Country: Since donors are pulling out of the country, BCO successfully repositioned itself as a key technical support ally focusing on less costly programme strategies such as MBB implementation.
· Ability to Change: Risk addressed by the Change Management Committee: In 2013, the Government of Bolivia asked BCO’s main donor (USAID) to leave the country, which led to a quick review of BCO’s programme strategies, aligned with the Country Environment risk mitigation mentioned above. Thanks to the work of the Change Management Committee, a new strategy was quickly developed and accepted throughout BCO.

Strategic Risk Management

The 2012 Risk and Control Self-Assessment (CSA) indicated that the UNICEF Bolivia Country Office (BCO) has a good culture of risk management. As BCO was formulating the country programme documents and the Country Programme Management Plan for the next country programme, the focus on the latest RCSA was on
identifying the risks linked to the ability to achieve BCO’s planned results for the next Programme cycle. The process was conducted by a task force in a participatory manner, and produced BCO’s risk profile and mitigation/control strategies. Strategic decisions taken at CMT level and recommendations provided by the various committees are informed of possible risks thanks to these tools and to systematic consideration of risks beyond those produced by the RCSA. That Office conducts an analysis of risks, opportunities, cost/benefit, and mitigation approaches before any strategic decision is taken.

Each RCSA exercise assesses the effectiveness of the existing risk responses by identifying, analysing, and assessing residual risks, determining the likelihood those risks will occur, and the possible impact they would have. The significance of each residual risk is then determined. BCO also assessed its risk control through a Peer Review conducted in 2013. Corrective actions were taken to address the weaknesses identified.

To ensure adequate emergency preparedness, BCO’s EPRP was updated in coordination with Programmes and Operations. The EPRP clearly defines staff roles and responsibilities, including an Emergency Committee. BCO’s staff includes an Emergency and Risk Management Specialist and a list is regularly updated of possible consultants that could support BCO if a disaster were to occur. In 2013 BCO responded to one emergency in the Chaco and Cochabamba regions with the support of US$1.3 million from the Central Emergency Response Fund (CERF). The Business Continuity Plan was updated in 2013 and will be implemented through a formal testing exercise in 2014.

The CMT and the Change Management Task Force both supported the UNICEF Country Representative to quickly and effectively respond and adjust after the Government of Bolivia asked USAID, BCO’s main donor, to leave the country. This departure by USAID led to substantial funding reduction and revision of programme priorities.

### Evaluation

Based on the Country Programme Action Plan (CPAP) and its five year Integrated Monitoring and Evaluation Plan (IMEP), BCO developed an annual IMEP to accompany the first year programme implementation. The Monitoring and Knowledge Management section facilitated the process to ensure that both the number and type of studies were strategically focused and aligned with the rolling work plans. The IMEP was approved by the Country Management Team (CMT) in January 2013 and shared with the Regional Office. It included a total of five studies representing all programme components.

The IMEP was monitored and discussed regularly in the Programme Management Team (PMT) and CMT Meetings as well as in reviews with counterparts. Due to financial constraints and changes in the counterparts’ plans for the year, all but one study were cancelled. In spite of this fact, BCO, through its programme components, completed studies and evaluations from previous IMEPs. These included: “WASH in Schools, Empowers Girls’ Education in Rural Cochabamba, Bolivia - An Assessment of Menstrual Hygiene Management in Schools”; “National Census of Institutional Children”; “Cost Study of Departmental Social Protection Services and Municipal Child Rights Defence Centres”; “Study on the Social Determinants of Inequities in Childhood Malnutrition”; “Status Report on Early Childhood Development Policies” and the evaluation of the Juancito Pinto Bonus. The office also completed all the recommendations in the Management Response System from the 2012 Evaluation of the Bolivian Health Sector Support Programme.

As a result of inter-agency collaboration, led by the United Nations M&E working group, a monitoring system for the United Nations Development Assistance Framework (UNDAF) was developed and adopted by the UN Country Team. This system will be implemented in 2014 to monitor the joint efforts to reach the UNDAF expected results.

The 2013 internal audit exercise noted that BCO had conducted very few formal and comprehensive evaluations of key initiatives to inform its programming. Considering the risk the limited systematic structured approach to assessment and evaluation of programme priorities presents, BCO will strengthen its work in this area in 2014 to ensure effective and efficient programming targeting the most vulnerable children. In addition to prioritising the update of the SITAN, the office will review its business processes and mechanisms to ensure that key interventions are systematically evaluated for their relevancy, efficiency and
effectiveness during the current programme cycle.

**Effective Use of Information and Communication Technology**

During 2013, the Information and Communication Technology (ICT) section continued providing information technology services to the UNICEF Bolivia Country Office (BCO) with a customer-oriented spirit to support programme intervention results in the most effective manner. Corporate systems, upgrades, and server installations worked without interruption throughout the year. The ICT team collaborated not only on technical issues but also in the redesign of all business processes involving actions in SAP/Vision. This improved the office's efficiency.

In terms of SAP/Vision, ICT supported the office with:
- Problem resolution for process and management;
- Focal point function for Service Manager;
- Approval management with review of Segregation of Duties and ToA’s generation;
- ZVISA management;
- MDM, PA and Inventory assets processes; and
- Collaboration in the development of technical and business material for BCO’s SAP/Vision hands-on training provided to new staff.

The enhancements of the ICT infrastructure in Sucre Zone Office (ZO) were finalized, improving data and voice communications services. Local service providers were contracted to provide a faster (512 Kbps to 2 Mbps) and more efficient internet link. The electrical and data wiring systems of the new facility also were renovated. In La Paz, bandwidth was increased from 4Mbps to 6Mbps, at no cost. New long term agreements (LTAs) with ISPs have improved communication between the CO, ZOs, UNICEF Headquarters (HQ) and enterprise systems.

The office updated its Business Continuity Plan, which will be tested in 2014. New emergency support equipment was purchased, including a generator, ISat phone, Bgan and UHF equipment. Each office is now equipped with one BGAN, Sat phone, UHF and HF radio system and standard servers to ensure continuing communication between Zone Offices, RO and HQ in the event of an emergency. All critical staff were assigned laptops that can be used remotely and laptops are also kept in stock. A new security system has been installed in Sucre ZO, including an alarm and video systems to detect fire and intruders.

BCO’s ICT Specialist continued participating in the UNCT ICT Group for the development of cost-effective common services (the UNICEF ICT Specialist led the negotiation with the national authority on UHF and HF services in 2013 and negotiated a corporate rate with the internet provider used by most agencies). UNICEF ICT staff were often asked by other agencies to provide technical support.

**Fund-raising and Donor Relations**

Bolivia is currently undergoing a major financial, social and economic transition. In 2012, the country registered an average annual economic growth of 5.2 per cent. The Economic Commission for Latin America (ECLA) predicts that Bolivia will lead Latin America with the region’s highest growth rate in 2014, at 6.4 per cent. With the sizable profit from the nationalized natural gas reserves and a growing tax revenue base, the Government of Bolivia (GoB) now has considerable funding available for public works and services.

Concurrently, traditional bilateral donors in Bolivia are either ending their development cooperation or shifting their strategies and modifying their investments in the country. The Governments of the United States (through USAID) ended its cooperation and the Swedish Government (SIDA) is progressively exiting. Other bilateral organizations are planning to exit and/or significantly reduce their cooperation budgets.

Even though the BCO has been quite successful in raising funds over the last five years, the new Country Programme is facing important challenges in developing a diverse donor base. Departure of key donors,
especially USAID, had serious implications for the new Country Programme, resulting in a nearly 50 per cent reduction of planned resources in 2013.

Despite these challenges, BCO made important efforts to raise unrestricted resources by strengthening relations with key partners such as SIDA and the European Union (EU), with whom two new multi-year agreements were signed in 2013. The GoB provided an important contribution to support the implementation of the Country Programme and a partnership agreement was signed with the Government of South Korea through The Korea Foundation for International Healthcare (KOFIH) to support child and maternal health in the Department of Cochabamba. New funding was provided by the Spanish, Danish, and German governments, as well as by the US National Committee for UNICEF (NatComs), and field visits were organized with the Spanish and French NatComs. The BCO acknowledges the important contribution from various donors, through the global thematic grant, to support the education programme component.

In line with the principles of UN Coherence, UNICEF participated in two joint programmes with other UN agencies. These initiatives, which support highly vulnerable indigenous communities in Bolivia, are funded by The United Nations Trust Fund for Human Security (UNTFHS), the Delegation of the EU, and the Government of Denmark. Additionally, as co-lead agency of the Water, Sanitation, and Hygiene (WASH) and Nutrition clusters, BCO was also involved in the consolidated appeals to the Central Emergency Response Fund (CERF) to support the emergency response in the drought-affected areas of the country. The Government of Belgium contributed to UNICEF’s regional initiative to strengthen the resilience of communities and the emergency response preparedness of local authorities.

Considering the rapidly changing environment in Bolivia, BCO will restructure its work to be more in line with UNICEF’s work in middle-income countries. A Partnerships and Resource Mobilisation Strategy was initiated that focuses on the strategic shift needed to support new business and partnership models to achieve results for children in Bolivia, especially the most vulnerable.

Management of Financial and Other Assets

BCO improved staff knowledge and expertise about operating enterprise resource planning (VISION). This contributed to an effective review of business transaction processes to fully comply with International Public Sector Accounting Standards (IPSAS) and UNICEF’s Financial and Administrative policies.

Enhancement of internal controls, including a revised Table of Authority and Business Processes, and the revision of Statutory Committees, provided reasonable assurance in terms of the execution of ethical, economical, efficient and effective programmes and operations resources. Nevertheless, improvement in the management of recurrent Administrative Institutional contracts will be a priority in 2014.

Safeguarding assets from inappropriate use and fulfilment of accountability obligations was assured by providing all staff with updated programme and admin/financial instructions, as well as work processes and SOPs, and by maintaining proper records and information flows. The property survey board met four times during the year and contributed to the effectiveness of NEP disposal. With the closure of five local offices, BCO received more than US$200,000 from the sale of assets (mainly vehicles disposal).

Monitoring and oversight of office vehicles for operations support and programme implementation continues to be performed, which contributes to increasing the life cycle of the vehicles and reduces replacement costs.

Other administrative support provided to the CO included a closer monitoring of open temporary appointments and the effective management of services and premises. This provided a more comfortable and secure work environment for staff.

Key implementation indicators were monitored and discussed during CMT meetings (Financial Implementation, Outstanding direct cash transfers, Donor Reports, Supply distribution, Travel status, and HACT implementation). In addition, sectoral meetings between Deputy, Chief of Section, and Operations were conducted to address specific issues (i.e. Outstanding DCTs and the implementation plan for HACT
guaranteed activities).

RR and OR implementation both reached 93 per cent at year-end. Outstanding DCTs over nine months old were constantly monitored (support from NYHQ and TACRO was received to solve technical issues in VISION) to reduce outstanding balances to US$248,936 by year-end (US$2,233,414 reported in May 2013). The Operations Section closely monitored the 2013 Institutional and Cross-sectoral budgets assigned to the section (US$1.9 million), ensuring that cost-effectiveness and cost savings principles were observed.

UNCT members decided not to update the Macro-Assessment in 2013 due to the sensitive political situation surrounding the 2014 Presidential elections. BCO has, however, strengthened internal processes in terms of Micro-evaluations and assurance activities with the issuance of an SOP on HACT, which includes guidelines on transfer modality based on risk level. All partners foreseen for the 2013-17 CP were assessed by either the contracted audit firm or consultants, seven scheduled audits were conducted, and implementation of the “Spot Checks” plan reached 76 per cent at year-end. The Office will have to improve follow up actions as well as implement a capacity development strategy starting in 2014. Joint activities with Executive Committee Agencies (ExCom) will also be a priority.

Supply Management

Programme supplies and institutional contracts amounted to USD 697,079 in 2013, representing 9% of BCO’s total budget. Institutional Contracts represented 52% of total supply, local procurement 46% and offshore 4%.

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<tr>
<td><strong>Total</strong></td>
<td><strong>697,079.55</strong></td>
</tr>
</tbody>
</table>

**Total Value of supplies received in 2013**

In terms of Procurement Services, BCO’s Supply Section supported the procurement of pneumococcal vaccines for the Ministry of Health in coordination with PAHO and GAVI.

**Procurement Services 2013**

<table>
<thead>
<tr>
<th>Partner</th>
<th>Vaccines Pneumococcal</th>
<th>Syringe and Safety Box</th>
<th>Total U$</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAVI/Ministry of Health</td>
<td>869,400.00</td>
<td>7,161.53</td>
<td>876,561.53</td>
</tr>
</tbody>
</table>

UNICEF Bolivia Country Office (BCO) puts together a monthly warehouse report highlighting stock status and movement. This is shared with Heads of Sections to monitor distribution. In coordination with different sectors, the Supply Section identified bottlenecks for late distribution and provided quick solutions.
Supply Section participated pro-actively in emergency response (recurrent droughts and floods) with the pre-positioning of supplies with a long lead time.

To increase efficiency, Supply Section carried out the review of workflows relating to acquisition and distribution of supplies with the participation of staff involved in each process. These workflows complemented by SOPs were validated by the CMT and introduced to staff. Supply staff skills were enhanced after the Supply Officer participated in the Warehouse and Inventory Management course provided by Supply Division in Copenhagen.

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Programme Stock</th>
<th>Emergency Stock</th>
<th>Total USD</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water &amp; Sanitation</td>
<td>4,110.69</td>
<td>58,402.95</td>
<td>62,513.64</td>
<td>59.65</td>
</tr>
<tr>
<td>Education</td>
<td>4,679.91</td>
<td>42.20</td>
<td>4,722.11</td>
<td>4.51</td>
</tr>
<tr>
<td>Knowledge</td>
<td>11,884.40</td>
<td></td>
<td>11,884.40</td>
<td>11.34</td>
</tr>
<tr>
<td>Protection</td>
<td>2,130.29</td>
<td>4,690.05</td>
<td>6,820.34</td>
<td>6.51</td>
</tr>
<tr>
<td>Health</td>
<td>5,722.80</td>
<td>7,276.12</td>
<td>12,998.92</td>
<td>12.40</td>
</tr>
<tr>
<td>Communication</td>
<td>5,857.56</td>
<td></td>
<td>5,857.56</td>
<td>5.59</td>
</tr>
<tr>
<td>TOTAL</td>
<td>34,385.65</td>
<td>70,411.32</td>
<td>104,796.97</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Human Resources

Changes in BCO’s staffing structure in 2013 were a product of the 2013-2017 CPMP (approved by the PBR in 2012), which took into consideration competencies needed to achieve the new CP results. Thanks to an effective recruitment process, 18 of the 19 new posts were filled by January 2013. The staffing structure was composed of 43 per cent GS, 2 per cent UNV, 40 per cent NO and 15 per cent IPs. BCO also developed a long term training/learning strategy to improve staff competencies and effectively accompany the changes. This was based on the findings of the competencies gap analysis conducted in 2012 with the support of an external consultancy.

The HR section contributed to the review of the Operations structure in the context of the 2014-2017 Integrated Budget and the regional decision to have all COs integrate into a new processing centre (hub). The regional PBR decided BCO should be incorporated into the new processing centre by 2016, with a reduction of seven Operations posts.

In 2013, HR informed all staff about each phase of their Performance Evaluation Reviews (PERs) and encouraged them to complete the PERs in a timely manner based on the Division of Human Resources’ instructions. HR promoted constructive dialogue on PERs, undertook quality review of the PERs, and analysed how individual training opportunities aligned with BCO’s training strategy. HR also implemented follow-up actions to comply with established deadlines at each stage of the performance evaluation cycle.

The HR Section participated in the development of the Change Management Strategy by drafting the terms of...
reference of the Change Management task force. The task force includes representatives from management, all categories of staff, and the local staff association. In 2014, the section will support the Office to ensure the sustainability of changes and to guarantee staff will be able to work and engage in constructive dialogue in a context of transparency and fairness.

The Office renewed eight Peer Helpers panel members, who were trained by UNDSS. All staff were informed about Peer Helpers’ role and how to contact them. Staff also were advised how to contact the UNICEF/UNDSS Staff Counsellor. The UNDSS Counsellor facilitated a presentation clarifying the roles of the Staff Counsellor and Peer Helpers. The Office also assured that the ten minimum standards on HIV in the workplace were implemented.

The office addressed the lowest rated dimension of the 2011 Global Staff Survey, which was Work-Life Balance (67 per cent). In 2013, HR promoted the use of flexi-time and - following an analysis of working hours - asked Heads of Sections to commit to discouraging staff under their supervision to be in the office on weekends and late at night during the week.

### Efficiency Gains and Cost Savings

The UNICEF Bolivia Country Office (BCO)’s efficiency gains and cost savings in 2013 included the following:

- Review of key business processes enabled optimization of SAP/Vision and increased office productivity.
- Preparation of quarterly cash forecast requirements to replenish local bank accounts on a "just enough funds, just in time" basis ensured compliance with the Bank Optimization principles.
- 95 per cent of payments were made by bank transfer, increasing productivity and timeliness of transactions.
- Petty cash replenishments were reduced to 19 from 35 in 2012.
- The Cochabamba Zone Office bank account was closed (it averaged only 10 transactions per month).
- Financial transactions for Cochabamba and Sucre Sub-Offices were processed from La Paz.
- The closure of five local offices saved US$200,000 in administrative and operating cost compared to 2012.

Two posts in Admin and Finance were not filled due to the pending PBR decision on possible Office integration into HUB. Functions were instead redistributed within the Office, and one TA at GS level was recruited. This generated a total savings of US$120,000 in the institutional budget. Funds were utilized to equip the Sucre Zone Office with ICT and security equipment, and two new administrative vehicles were purchased to replace obsolete ones.

Following the closure of five Zone Offices, the PSB decided to proceed with the sale of 11 vehicles as a batch, rather than sell them to several buyers That decision was made taking into consideration several cost-saving factors, including a single transfer of rights process; a reduction in administrative time and cost; a reduction in the cost of garage rental. BCO quickly sold the fleet of vehicles to one car dealer for US$200,000.

### Changes in AMP & CPMP

BCO’s Programme priorities for 2014 include:  alignment with the new UNICEF Strategic Plan through the continued refinement of its programme focus;  revision of the Country Situation Analysis on Children (SITAN) which will serve to inform policy dialogue and child-focused advocacy, as well as inform the impending 2015 Convention on the Rights of the Child (CRC) Report; and  using the celebration of the 25th anniversary of the CRC as a platform to include children’s issues in the 2014 Presidential election campaign agendas.

Management and Operations priorities for 2014 include: anticipation of the Mid-Term Review (MTR), where BCO will adjust its programme strategy considering the rapid changes going on in Bolivia (i.e. classification within the group of Middle Income Countries and withdrawal of the Donor community); and  Change Management -- (supported by the recent Audit and the Change Management task force) BCO will implement various programmatic and operational shifts necessary to effectively address the needs of Bolivian children.
### Summary Notes and Acronyms

- **AAPS**: Supervising and Social Control Authority of Potable Water
- **ACOBOL**: Association of Female Municipal Representatives
- **AMP**: Annual Management Plan
- **APG**: Assembly of the Guaraní People
- **BCO**: Bolivia Country Office
- **CBO**: Community-Based Organisation
- **CERF**: Central Emergency Response Fund
- **CEDAW**: Committee on the Elimination of Discrimination Against Women
- **CFS**: Child-Friendly School
- **CID**: Intersectoral Departmental Committee
- **CIM**: Intersectoral Municipal Committee
- **CLTS**: Community Lead Total Sanitation
- **CNNA**: Child and Adolescent Bill
- **CO**: Country Office
- **COE**: Centres for Operations in Emergencies
- **CP**: Country Programme
- **CPAP**: Country Programme Action Plan
- **CPMP**: Country Programme Management Plan
- **CPD**: Country Programme Document
- **CRC**: Convention on the Rights of Children
- **CSR**: Corporate Social Responsibility
- **C4D**: Communication for Development
Internet Service Provider
JCC
Joint Consultative Committee
LTA
Long Term Agreement
MBB
Marginal Budgeting for Bottlenecks
MDG
Millennium Development Goals
MMAyA
Ministry of Environment and Water
MINEDU
Ministry of Education
MSD
Ministry of Health and Sports
MTR
Mid Term Review
NGO
Non-Governmental Organization
OBO
Outstanding Budget Obligation
OCHA
Office for the Coordination of Humanitarian Affairs
OSC
Out-of-School Children
OPCE
Plurinational Observatory of the Quality of Education
PAHO/WHO
Pan-American Health Organisation/World Health Organisation
PMTCT
Prevention of Mother to Child Transmission of HIV
REDNAGES
National Network of Departmental Social Services
RSWAp
Rural Sector Wide Approach
RUDEPI
Early Childhood Single Registry
SANTOLIC
Community-Led Total Sanitation
SEDEGES
Departmental Social Protection Services
SEDES
Departmental Health Services
SEE
Simulations for Equity in Education
SENASBA
Sustainability of Basic Sanitation Services
SERECI
Civil Registry Service
SIDA
Swedish International Development Cooperation Agency
SITAN
Country Situation Analysis
### Document Centre

#### Evaluation

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
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<tbody>
<tr>
<td>1 Estudio sobre el costo de funcionamiento de DNA y SEDEGES, de acuerdo a las atribuciones conferidas por ley</td>
<td>2013/001</td>
<td>Study</td>
</tr>
<tr>
<td>2 Inventario escolar WASH nacional en Bolivia</td>
<td>2013/002</td>
<td>Study</td>
</tr>
<tr>
<td>3 WASH in Schools, Empowers Girls’ Education in Rural Cochabamba, Bolivia - An Assessment of Menstrual Hygiene Management in Schools</td>
<td>2013/003</td>
<td>Study</td>
</tr>
</tbody>
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## Lessons Learned

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Implementation of WASH Projects in Disperse Rural Areas</td>
<td>Lesson Learned</td>
</tr>
<tr>
<td>2 Implementation of WASH Projects in Disperse Rural Areas</td>
<td>Lesson Learned</td>
</tr>
<tr>
<td>3 Continuous Quality Improvement Cycles for Maternal and Child Care</td>
<td>Lesson Learned</td>
</tr>
<tr>
<td>4 HIV rapid test procurement for pregnant women within the Mother and Child Universal Insurance</td>
<td>Lesson Learned</td>
</tr>
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