Executive Summary

Despite the Peace Accord between Fuerzas Armadas Revolucionarias de Colombia-Ejército del Pueblo (Colombian Revolutionary Armed Forces-People's Army, or FARC-EP) and the Government, Colombia remains profoundly divided, with strong polarization after more than 50 years of civil conflict, necessarily complicating reconciliation efforts.

UNICEF Colombia has worked to open spaces for the meaningful participation of children in issues of reconciliation, historical memory and peacebuilding, especially those children utilized by non-state armed groups. The current context requires careful attention to issues of violence against children, inasmuch as concerns remain that there will be an upsurge in violence at all levels.

Attitudes in Colombia consider practices of violence, exploitation and abuse against children, especially sexual exploitation, as normal and even acceptable. One indicator is the continued presentation of proposed laws, including the National Police Code, that attempt to regulate so-called ‘sex work’. Social norms condone certain illegal practices, including child participation in non-state armed groups, illicit activities, urban gangs and new forms of violence. UNICEF Colombia initiated a study of social norms around violence to inform future strategies.

Colombia still suffers from an insufficient budget, services and trained human resources at local levels to meet the needs of children, particularly indigenous and Afro-Colombian children. Lack of coordination constitutes a major obstacle to the protection of children’s rights, and not all public servants know or take the appropriate steps to apply the established policy and law. UNICEF Colombia developed different types of partnerships, not limited to direct cash transfers but also including programmatic agreements with the Ministries of Health, Education, the Interior and Justice. For the first time, UNICEF Colombia accepted funding from a government agency (health) to implement technical work.

A key challenge is ensuring that children and adolescents enter the education system on time and complete the school year. Although total national attendance at a community home, kindergarten, child development centre or school rose slightly in 2015, the dropout rate in compulsory preschool was 3.23 per cent and the repetition rate of the first year of primary school was 2.72 per cent. Drop outs constitute a challenge countrywide but is worst in rural areas where indigenous groups and Afro-Colombians are living, areas which UNICEF Colombia has prioritized.

The post-Accord transition creates enormous challenges for schools as protective environments that create opportunities for learning and build a culture of peace. Although the worst effects of the armed conflict on schools have decreased – including occupation, threats, damages, mine placement and attacks – schools remain vulnerable to the dynamics of post-agreement implementation, jeopardizing the right to education.

Children from ethnic minorities living in rural areas still do not have full access to quality and appropriate basic services, due to geographic, gender, and ethnic and economic disparities.
Ministry of Health figures show that the maternal mortality rate in Chocó and La Guajira are more than 3.4 times higher than the national average. Similarly, the infant mortality rates in both departments are much higher than the national average of 11.56 per 1,000 live births.

Colombia made significant progress in strengthening the legal and policy framework to address these disparities, including attention to the long-neglected rural sector. The Law 1804/2016 on Early Child Development converted the national strategy, De cero a siempre (From Zero to Always) – into a permanent state law. Government investment and actions in water and sanitation do not go far enough to close the gap between rural and urban areas, because budget allocations favour urban areas. Rural areas suffer from overlapping actions, inappropriate beliefs and practices, insufficient health services, difficult access to therapeutic feeding formula and community mistrust.

Key results achieved include: (1) adoption of the National Protocol for the Management of Acute Malnutrition by the Ministry of Health; (2) support to the peace process through technical assistance to the Working Group on Reintegration, including reception of 13 children officially separated from the FARC-EP; (3) improved quality of school risk management plans across the country, as a result of UNICEF's advice and inputs to the Ministry and local Secretariats of Education; and (4) strengthening of the National Family Welfare System to guide sub-national authorities in the preparation of local development plans with a child focus.

Among the salient lessons of 2016, UNICEF Colombia was able to steer a productive course amid the volatile political environment of the peace process. The multiplicity of potential partnerships in this context opened numerous doors to UNICEF but also complicated relations with traditional partners. UNICEF Colombia became a protagonist in the high-profile disaster risk reduction process by the joint communiqué from Havana, to the detriment of other initiatives. UNICEF increasingly relied on local fundraising, as the market for traditional donor funding has grown more competitive.

**Humanitarian Assistance**

The calendar year of 2016 proved a challenging one for Colombia in terms of humanitarian crises, and UNICEF Colombia provided significant support in three major ‘emergency contexts’.

One, UNICEF had already initiated humanitarian support to La Guajira and Norte de Santander in late 2015, with funding from the UNICEF Office of Emergency Programmes, in response to the north-east border crisis, which began with the unilateral closing of the border by the Venezuelan government in August 2015. This support continued in 2016 in the sectors of water, sanitation and hygiene (WASH), education and protection.

Two, the intense El Niño phenomenon at the end of 2015 further impacted the highly vulnerable, arid and sparsely populated region of La Guajira, with water shortages, undernutrition and serious health effects on children. UNICEF implemented an emergency response in the predominantly Wayuu communities of Uribia, with funding from European Civil Protection and Humanitarian Aid Operations, in the sectors of WASH and nutrition/health.

Three, the La Niña phenomenon which followed close on the heels of El Niño in mid-2016 caused intense flooding in El Chocó Department in the north-west and prompted UNICEF Colombia to develop a quick-impact emergency response in education, protection and WASH.

Several other lesser emergencies were brought to the attention of UNICEF Colombia by key
government counterparts seeking technical support. In May, the Instituto Colombiano de Bienestar Familiar (Colombian Institute of Family Welfare, ICBF) contacted UNICEF to assist in the displacement emergency in Turbo, Antioquia, in which more than 1,000 Cuban nationals had congregated in precarious conditions close to the Panamanian border, hoping to cross into Central America and onward to North America.

In September, the Ministry of Education requested UNICEF involvement in an assessment mission to verify reports of recruitment of children by armed non-state actors in Vaupés Department. While UNICEF did not participate in the field mission, the office participated actively in the planning of the mission, revision of the Multi-Cluster/Sector Initial Rapid Assessment tool and advocacy on the types of responses that might be necessary. UNICEF is planning to support a response to this ongoing crisis.

The finalization of the peace process between the Government and the FARC-EP rebels, which is described elsewhere in this document, was a difficult and delicate process with many potential risks. UNICEF was actively involved in helping it remain on course. UNICEF Colombia played an extremely active role in the process of demobilizing child soldiers, providing technical advice and inputs to the teams negotiating in Havana; participating actively in the Technical Working Group in Bogotá, as one of only two United Nations agencies named to this task; and helping to draft three key tools for the demobilization of children from the ranks of the FARC-EP. The tools: the protocol for demobilization, the special reintegration programme, and the plan for reception and care for released children.

Once the official demobilization programme was announced – with UNICEF specifically chosen as responsible agency by both parties to the negotiations – UNICEF Colombia selected and rehabilitated the Temporary Reception Site; identified and trained the appropriate implementing partner; designed and procured the necessary equipment, supplies, kits and other materials; and provided guidance and oversight on the day-to-day care and services provided to the demobilized children, including psychosocial support, medical screening, recreational activities, family visits, education on sexual and reproductive health, and more.

A related crisis in 2016 was the gradual and surreptitious release of children into communities informally by the FARC-EP, according to oral reports gathered by UNICEF Colombia, such that hundreds of these children have returned to their families and communities without receiving the benefit of reparations, specialized support and the state services to which they are entitled. UNICEF Colombia has begun to respond, with Norwegian funding and Multi-Partner Trust Fund money, through a three-pronged project of prevention, psychosocial support and reconciliation at community level in targeted municipalities along the Pacific coast. This initiative will continue well into 2017.

**Emerging Areas of Importance**

**Climate change.** In La Guajira, water sources fit for human consumption were already drying up due to a drought that lasted more than five years. In the last quarter of 2016, however, the rains began, causing riverbeds to overflow and complicating access between communities. Because of this pattern, UNICEF Colombia employed technologies in its WASH work in La Guajira that remain effective both in extreme drought and during periods of intense rainfall. These technologies are well adapted to climate change and to the cultural context where they are used; improved sources of safe water has permitted boys and girls to continue to access water in their schools as well as their homes.

In the local contexts of inequality where UNICEF Colombia targets its interventions, generally characterized by an absence of basic services, the construction of alternative sources of energy to power water systems has become the norm for all projects. Where it is
not feasible to construct gravity flow or manually pumped water systems, UNICEF employs photovoltaic systems as the principal source of energy. For this reason, UNICEF trains ‘barefoot technicians’ from the communities themselves in the operation, maintenance and correct use of the technologies.

Research and climate change go hand in hand to guarantee sustainable action with a minimum of environmental impact, so that future generations will not be threatened by current activities. UNICEF Colombia sees the need to continue to implement innovative projects that permit the design of a road map of which technologies and actions are the most appropriate to reduce inequities and adapt to climate change.

**Accelerate integrated early childhood development (ECD).** UNICEF Colombia has managed to integrate early childhood development activities into all sectors, largely through the design and implementation of the Seres de Cuidado (Caregivers) strategy. Seres de Cuidado places the family at the centre of the action and becomes the platform for early socialization and child rearing for girls and boys. The strategy transmits values, customs and household practices, and becomes the environment in which positive behaviours are generated that support the link between different members of the home vis-à-vis early childhood. Community action is used to reinforce positive practices at the household level. In sum, the strategy seeks to foster behavioural change at both family and community level relative to the care and education of girls and boys during early childhood.

The strategy aims to: improve maternal child health and nutrition; promote the participation and greater role of men in child rearing and development; promote behaviours of affection, stimulation, play and communication with girls and boys as positive models of action; promote adequate quality and hygiene in feeding; increase appropriate behaviours around basic hygiene and sanitation in and around the home; generate community participation and empowerment; advocate for timely and quality institutional responses to local needs; and strengthen partnerships between the Government of Colombia and civil society.

The process that improves family links and actions is generated through: strengthening capacities of the household and education extension agent; information feedback to the general community about the process and results, as well as community mobilization actions to reinforce behavioural change and social empowerment; continuous advocacy to the duty-bearing institutions about rights violations and their responsibility to take actions that guarantee rights and/or redress the violations; regular bulletins on the progress of the initiative; and testimony of different actors through videos and personal histories.

The Seres de Cuidado strategy has traditionally been implemented in three departments – Choco, Córdoba and La Guajira – reaching 1,342 families in 2016. UNICEF gathered general information on these families as well as data on the evolution of change within their households. During 2016, UNICEF Colombia and the Colombian Institute of Family Welfare (ICBF) decided jointly to scale up the strategy and carry out a pilot to strengthen family care. This increased coverage reached 4,478 families in seven different ICBF regions of the country.

**Summary Notes and Acronyms**

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CMT</td>
<td>Country management team</td>
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<td>DANE</td>
<td>The national statistical system</td>
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<td>FARC-EP</td>
<td>Fuerzas Armadas Revolucionarias de Colombia - Ejército del Pueblo; Colombian Revolutionary Armed Forces - People's Army</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>ICBF</td>
<td>Instituto Colombiano de Bienestar Familiar (Colombian Institute of Family Welfare)</td>
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UNICEF Colombia, in collaboration with Plan International, supported the Ministry of Education in its role of strengthening local capacities to guarantee children’s right to education in emergency situations arising from natural disasters, armed conflict and violence. The school itself was used as a protective environment to reduce the vulnerability of communities at risk, by engaging both institutional and community actors in activities of care and protection.

Prevention as an element of protection is included within the school risk management approach, which involves various actors in a participatory manner in the identification of risks that threaten the right to education. The approach develops the capacities – affecting knowledge, attitudes and practices – on the individual, community and institutional levels. The Ministry of Education, with UNICEF support, has rolled out this approach to all 95 certified Secretariats of Education, covering all schools in the country.

Risk management in school environments consists of six elements: (1) sensitizing administrators and training teachers on specific risk prevention issues, such as mine risk education, vector-borne diseases, and the prevention of child recruitment and use by armed non-state actors; (2) provision of trained individuals with technically correct and appropriate materials for use in the school classroom; (3) replication activities with children around prevention, to strengthen guidelines for self-care and protection, including pre- and post-tests of knowledge, attitudes and practice; (4) involvement of mothers and fathers in risk management activities that emanate from the school; (5) participatory design and implementation of school risk management plans as a tool to generate analysis and strategic actions to mitigate risks through cross-cutting educational strategies; and (6) creation or strengthening of networks or working groups on education in emergencies as an inter-sectorial, inter-institutional strategy to transform the school into a rights-protecting space.

Evidence Generation, Policy Dialogue and Advocacy

The guidelines for the integrated management of acute undernutrition, developed by the Ministry of Health with technical assistance from UNICEF and approved as Resolution 5406 in December 2016, constitutes an example of the systematic process of evidence collection, political dialogue and advocacy to advance the country’s guarantee of children’s rights. The process grew out of the lessons learned from the implementation of UNICEF’s Nutritional Strategy in Emergencies, aimed at the indigenous child populations of Chocó, Córdoba, La Guajira and Putumayo.

The data collected in the framework of this activity demonstrated: (1) the magnitude of the problem among indigenous children under 5 (the percentage varied between 2.8 per cent and 4.2 per cent, or three to five times higher than the national average of 0.9 per cent); (2) the low degree of access to health services that is structural in nature and pre-dates the emergency; (3) the need to define national guidelines on care for acute undernutrition; and (4) the favourable community response to the strategy of community-based management of acute undernutrition.
UNICEF and the Ministry of Health designed and implemented the strategy of integrated care in health and nutrition, aimed at the rural, isolated populations of Maicao, Manaure, Riohacha and Uribia municipalities of La Guajira, emphasizing the nutritional evaluation and care for children between 0 and 59 months old. The Ministry of Health provided the technical and financial resources required to field 17 mobile teams in health and nutrition, while UNICEF provided technical support and therapeutic formulas Ready-to-Use Therapeutic Food and F75. Based on the findings, lessons learned and evidence gathered, the Ministry of Health (with UNICEF technical assistance) formulated the above-mentioned Ministerial Resolution 5406, to guarantee the right to quality medical and nutrition treatment for children with acute undernutrition.

**Partnerships**

UNICEF Colombia has forged diverse partnerships in response to the varied problems facing children. The technical alliance created in 2016 with the Ministry of Health, indigenous organizations, sister United Nations agencies including the World Food Programme (WFP), World Health Organization (WHO) and United Nations Population Fund (UNFPA), and the National University, to tackle the problem of maternal and neonatal mortality in indigenous communities, completed its analysis of social determinants in two indigenous communities (Arhuaco and Wayuu), including an overview of cultural practices influencing health. These inputs are already in use to finalize an action plan, focusing on capacity development of birth attendants, to reduce maternal and neonatal mortality among indigenous people in Cesar and La Guajira departments. Good-quality baseline data for each department are available, to ensure future measuring of impact.

UNICEF Colombia entered into an agreement with ICBF and Save the Children to assist the design and formulation of child-friendly development plans at municipal and departmental levels. The partnership allowed UNICEF to leverage its impact on all local government planning, providing technical support to all departments and districts, with emphasis on the one third of local territories with the widest gaps in terms of social inclusion. In 21 territories characterized by strong presence of indigenous and Afro-descendent people, special technical support was provided with an ethnic focus, to harmonize child-friendly development plans with ethnic and environmental issues. The partnership promoted child and adolescent participation in all departments and prioritized municipalities.

A different type of partnership was formed for the first time in the history of UNICEF Colombia. After some internal debate and extensive consultation with UNICEF’s New York headquarters, UNICEF Colombia accepted funds from the host Government of Colombia. UNICEF and the Ministry of Health have undertaken this strategic alliance for a specific technical purpose – to support the implementation of community-based management of severe acute malnutrition. UNICEF will strive to maintain its independent critical voice.

**External Communication and Public Advocacy**

In 2016, UNICEF produced the report ‘Children in a Time of War’, which described the situation of Colombian children during the 50-year-old conflict and urged all parties to give priority to children in the post-Peace Accord context. The partnership with Canal Caracol television network created the campaign Allá y Acá (Here and There), reaching more than 12 million people. The campaign’s message focused on the need for society to prepare for the return of girls and boys leaving the conflict zones.

UNICEF Colombia disseminated widely and rapidly its own position on the 2016 joint communiqués issued by the peace negotiators in Havana, focusing on child rights issues and the release of children associated with the conflict.
With the support of Google, UNICEF developed a Zika prevention campaign, using celebrities to reach nearly 4 million visitors on YouTube.

Following an analysis of the value of celebrity support – which elicited 140 million positive impacts through the media – and to increase awareness on children’s rights, UNICEF Colombia named 13 Goodwill Ambassadors for the 70-year celebration of the founding of UNICEF.

UNICEF Colombia participated in United Nations initiatives, including the campaign to promote participation in the national plebiscite and the celebration of UN Day, among others.

The second edition of the video contest Mis Derechos (My Rights) catalysed participation by children aged 10–18, awarding the prize to ‘La Paz es de Colores’ (Peace is Coloured).

Communications also supported fundraising campaigns, including national and international emergencies as well as programme initiatives.

**South-South Cooperation and Triangular Cooperation**

UNICEF Colombia and UNICEF Brazil organized an international workshop in the triple-border area of the Amazon, with the participation of government authorities and private-sector representatives from Brazil, Colombia and Peru. The workshop served to promote a rich exchange of experiences and resulted in the development of guidelines on the procedures for sharing information on cases of sexual exploitation of children between police authorities and judicial investigations in each of the three countries. The workshop also served to share best practices and lessons learned, which informed a document that looks to become the basis for a public policy on the prevention and eradication of commercial sexual exploitation of children. Some 500 public servants from the Amazon region were sensitized and informed about the legal framework and strategies for protecting children from sexual exploitation.

The offices of UNICEF Colombia and UNICEF Ecuador supported the Ecuadorian Secretariat of Water in the response to the massive earthquake (7.8 on the Richter scale) on the north coast of Ecuador. The intervention centred on activities in WASH within the overall humanitarian response. UNICEF Colombia personnel helped to reactivate the WASH cluster at the national level and initiated a local WASH cluster in Pedernales, the epicentre of the earthquake. Both forums were co-led by UNICEF and Senagua, the National Water Secretariat.

**Identification and Promotion of Innovation**

Colombia still maintains two separate systems for development and humanitarian programming, one for social protection and a second for disaster management. Considering the diversity and magnitude of risks that affect Colombian children (e.g., post-conflict transition, climate change, new forms of violence and insecurity in urban and household settings), it is essential to apply creative tools that link humanitarian action with development processes.

One way to move forward in this area is to generate and analyse information combining data on sudden or chronic threats, with objective measurements of community capacities and vulnerabilities. In this vein, UNICEF worked with the Colombian Institute of Family Welfare (ICBF) to formally adapt the Index for Risk Management (InfoRM) with an emphasis on children and adolescents. InfoRM is an international tool for measuring risk using available national indicators. The Child Welfare Observatory of ICBF, along with the National Directorate of the Family Welfare System, have agreed on the variables and methodology to
apply, and are already ensuring the engagement of other government agencies to update
the index with data and report regularly, at national scale.

In contrast to composite indicators that already exist in the country, InfoRM integrated both
natural and human-made threats, along with concrete measurements of local capacities to
prevent, prepare and respond to different types of crisis that might affect children. The
selection of ICBF as the key government partner on InfoRM has permitted a risk
management approach to all types of emergency, including disaster and humanitarian crisis,
embracing development as well as emergency issues. The periodic update and analysis of
InfoRM will allow ICBF to prioritize those communities located in high-risk areas, integrating
disaster risk reduction and the development process. Armed with data, ICBF will be able to
develop strategies to strengthen local capacities to protect children against risks.

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**Support to Integration and Cross-sectoral Linkages**

The strategy of Seres de Cuidado (Caregivers) was implemented in 17 communities of the
municipality of Uribia, La Guajira Department, chosen based on the interventions carried out
by mobile health and nutrition teams. The strategy (described in detail elsewhere in this
report) promotes changes at household and community level in the care and rearing of girls
and boys in early childhood. With the assistance of 27 voluntary educational extension
agents, UNICEF managed to reach and work with 375 families, 486 girls and boys under 5
years of age, 57 pregnant women and 132 breastfeeding mothers.

The most significant activities are the family visits, accompaniment, continuing education,
social mobilization and participation, and advocacy actions.

In 2016, Seres de Cuidado managed to reduce the risk of undernutrition from 1.5 per cent to
0.7 per cent. The prevalence of acute diarrhoeal disease diminished from 14.2 per cent to
9.1 per cent, and that of cold/flu from 44.5 per cent to 32.5 per cent. The number of girls and
boys without birth registration was reduced from 69 to 10 cases. All participating families
saw an improvement in the 13 basic child-rearing practices that were the object of the
interventions, including health, nutrition, education, water and sanitation, and inter-family
relationships. To achieve the expected behavioural changes and to ensure that these are
sustainable over time, the programme will require at least another year of work with the
communities. UNICEF’s convening capacity permitted the mobilization of a broad array of
institutional and community actors, at both national and local levels.

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**Service Delivery**

UNICEF’s principal activity involving service delivery in 2016 dealt with one of the most high-
profile and politically sensitive issues facing the country – formal demobilization of children
associated with FARC-EP.

Following Joint Communiqué No. 70 from the negotiations in Havana, between the
Government and FARC-EP, UNICEF participated in the Technical Working Group which
drafted a protocol for the release of children, a temporary reception plan, and a special
reintegration programme. Later, following Joint Communiqués No. 96 and 97 and with
support from the International Organization for Migration (IOM), UNICEF Colombia made the
necessary preparations to identify and rehabilitate a physical space as a Temporary
Reception Site, and to choose a partner agency, approved by ICBF, to provide initial care to
this special population.

On 10 September 2016, 13 adolescents (seven boys, six girls) were officially released by
FARC-EP. They were transported and housed at a temporary reception site and participated
in a process of care coordinated by Family Defenders as the legally constituted authority.

UNICEF provided adolescents with a travelling kit, an initial allotment of clothing and a hygiene kit. In addition, the Country Office provided the reception site with a working office (computers, multi-use printer, paper and furniture), a private consulting room for medical and psychological consultations, and two recreational kits for adolescents.

UNICEF Colombia advised the partner agency on the implementation of the institutional plan of care and on the weekly activities such as training, recreation and institutional services. Over the course of four months at the temporary reception site, the adolescents have enjoyed good conditions, receiving care and accompaniment foreseen in the national guidelines. This has included, among other care, medical and psychological evaluation, psychosocial services, educational support, affiliation with the national health system, recreation and family reunions. As of this writing, most have been reunified with family or found an appropriate reintegration alternative.

**Human Rights-Based Approach to Cooperation**

UNICEF disseminated the recommendations of the Committee on the Rights of the Child to the Colombian State (March 2015) and conducted advocacy on two issues: (1) public policy on prevention and eradication of commercial sexual exploitation of children, and (2) the juvenile justice system. The recommendations were also used to advocate with the National Congress during its consideration of legal reforms and projects that directly affect the rights of children. This was done with the National Police Code and the reform of the Civil Code to remove the legal exception to marriage under the age of 18, in accordance with the general joint recommendation of the Convention on the Elimination of All forms of Discrimination against Women and the Committee on the Rights of the Child on the elimination of harmful practices.

In cooperation with civil society partners, UNICEF Colombia disseminated the United Nations Guidelines for Alternative Care of Children, and provided technical assistance so that the state could implement the United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice.

UNICEF provided inputs to the session of the Committee on the Rights of Persons with Disabilities, which took place in August 2016, in order to highlight the conditions of child rights for the disabled and help contribute to recommendations to the Colombian State. As technical secretariat to the 1612 Task Force, UNICEF Colombia coordinated the collection and analysis of information and the production of reports covering the period from September 2011 to June 2016.

UNICEF established a permanent dialogue with the Presidential Council on Equity for Women, as a means of promoting children’s rights in government actions against gender inequality. The objective is to advocate on public policies through technical assistance, participation in inter-agency forums, and actions such as the commemoration of the International Day of the Girl Child 2016. UNICEF Colombia also joined the working group on gender of the First Lady’s Intersectorial Commission on Early Childhood.

UNICEF also managed to ensure a human rights-based focus in the strategy of business and child rights, through advocacy on the National Plan of Business and Human Rights, led by the Office of the President.
Gender Equality

In 2016, UNICEF prioritized the strengthening of institutional and community capacities to prevent gender-based violence and obtained several important results. Advocacy and technical assistance incorporated a child focus into the rapid response projects that the Government of Colombia has promoted in preparation for implementing the Peace Accord, on violence against children and women as well as strengthening the national police response to gender-based violence. UNICEF Colombia strengthened government capacity to prevent commercial sexual exploitation of children in the Triple Border region of the Amazon, and private-sector capacity in line with the business and child rights strategy.

UNICEF Colombia also accompanied the Technical Working Group on the Prevention and Comprehensive Care for Sexual Violence against Indigenous Children, developing proposals with indigenous communities in Cauca and Putumayo departments to strengthen prevention and access to justice for child victims of violence, especially sexual violence. Together with UNFPA, UNDP and UN Women, UNICEF implemented a Central Emergency Response Fund project in Chocó that produced tools for working with Afro-Colombian women to prevent gender-based violence and to strengthen intercultural dialogue with indigenous authorities to guarantee access to justice for girl and women victims of sexual violence.

UNICEF Colombia examined teaching practices that reinforce gender stereotypes in educational institutions of indigenous and Afro-descended communities of Cauca, Chocó and Córdoba. In the sub-group on gender-based violence, UNICEF helped roll out the IASC guidelines on gender-based violence for the protection sector, helping produce the terms of reference for the workshop and for the response mechanism to cases of gender-based sexual violence. In the latter forums, UNCEF Colombia helped to incorporate a child focus and developed a training proposal to be transferred to gender focal points in the local coordination teams at departmental level.

UNICEF developed material on gender identities and sexual orientation in support of the plan of education for peace. In addition, specific actions were designed within the Seres de Cuidado strategy to promote the masculine role in child care and rearing during early childhood. Sensitization and training with partners have helped shape the strategy for running focus groups on knowledge, attitudes and practices regarding gender roles in child care.

Environmental Sustainability

Among the actions carried out by UNICEF Colombia that can be considered within the context of the greening initiative, the following are worthy of note. Consumption of paper has been significantly reduced, through the revision of internal documents electronically, especially thanks to the adjustment of the process of contracts and travel. The Office has chosen not to print a series of documents, including travel authorizations, terms of reference for corporate calls for bids, checks and payment vouchers, and vendor formats, among others. The office has also mandated the use of ecological paper for document printing, as well as the use of recycled paper towels and disposable cups made of ecological material, which has served to reduce the use of water and soap in the office kitchen. The energy-saving project was duly implemented with the installation and use of LED light bulbs, which led to a savings of approximately 15 per cent in the consumption of electric energy.

Effective Leadership

The country management team (CMT) held 11 meetings between January and November. In those sessions, the team reviewed the performance indicators established in the Manager’s Dashboard, especially the ones related to fund implementation, timely preparation and
submission of donor reports, grant expiry dates, timely certification of travel, and the harmonized approach to cash transfers (HAHT) activities. Systematic monitoring of these key performance indicators permitted UNICEF Colombia to achieve compliance with the UNICEF’s rules and regulations and its respective policies.

During the second half of August, the Office of Internal Audit and Investigations conducted an audit. The country management team played an important role in preparing the documentation shared with the audit team. The draft audit report has been completed as of the preparation of this report, and the country management team is already engaged in the preliminary preparation of a response plan to be delivered in January 2017.

The joint consultative committee (JCC) met four times between January and November. The meetings allowed office management and the local staff association board to address and come to agreement on key staff issues, such as the working climate, and implementation and follow-up of the Global Staff Survey Action Plan.

In addition, the Country Office hired an external firm to perform micro-assessments on 10 implementing partners. Two of the micro-assessments should be completed before the end of this year.

UNICEF Colombia collaborated with the Global Shared Services Centre to further facilitate processes and clarify the roles of every staff member involved in related business processes. The human resources officer spent one month in Budapest to represent the Latin America and the Caribbean region, contributing to the facilitation of human resources training activities.

**Financial Resources Management**

During the monthly sessions of the country management team, the organization's standard indicators were reviewed, including the implementation of funds, unused fund documents, and compliance with the donor reporting schedule. This review allowed UNICEF Colombia to take rapid action to guarantee that results were achieved in a timely and efficient manner.

As for the HACT framework, the implementation indicators were reviewed according to UNICEF’s standards and internal policies; monitoring of macro-assessments and micro-assessments as well as field visits, spot checks and audits was done through the report submitted by a member of a HACT committee. Outstanding direct cash transfers were monitored to establish actions with those responsible for the agreements.

To optimize time and operational effort, UNICEF Colombia took advantage of the long-term agreement modality. In 2016, 13 long-term agreements were signed for a period of two to three years, including different types of services and purchases, such as call centres; face-to-face donor identification; design, editing and printing of publications; and provision of supplies, among others.

Expenses related to operations were reduced through greening initiatives, as indicated in the corresponding section. UNICEF Colombia also used corporate contracts with a cellular telephone service company to reduce costs and optimize voice and data communication services.

In August 2016, the Office of Internal Audit and Investigations undertook an internal audit of UNICEF Colombia. Although the draft report of the audit has just been received, the office is already analysing its recommendations and discussing the content and scope of the action plan to be implemented in 2017.
Implementation of resources as of 10 November 2016:
- BMA 96%
- CA 100%
- Other resources – emergency: 78%
- Other resources – regular: 70%
- Regular resources: 96%
- Total: 77%

Outstanding direct cash transfers:
- Time Value Percentage
- 0 to 3 months 548,325 81.00%
- 3 to 6 months 128,593 19.00%

**Fundraising and Donor Relations**

UNICEF Colombia increased the number of individual active pledge donors from 27,000 in October 2015 to 38,000 in October 2016. The office made great strides in increasing quality and quantity of alternative channels for attracting donors (e.g., telemarketing, digital fundraising, direct response television, and face-to-face campaigns). UNICEF Colombia expanded its face-to-face programme to 10 cities, ensuring fundraiser training needs and quality monitoring. The office also managed to convert digital fundraising into an important channel of its mix, representing more than 10 per cent of new individual donor acquisitions in 2016.

In corporate partnerships, UNICEF Colombia managed to confirm existing major agreements with two of the biggest companies in Colombia. The first one – Pequeñín, a baby care and hygiene Products Corporation – has already provided more than 1,000 million Colombian pesos of financial resources to support programmatic activities in nutrition sector. The second, Olimpica (the second-largest retail company in Colombia), allows for collection of donations at cash registers and via direct contact with employees, among other fundraising strategies.

Gross income from the private fundraising and partnerships unit rose from 8,371 million Colombian pesos in the first 10 months of 2015 to 11,035 million Colombian pesos in the same period of 2016. This represents a growth of 32 per cent in gross income.

UNICEF Colombia also organized the eighth edition of the UNICEF 10K running race, generating a gross income of 670 million Colombian pesos, with 6,000 runners and a broad coverage by national media.

In comparison with first 10 months of 2015, UNICEF Colombia doubled its regular resources contribution, increasing it to US$800,000.

All available funds were utilized before their expiry date.

New funds were received from European Civil Protection and Humanitarian Aid Operations, the Multi-Partner Trust Fund and the Government of Colombia, while negotiations are underway for possible funding from the European Union, Norway and the U.S. Fund for UNICEF.

All 10 donor reports were submitted on time, following quality control and monitoring mechanisms established by the country management team.
Evaluation and Research

The approved integrated monitoring and evaluation plan in 2016 established 16 activities, comprising 2 evaluations, 2 field research activities, 9 studies and 3 actions aimed at strengthening monitoring and evaluation capacities from strategic partners. UNICEF finalized most of these activities, although a number could not be finished on time or were replaced with new studies. Several government actors were indecisive about implementing previously agreed studies, given that some subjects were still under discussion in the Havana peace negotiations (e.g., treatment of child victims, undefined policies for rural areas, etc.). Despite these challenges, UNICEF produced evidence on the following issues: emerging risks children face in the post-Peace Accord transition; the situation of minority children in education; underlying causes of indigenous maternal and neonatal mortality; protection of child victims under transitional justice; public expenditure on children at local levels; and inclusion of children's issues in new local development plans.

UNICEF Colombia and the Directorate of Comprehensive Mine Action jointly evaluated the mine risk education model, using specific criteria for humanitarian action. Despite the obvious risks of bias in a self-evaluation, UNICEF imposed specific controls to validate findings and conclusions by all stakeholders. UNICEF and the Government of Colombia are implementing the management response. Another scheduled evaluation examines the cost-effectiveness and relevance of guidelines for community-based treatment of acute malnutrition, an exercise delayed for six months in sensitive negotiations with the Government; results are due in April 2017. UNICEF has also developed a monitoring system for the ECD strategy Seres de Cuidado, and a proposed methodology for the Government to use in assessing ethno-education.

Efficiency Gains and Cost Savings

As indicated in the sections of financial resources management, environmental sustainability and key performance indicators, UNICEF Colombia has saved funds and improved the use of staff members' time through rationalization of administrative and operational processes throughout the office.

The technical alliance created in 2016 with the Ministry of Health, indigenous organizations, sister United Nations agencies including WFP, WHO and UNFPA, and the National University, to tackle the problem of maternal and neonatal mortality in indigenous communities, completed its analysis of social determinants in two indigenous communities (Arhuaco and Wayuu), including an overview of cultural practices influencing health.

The decision to create the alliance permitted the office to save scarce resources by bringing together existing knowledge and efforts of multiple stakeholders. As a result, the office saved an estimated 100 person-hours and the cost of a consultancy estimated at US$30,000. Moreover, a synergistic effect was achieved by harnessing the capacity of many partners.

Supply Management

The nature of the country programme necessarily focuses the supply component on hiring corporate and individual consultants to provide technical assistance and expertise at both national and local levels. Accordingly, supply efforts have concentrated mainly on the establishment of long-term agreements, especially for private-sector fund-raising and operations.

The table below indicates the quantity and value of documents, by the type of contract in Vision. (UNICEF Colombia has no construction programmes.)

Operations:
<table>
<thead>
<tr>
<th>Contract type</th>
<th>Quantity</th>
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<td>ZLAM</td>
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<td>ZLCO</td>
<td>9</td>
<td>102,935.45</td>
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<td>ZLP</td>
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<td><strong>143,830.15</strong></td>
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**Private-sector fund-raising**

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<td>ZLCO</td>
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**Programme**

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<td>ZIND</td>
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**Long-term agreements**

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</tr>
<tr>
<td>LLTS</td>
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<td><strong>Grand total</strong></td>
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<td><strong>5,490,600.46</strong></td>
</tr>
</tbody>
</table>

**Security for Staff and Premises**

UNICEF Colombia carried out the following actions towards the improvement of security conditions of all UNICEF personnel:

Creation of an emergency brigade group composed of various staff members, trained and ready to attend minor incidents at the facilities of UNICEF Colombia (all members of the group have been trained in first aid procedures.)

Expansion of the security system coverage for UNICEF premises through the installation of biometric devices for access to offices and the acquisition of three additional video surveillance cameras.

Acquisition of two video surveillance cameras for UNICEF’s field office in the department of Chocó (Pacific coast).

Follow-up to all agreements and recommendations made by the inter-agency group on
security.

Provision of a safety briefing to all new staff members and individual consultants, as part of their induction programme to UNICEF. As established by United Nations standards, all UNICEF personnel must complete basic and advanced field safety courses as part of their entry to the Organization.

Guarantee that every person issued a travel authorization must have a security clearance before making any trip, in accordance with United Nations Department of Safety and Security guidelines.

Creation of WhatsApp groups to facilitate communication between the areas of the office and for reporting on security incidents and emergencies.

Replacement of a supplier for telecommunications mobile services (voice and data) in order to upgrade and extend the national coverage of communications among staff members.

Human Resources

UNICEF Colombia concentrated on three main challenges in human resources during 2016: recruitment; training and development; and work climate.

Recruitment. Eleven hiring processes were carried out, eight full-time and three temporary appointments, following the established norms and complying with the 60-day maximum per process (key performance indicator standard). In addition, UNICEF Colombia finalized 41 selection processes for individual contractors, one Korea International Cooperation Agency multilateral cooperation officer and one stand-by partner to support demobilization funded by the Danish Refugee Council. In all these, gender equity was factored into the selections. There were two resignations, one international professional transfer, two retirements and one early retirement.

Training and development. The training committee focused efforts on completion of the obligatory courses, including HACT, FACE, Gender Equality, United Nations Coherence and You, HIV, results-based management, and the new human resources platforms of Agora, ACHIEVE, TMS and MyCase.

According to development plans on Agora – prepared by staff and approved by supervisors and accounting for the global and UNICEF Latin America and the Caribbean Regional Office training guidance, the local training committee developed an office training plan and met three times during the year to monitor progress. In 2016, the average staff member dedicated 6.5 days to training. UNICEF Colombia has one peer support volunteer, who has assisted the United Nations Department of Safety and Security with scheduled trainings on stress management for the entire United Nations system. All staff complied with the established dates and quality standards for the completion of PER using the ACHIEVE platform, thanks to close monitoring carried out by the CMT.

Work climate. As agreed between the Local Staff Association and management, UNICEF Colombia organized a leadership programme for 13 officers who supervise staff, covering teamwork, managing development and managing performance. Organized activities served to improve the working environment, creating confidence and a sense of belonging among staff. The Joint Consultative Committee met four times in 2016. UNICEF Colombia followed global advice by streamlining its committees.
Effective Use of Information and Communication Technology

With regard to information and communication technology, UNICEF Colombia carried out the following actions:

• Rehabilitation of the main meeting room to install wireless connectivity for projection of presentations and video conferences;
• Promotion of the use of Skype for Business for all virtual meetings with implementing partners and suppliers;
• Distribution of cellular telephones (smartphones) to personnel in order to utilize the tools provided in Office 365 on mobile phones;
• Change in the provider of mobile phone services (voice and data) to make use of 4G communications and the amplification of coverage at the national level; and
• Creation of the site on SharePoint dedicated to UNICEF Colombia.

As part of the response to the Zika outbreak, UNICEF Colombia activated all social media platforms to disseminate key messages. UNICEF took maximum advantage of its own website, enhanced by messages from national Goodwill Ambassadors. Other media partners were also mobilized.

Programme components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: Special purpose

Analytical Statement of Progress:
Due to a deep research of potential pledge donors in Colombia, UNICEF Colombia found out that the size of the market includes more than 1.8 million people (4 per cent of the population considering variables such as credit card holders, intention to donate to an non-profit, family income, etc.)

UNICEF Colombia has been running a local private fund-raising programme since 1999. The focus has been individual donors (from selling cards to pledge donors), events and corporate.

Income from sources other than pledge donors has not increased much in the previous years, but pledge donor income has, and shows huge potential for the coming years. The office is expecting an increase from about 13,000 pledge donors (December 2013) up to 61,000 pledge donors by December 2017.

For pledge donor acquisitions UNICEF Colombia will focus on optimizing the two main channels currently running (telemarketing and face-to-face), and plans to start setting up new channels for:
• Digital fund-raising
• Corporate pathways to pledge
• DRTV/SMS
• Public service bills
• New low-cost per acquisition channels, as integrations with corporate business processes (up-selling and cross-selling), volunteers, etc.

As part of the assumptions to growth at this speed, UNICEF Colombia must ensure investment funds.
UNICEF Colombia is also in the process of securing the payment process, working with a company that help the office make sure it is up to date on market standards, assuring service level agreements with financial service providers, updating the system and business rules accordingly. This will not only increase income but also help to maximize results with channels and reduce the cost per acquisition the office currently has with agencies.

On corporate partnerships, UNICEF Colombia recognizes the importance of introducing a proposal to corporates that not only includes a cash donation, but also incorporates an important Child Rights and Businesses component aligned with human rights and children rights. UNICEF Colombia wants them to become real partners in achieving the office’s programmatic goals.

**OUTPUT 1**: Private-Sector Fund-Raising

**Analytical Statement of Progress:**
UNICEF Colombia increased its number of individual active pledge donors from 27,000 in October 2015 to 38,000 in October 2016. The office made great strides in increasing the quality and quantity of alternative channels for attracting donors (e.g., telemarketing, digital fund-raising, direct response television, and face-to-face campaigns). The office has expanded its F2F programme into 10 cities in the country, ensuring fund-raiser training needs and quality monitoring. UNICEF Colombia also managed to convert digital fund-raising into an important channel in its mix, representing more than 10 per cent of new individual donor’s acquisitions in 2016.

In corporate partnerships, UNICEF Colombia managed to maintain major agreements with two of the biggest companies in Colombia. The first one, with Pequeñín – a baby care and hygiene products corporation – has already provided more than 1,000 million Colombian pesos of financial resources to support programmatic activities in the nutrition sector. The second, with Olimpica (the second-largest retail company in Colombia) allows for the collection of donations at cash registers and via direct contact with employees, among other fund-raising strategies.

Private fundraising and partnerships gross income rose from 8,371 million Colombian pesos in the first 10 months of 2015, to 11.035 million Colombian pesos in the same period of 2016. This represents a growth of 32 per cent on gross income.

UNICEF Colombia also organized the eighth edition of the UNICEF 10K, generating a gross income of 670 million Colombian pesos and reaching the goal of having more than 6,000 runners and a broad coverage by national media.

During this period, UNICEF Colombia doubled its regular resources contribution, increasing it to US$800,000.

**OUTCOME 2**: The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in the country.

**Analytical Statement of Progress:**
The country programme started on 1 October 2015, establishing the outcomes and outputs identified in the approved Country Programme Documents. Resources such as human and financial have been address to the respective programme structure.

**OUTPUT 1**: Governance and Systems
Analytical Statement of Progress:
Statutory committees such as the country management team, project review committee, contract review committee, HACT, PSB, CRB, Fundraising and alliances have been established and assemble regularly. Their terms of references have been reviewed by the country management team and approved by the UNICEF Representative. Cases submitted to each committee are reviewed based on risk analysis.

OUTCOME 3: Country programmes are efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

Analytical Statement of Progress:
The 2016 Workplan outlined the activities to be undertaken to achieve the results as identified in the Country Programme Action Plan. The workplans were developed in close collaboration with government counterparts during planning meetings with technical review of the previous implementation period. Workplans were developed in a timely manner for the period 1 October 2015 to 31 December 2016. A review of the signed 2015–2016 workplans found that they were aligned with the Country Programme Document and clearly outline linkage to national development strategies and the United Nations Development Assistance Framework.

UNICEF Colombia has a theory of change rooted in a rights-based approach, with a twofold strategy: working to strengthen the capacities of duty bearers to meet their responsibilities and of rights holders to hold them accountable. This is combined with an upstream-downstream strategy linking grass-roots experience through a chain of activities or concentric circles to evidence-based policy at the national level that in turn creates new practices with a positive impact at the local level. Theory of Change is implemented through UNICEF’s six strategies which include: capacity building to both governments at all levels (through technical assistance) and civil society (through projects); network and alliance building to promote the rights of the child and policy formulation; knowledge to provide evidence for policy; and advocacy to promote these policies.

UNICEF’s approach to partnership also contributed to effectiveness and sustainability, as implementing partners worked on shared objectives in areas where they had significant experience, commitment, professionalism and often access to additional resources. Besides funding support, UNICEF provided complementary capacity development. In the first year of the Country Programme Document implementation, UNICEF assured that what is most needed is improved technical capacity for implementation, and that improving services is not enough – children and adolescents need to be empowered to act as change agents, and the equity and resilience of children, families and communities has to be built.

UNICEF has reverted to using standard results-based management terminology of ‘Impact’, ‘Outcome’ and ‘Output’ in programme development. These outcomes are achieved by interrelated projects and strategic relations, in which UNICEF has made varying levels of contribution, always in collaboration with other actors. The overall result of its five outcomes in the Country Programme Document is a heightened awareness and capacity of governments, institutions, communities and families to respond to the needs of children and adolescents in the post-agreement scenario with the rights framework and an increasing capacity of children and adolescents to the strengthening in peace building. This peace building will be based on the construction of protective environments for children and adolescents affected by the armed conflict.

UNICEF has been facilitating the participation of children and adolescents in local peace building, ensuring that their proposals are heard and incorporated into national processes of truth, memory, reparation and reconciliation, including gender needs and the concerns of ethnic minority children and adolescents. The activities will focus on a comprehensive
protection rights-based approach, built on the promotion and development of child protective environments from violence, exploitation and abuse, guaranteeing their rights. The protective environment framework sets out eight broad, pivotal elements that define the protection of children from violence, exploitation and abuse. Families, communities and social organizations, girls and boys, governmental institutions at national, regional and local levels, as well as the media are key stakeholders for the creation of these protective environments.

The eight key elements for the development and/or strengthening of a protective environment for children are: 1) government commitment and capacity; 2) legislation and enforcement; 3) culture and customs; 4) open discussion (media and civil society, community and national level, non-governmental organizations and media, children and adolescents at school, families); 5) children’s life skills, knowledge and participation; 6) capacity of families and communities; 7) essential services (free education for all, health care, social welfare system); and 8) monitoring, reporting and oversight.

UNICEF has promoted the active participation of companies, to promote the rights of children and adolescents, through the non-financial child rights and business approach, driven by the programme component of social inclusion and the Deputy Representative. The child rights and business strategy is not only oriented to generate a public policy of co-responsibility of the private-public sectors, but also to encourage industries to manage the risks and impacts their operations have on children and adolescents.

**OUTPUT 1: Programme Coordination**

**Analytical Statement of Progress:**
The Government of Colombia, the FARC and other relevant stakeholders, including UNICEF Colombia in support of the release, demobilization and reintegration of children, are working together on the upcoming disaster risk reduction programme plan and implementation strategy. UNICEF has been working with both government institutions, particularly the Family Welfare Institute, and other established child protection networks, to provide technical leadership and guidance that supports programming for the prevention of recruitment and use of children, conflict resolutions in schools, and to build on existing initiatives to strengthen the socio-economic reintegration of children released from armed groups, including those with special needs. UNICEF has created a management system that allows it to develop a strong sectoral or thematic approach and cross reference it with territorial issues. Programmatic re-adjustment due to limited funding forced the office to re-evaluate some of its planning assumptions and to postpone/scale down interventions. The decision to re-prioritize interventions was mainly based on obligations in existing donor agreements and the availability of strong partners at the local level that could support programme implementation.

The office is conducting a comprehensive assessment of what should constitute key programme priorities in view of the significant funding gap.

The programme team has elaborated a theory of change for the department of Choco to support integration and cross-sectoral linkages, to create synergies among initiatives, and to coordinate more effectively with local government and other multilateral partners at the departmental and municipal levels. UNICEF is designing monitoring systems that will allow it to report on its results at the district level.

UNICEF Colombia worked with the civil society partner in all aspects of programme design and implementation, jointly determining the expected results and implementation strategies. Each partner invested intangible resources, such as knowledge, time or technical expertise.

The 2015 mid-year and annual reviews were conducted in a timely manner. The office produced a written report to the Government of Chile on achievement of planned vs.
achieved results in the Country Programme Document 2010–2014. The office used the all-staff workshop in August 2015 to summarize key achievements and trends in terms of finance, administration, strategies, partnerships and lessons learned.

OUTPUT 2: Support to Programme Coordination

Analytical Statement of Progress:
UNICEF Colombia has an office monthly travel plan which is approved by the Deputy Representative. The programme sections monitor the implementation of the monthly travel plans and summarize key recommendations coming out of field visits. The implementation of recommendations coming out of field monitoring are monitored through in weekly programmatic meetings. The office reported in RAM that the 2010 to September 2015 Country Programme was fully achieved. During a review of RAM data, the audit found that UNICEF Colombia generally achieved most of the planned results.

The office has an established procedure for developing the annual report. The 2015 annual report was submitted on time and was informative. The office has an established process for the preparation and submission of donor reports including quality assurance. All donor reports were submitted on time in 2015–2016.

Training was conducted in UNICEF Colombia in 2016 for capacity building of UNICEF staff pertaining to results-based management.

UNICEF Colombia also took steps to strengthen cross-sectoral linkages and promote programme convergence/integrated programming.

OUTPUT 3: Programme, planning and monitoring

Analytical Statement of Progress:
UNICEF Colombia has taken significant steps to improve gender programming. This includes establishing a gender officer position and conducting a gender review. The office is implementing the harmonized approach to cash transfers (HACT) and is relying on implementing partners to manage and report on use of funds provided for agreed activities. The office had a total of 25 partnerships during the period 2015–2016. Of those, 15 are through PCA modality and 10 are via SSFA modality. UNICEF’s interrelated strategies have been a major factor for success, particularly where multiple strategies – knowledge creation, evidence-based policy advocacy, networking and strategic alliances, and capacity building – were used to reach the same objective. Added to this is a strategy for UNICEF to promote a culture of respect for the rights of the child through communication, as well as a capacity to respond with technical expertise to emergencies that arise.

UNICEF is efficient in addressing ongoing crises such as the consequences of armed conflict, short-term emergencies (emergency nutritional support for young children isolated by conflict or threatened by drought), and long-standing inequalities and exclusions. UNICEF has created a management system that allows it to develop a strong thematic approach and cross reference it with territorial issues.

UNICEF has continued to address the territorial programmes from the central office, with the help of consultants in the field, as well as with implementing partners that include grass-roots organizations and locally based non-governmental actors.

Government, civil society organizations and donors highlighted that UNICEF has a high credibility and strong ability to convene stakeholders in the promotion of child rights. Relevance in the Colombian context is high, as UNICEF is aligned to national government strategies and contributed to their development and implementation.
Implementing partners and UNICEF have closely aligned objectives, complementary strengths, and respectful, horizontal relationships.

Sustainability of results is built into the programme as projects are designed to be replicated by others, and systematized to that end.

**OUTCOME 4:** Protection against child violence geographical areas have access to child protection systems, allowing them to live free from violence, abuse and exploitation, with a particular focus on gender-based violence.

**Analytical Statement of Progress:**
The current context of Colombia requires careful attention to issues of violence against children, particularly as the imminent agreement on peace with FARC-EP will likely herald an upsurge in violence at all levels: community, school, family, etc. In 2016, UNICEF spent much of its efforts in designing and advocating for better preparedness and care by public servants and communities in response to these serious protection needs.

In general terms, UNICEF Colombia strived to raise awareness among public servants, implementing partners, private-sector allies and communities of the need to better coordinate actions on behalf of child and adolescent protection against violence. This has taken the form of: a) pilot initiatives (e.g., prevention of Economic Social and Cultural Rights (ESC) in the Amazon border region); b) technical assistance (e.g., design of the national public on the eradication of commercial sexual exploitation and training of trainers in mine risk education); c) advocacy (e.g., influencing Congress on the National Police Code and the Minimum Age for Marriage Law); and d) generation of knowledge (e.g., initiation of a study on best practices in information management to prevent violence against children, and another on new forms of violence involving children).

**OUTPUT 1:** As of 2019, government institutions and child protection networks at national and community levels are equipped to increase coordination and use common standards in the protection of children against violence, including gender-based violence.

**Analytical Statement of Progress:**
In the area of violence against children, UNICEF has advanced in: 1) coordination of key stakeholders and authorities of the three countries in the Triple Border Region of the Amazon, in terms of prevention and response to commercial sexual exploitation and trafficking of children, as well as promoting the signature of an agreement among contracted truck drivers of the petroleum sector to prevent commercial sexual exploitation; 2) working with the Indigenous Children’s Working Group and with indigenous leaders themselves to organize projects on prevention and response to violence against indigenous children (e.g., in Cauca and Putumayo); 3) advocacy at national levels on public policy over sexual exploitation, and legislation regarding the proposed new national police code which includes key issues related to child rights in general; and 4) initiation of a study on social norms regarding gender-based violence to create baselines in two municipalities and a study of successful projects on violence against children focusing on information management.

**OUTPUT 2:** As 2019, girls, boys and adolescents in prioritized high-risk areas who are exposed to violence have access to and use child protection prevention and response services within their communities.

**Analytical Statement of Progress:**
In justice for children, UNICEF’s contribution of technical expertise to the Coordinating Committee of the Juvenile Justice System has included: 1) accompaniment of the Ministry of Justice to carry out advocacy on juvenile justice issues; 2) provision of advice and inputs on programmes and policies to support a coordinated response by the system; and 3)
strengthening the work of local committees of the juvenile justice system.

In protective networks, UNICEF has 1) initiated pilot projects on prevention of recruitment at community level, working with girls and boys to create alternatives to use and recruitment by armed groups; 2) conducted a study on new forms of violence with the Inter-Sectoral Committee on the Prevention of Recruitment; and 3) carried out trainings of teachers, children and their parents in targeted communities on mine risk education.

**OUTPUT 3:** As of 2019, public servants of the National Family Welfare System and relevant authorities in prioritized communities have improved their knowledge and skills to provide services and protect children and adolescents against gender-based violence, with a focus that differentiates by age, gender, ethnicity, disability and sexual orientation.

**Analytical Statement of Progress:**
In the protection of children, UNICEF supported important conferences of multiple stakeholders to discuss key issues of protection. The inter-cultural dialogue on justice and sexual violence among indigenous groups offered the opportunity to coordinate actions between two systems of justice (indigenous and Western) and initiated the discussion of how to promote issues of protection of children in a culturally respectful manner. The forum of inter-religious dialogue on strategic alliances for children produced a commitment from religious leaders to coordinate actions on the prevention of violence against children within their respective religious communities. In several public forums, UNICEF has promoted the guidelines for the alternative care of children that avoids institutionalization, in close coordination with colleagues from the civil society.

**OUTCOME 5:** By 2019, girls, boys and adolescents including those from conflict affected areas access and stay in an equitable, inclusive and quality education system that contributes to a sustainable peace and reconciliation process.

**Analytical Statement of Progress:**
One of the greatest challenges in Colombia is ensuring that children and adolescents enter the education system on time and complete the school year. DANE, the national statistical system, estimates for 2015 show that of 853,324 children, only 739,277 were enrolled in preschool – i.e. 114,047 were not attending school. School lag begins here at the preschool or early education level. According to the 2015 Quality of Life Survey, total national attendance at a community home, kindergarten, child development centre or school rose from 36.5 per cent in 2014 to 36.7 per cent in 2015. In the area around the municipal seat, attendance rose from 40.8 per cent to 41.4 per cent between 2014 and 2015. In rural areas, attendance dropped from 25.0 per cent to 24.7 per cent. The dropout rate in compulsory preschool was 3.23 per cent in 2015, which is equal to the average dropout rate in all subsequent levels of education. The repetition rate of the first year of primary school was 2.72 per cent, the highest of all school years. In 2015, the dropout rate in the transition between primary school and the first year of high school and between Grade 9 and Grade 10 was 5.25 per cent and 3.74 per cent, respectively.

The Organisation for Economic Co-operation and Development (OECD) report recognizes that dropping out constitutes a challenge countrywide but is most problematic in rural areas where indigenous groups and Afro-Colombians are living. These areas are the most impacted by the armed conflict and suffer higher levels of poverty. It is in these areas that UNICEF has prioritized its efforts and cooperation with the country. Although the gross enrolment rate among 5-year-olds in in Colombia is 89 per cent, only 57 per cent are in the appropriate grade. This is 20 percentage points below the OECD average. At primary level, 84 per cent of the students are enrolled in the grade corresponding to their age, compared with a gross enrolment rate of 107 per cent, which is the largest gap observed among OECD countries.
The Index of Educational Quality analysed data from 16,023 educational institutions around the country for 2015 and 2016. They found that in primary school, students in urban areas scored better than in rural areas, where scores were around 4.2 points lower than the national average. In secondary schools, average scores were no better, and even a decrease in the number of institutions with scores above 6 (on a 10-point scale) was observed. Average technical training in rural areas also showed wide disparity in relation to urban zones. Rural areas had a lower performance in ‘Saber 11’ and Quality of Education Tests (Index of Educational Quality 11). The results show that there have been improvements related to the graduation of high school students in rural areas, however, this figure still shows a large difference compared with the levels in urban areas. Clearly, populations that live in rural areas, especially indigenous and Afro-Colombians, suffer the worst educational conditions. Colombia has legal frameworks relating to the strengthening of its Indigenous Education System and Law 70, which promotes the implementation of the curriculum on AfroColombian studies. However, there is no systematic information used to analyse the educational situation of ethnic populations to inform decision-making on ethno-educational policy.

Due to the bilateral ceasefire and the possible signing of the Peace Accords, the effects of the armed conflict on the education sector have decreased, including occupation of schools, threats to school communities, mine placement, attacks, damage to schools and other activities that interrupt education.

The dynamics of the armed conflict and the transition to peace create enormous challenges for schools as protective environments that create opportunities for learning and building a culture of peace. Education plays a very important role in the formation of a rights-friendly citizenship that contributes to transforming the cycle of violence and building a culture of peace.

Despite the peace curricula programme and existing guidelines for citizenship education, challenges remain due to an insufficient budget for implementation, minimal teacher training on these subjects and the failure to sufficiently incorporate peace-building curricula into classroom education and thus transform the life of schools. Despite gender parity in the education system and a legal framework that promotes inclusive education and a gender-focused approach, schools continue to reproduce discriminatory gender practices.

In 2016, in the face of these challenges, UNICEF focused its efforts on advocating for the Ministry of Education to include in the education policy agenda the priorities related to closing gaps between rural and urban areas; the contextualized education of Afro-descendant and indigenous peoples; the construction of a policy of education for peace; and the strengthening of schools as protective environments. The agreed policy framework with the Ministry is the National Rural Education Plan.

OUTPUT 1: In 2019, the Ministry of Education and local entities will increase their capacity to provide quality learning opportunities to children and teenagers and reduce school dropout factors.

Analytical Statement of Progress:
The leading factors associated with school dropouts and the risk of dropouts are related to: late entry; transitions between different educational levels; inappropriate educational practices related to education quality; difficulties in administration and coordination between the local and the national levels; and poor understanding among parents of the purpose of education. To address these challenges, the Ministry of Education agreed to design a strategy to guarantee the successful transition through the different levels of education. In
coordination with the Ministry, the strategy was being developed during 2016. Implementation will begin in selected secretariats in 2017. During 2016, the strategy made advances in the following areas: First, the Technical Committee was created, composed of responsible officials in the areas of early childhood development, primary, basic and secondary education. Second, a review of national and international experiences relating to transition policies was completed. Third, technical tools were developed on the policy for the promotion of transitions in education. Fourth, the Committee designed strategies to strengthen institutional capacities among secretariats of education, teachers, children, adolescents and parents.

To provide technical assistance on Rural Education Policy, UNICEF participates in the Public Policy and Education Bureau, led by EDUCAPAZ and supported by the Post-Conflict Ministry and the Canadian Embassy. The objective of this group is to contribute technical recommendations to the construction of the Rural Education Plan that will be presented by the Ministry of Education to the Presidency of the Republic on 10 December 2016. UNICEF is part of the technical secretariat and is providing recommendations in the areas of Education in Emergencies, participation of children and young people, ethno-education, early learning, protection and psychosocial support to child victims. Together with the University of the Andes and the University of Columbia, UNICEF prepared a document with recommendations on the inclusion of displaced children and adolescents, the impact of the armed conflict on children and adolescents, and the situation of victims in the education system. The working document will be delivered to the Ministry of Education and will serve as a basis for the action plan.

OUTPUT 2: In 2019, schools, local authorities and communities most vulnerable to conflict and the Ministry of Education will be better prepared to provide education services in a safe, relevant and appropriate way to all children, teenagers and teachers living in or returning to these communities.

Analytical Statement of Progress:
Since the beginning of the negotiations between the Government of Colombia and the FARC, the effects of the armed conflict on school children have diminished. First, there are fewer instances of suspension of classes due to mass displacement. Second, attacks or confrontations have decreased. Third, the recruitment of children and adolescents attributable to the FARC-EP seems to have reduced. Finally, the reports of mine victims around schools and threats against teachers are fewer.

However, gaps and difficulties persist in protecting schools against emergencies, including natural disasters, conflict and vector-borne diseases. The lack of career opportunities for adolescents makes them more vulnerable to new dynamics of violence (i.e., links to illegal armed groups, criminal activities such as micro-trafficking, and gangs). There is also a lack of psychosocial recovery programmes for educational communities to build resilience.

To cope with these challenges in 2016, UNICEF, in coordination with the National Emergency Education Board, led by the Ministry of Education, has developed actions to strengthen capacities of officials from 55 education secretariats (57 per cent of the national total) to develop emergency education plans that include mine risk education strategies, prevention of recruitment, environmental protection at school and psychosocial support strategies.

UNICEF also supported educational secretariats to help 570 of the most affected rural schools to update their School Risk Management Plans, benefiting 174,000 children and adolescents. With UNICEF support, the Ministries of Health and Education jointly developed a social mobilization plan to combat Zika and other vector-borne diseases, including activities of prevention, vector control and health promotion in school communities.
Actions against vector-borne disease were incorporated into School Risk Management Plans in 290 schools, benefiting some 290,000 students (153,700 children and 136,300 girls) from 30 municipalities in 17 departments. As Education in Emergency Cluster Lead, UNICEF worked with the Humanitarian Country Team on the implementation of the 2016 Humanitarian Response Plan, and coordinated with other clusters, particularly protection and WASH, on joint actions to address emergencies in schools.

UNICEF provided the Ministry of Education with recommendations for the formulation of guidelines for boarding schools that guarantee the dignity and right to education to students in dispersed rural areas. The high rate of turnover of ministry officials has slowed incorporation of these recommendations into the national educational policy. Defining this policy will have important implications for funding and structural policy decisions to ensure education in dispersed rural areas. For the time being, it has been possible to incorporate the subject of boarding schools into one of the chapters of the rural education policy that is under development.

**OUTPUT 3:** In 2019, local schools and communities will have access to validated tools for developing and promoting school-based initiatives for peace-building, reconciliation and resilience.

**Analytical Statement of Progress:**
In a post-conflict framework, education will play an important role in creating ethical citizens that respects human rights, value differences and build a culture of peace and reconciliation. Colombia has guidelines for citizenship education and a presidential decree for the implementation of the peace curriculum. Important challenges remain in identifying the role of schools in peacebuilding and reconciliation, including: (i) insufficient budgets to expand the peace curriculum; (ii) limited incorporation of citizenship training into the guidelines for applying the peace curriculum; (iii) poor training of teachers and school board committees on citizenship, human rights and reconciliation; (iv) insufficient information about school behaviour plans (Planes de Convivencia Escolar) and the response to violence by the Comprehensive Care Committee; and (iv) low participation of children in decision-making.

To address these issues, UNICEF has achieved the following results. UNICEF brought together 23 entities as part of the Peace Education Alliance, for creating a workplan to build a culture of peace within schools and their surrounding communities. Participants included the Ministry of Education; UNFPA; UNDP; the United Nations Educational, Scientific and Cultural Organization; IOM; the World Bank; Andrés Bello Agreement; 10 non-governmental organizations; and universities. UNICEF also facilitated meetings and discussions among key stakeholders (including the Post-Conflict Ministry, the Canadian embassy and others) to provide inputs to the Peace Education Policy.

Together, the Ministry, UNFPA, UNDP and UNICEF joined financial and human resources to produce the National Pedagogical Guidelines for Education for Citizenship, Peace and Reconciliation, which integrate the lessons learned in local education projects on the issues of sexual and reproductive rights, prevention of violence, the peace curriculum and reconciliation. This working group also developed an innovative tool for teachers and officials to review 1,131 school behaviour manuals, taking in account the human rights approach, the recognition of diversity and the need for peaceful resolution of conflict. Finally, the group provided technical assistance on the strengthening of School Coexistence Committees, with special emphasis on respect for gender identities and improving the reporting and responds to violence.

The normative framework on education has progressed in gender inclusion and non-hegemonic gender identities. However, these regulations still face resistance at the school
level. UNICEF has envisioned a strategy for inclusion of these issues in the promotion of peace and reconciliation in schools most affected by conflict. The strategy includes: i) training of teachers in the implementation of the peace-building curriculum with a gender focus; ii) transformation of the physical school environment for effective peace-building; and iii) strengthening the participation of girls in school coexistence activities.

OUTPUT 4: For 2019, the Ministry of Education, certified territorial entities and local authorities in priority municipalities will improve their capacity to offer learning environments adapted to the cultural particularities of indigenous and Afro-descendant children and teenagers to obtain better educational results

Analytical Statement of Progress:
UNICEF contributed to strengthening the Ministry of Education's information system on indigenous education. UNICEF and the Ministry jointly diagnosed the state of all the quantitative information available regarding the right to education for ethnic groups in preschool, basic and secondary education. The data highlighted the significant educational gaps for Afro-Colombians and indigenous population in terms of access, permanence and quality. At the same time, the Ministry and UNICEF found that the current system has difficulties capturing reliable and relevant information. The resulting report proposed recommendations for strengthening the system of indicators and improving the quality of the reporting. These recommendations will be considered by the Ministry to strengthen the Indigenous Educational System. UNICEF has also recommended to the Ministry that ethno-education be more clearly included in the National Rural Education Plan.

UNICEF also implemented ethno-education projects in 59 schools in Cauca and Chocó. This work involved the creation of tools to characterize ethno-education initiatives, as well as a battery of indicators used in the municipality of Nóvita (Chocó) to adapt education to the cultural context. A total of 312 teachers acquired tools to improve classroom ethno-education practices taking into account aspects of their own local culture and context. Fully 20 pedagogical committees from educational institutions developed workplans through the implementation of 10 ethno-education initiatives in schools, and 20 school coexistence committees developed strategies related to respect for diversity, non-discrimination and peaceful resolution of conflicts. In the context of all these projects, UNICEF has been able to highlight negative teaching practices that reinforce gender stereotypes in Afro-Colombian and indigenous communities in the departments of Cauca, Chocó and Córdoba. By February 2017, UNICEF Colombia will have the information related to the changes in knowledge and practices in the ethno-educational schools, including actions to promote gender equality and empowerment of girls.

In coordination with the Departmental Ethno-Education Working Groups of Cauca and Chocó, UNICEF facilitated the design of departmental ethno-education plans. There have been many challenges in formulating these plans, including significant turnover of educational secretariat officials. However, local authorities already have the two departmental plans thanks to the work of the working groups, along with new ethno-educational materials to improve classroom teaching practices.

OUTCOME 6: By 2019, public institutions and civil-society actors formulate, implement and evaluate more efficient budgets and effective public policies, oriented to reduce inequalities and guarantee girls’, boys’ and adolescents’ rights.

Analytical Statement of Progress:
During 2016, the processes of formulation, implementation and evaluation of public policies focused on youth and adolescence have focused on the reduction of inequities and the efficient use of public and private social investment.
Local governments that began a new cycle of public management received technical support from UNICEF through the National Family Welfare System to focus on providing social services to the most vulnerable populations and seeking new alliances with the private sector and the national government.

On the other hand, the national agencies responsible for implementing policies for the comprehensive protection of children's rights have renewed their initiatives to promote child participation and have improved the mechanisms for monitoring and analysing public social spending. Following this year's progress, it is hoped that these issues will be transformed into regular inter-sectorial processes that contribute to guarantee the rights of children and adolescents, following the recommendations for Colombia of the Convention on the Rights of the Child and the clarifications of note 19 on social expenditure in childhood.

OUTPUT 1: In 2019, the main institutions of the Social Protection System will have evidence, tools and capacity to reduce child poverty and social exclusion with the participation of civil society and the private sector.

Analytical Statement of Progress:
In 2016, the Social Inclusion Component advocated for adjusting the national strategy on overcoming extreme poverty, with an eye towards designing new forms of measuring child poverty and developing social protection initiatives that prioritize family assistance to address those gaps which affect children and adolescents in particular. In this context, UNICEF established a technical dialogue with the head institution of the national statistical system (DANE) and the Expert Commission on Multi-Dimensional Poverty and presented a methodological alternative for measuring child poverty. While DANE and the Commission appreciated the innovative aspect of the proposal, they chose not to adopt it as an official measurement at the current time. However, UNICEF opted to negotiate a Memorandum of Understanding with the Department of Social Prosperity, the leading national entity in the sector of social inclusion, which also includes the ICBF, the Victims Unit, the National Centre for Historical Memory and the Land Restitution Unit. Under this Memorandum of Understanding, the signatories will run a ground-breaking pilot project in 2017 to monitor social progress of prioritized ethnic communities’ vis-à-vis the principal dimensions of child poverty. The pilot will incorporate the promotion of key practices of child care, which have not been fully addressed in the current strategy of family social assistance.

The agreement signed this year between UNICEF, ICBF and Save the Children has enabled local authorities to better formulate policies, promote child participation and unify information systems. This has permitted the National System of Family Welfare to improve the implementation of its social protection strategies for children and adolescents. This will respond in part to the recommendations of the Committee on the Rights of the Child and to the goals proposed in the National Development Plan, 2014–2018, as well as local development plans and departmental and municipal levels.

OUTPUT 2: In 2019, decision-making bodies, responsible for social policy nationally and sub-nationally, will have increased their capacity to design and coordinate policies, programmes and budgets that favour children and teenagers.

Analytical Statement of Progress:
UNICEF contributed to the drafting and dissemination of the National Guidelines for the Inclusion of Issues on Early Childhood, Childhood, Adolescence and Family Strengthening in Local Development Plans 2016–2019. The implementation of these guidelines involved all the Secretariats of Planning, Social Development and Treasury in all 32 departments, as well as regional public servants of the National Family Welfare System.
In this context, UNICEF signed an agreement with ICBF and Save the Children to prioritize departments and municipalities where local development plans would ensure explicit budgetary allotments and actions on behalf of children’s rights. The experience in these selected sites served to inform the planning process in all 1,102 municipalities and 32 departments of the country. The dissemination of the planning techniques was accomplished through a training of trainers which reached 150 persons directly and later expanded in snowball fashion to public servants responsible for carrying out local planning. UNICEF supported the process directly in nine prioritized municipalities, working with Government Social Policy Councils, Land Planning Councils and Municipal Councils, so that they incorporated public policy on children into their development plans. In five departments, Córdoba, Cauca, Chocó, La Guajira and Putumayo, UNICEF led technical workshops on information and awareness aimed at local public servants.

To evaluate the quality of the plans that were elaborated at departmental and municipal level, UNICEF, ICBF and Save the Children undertook a desk review of all documents to measure the degree to which local governments had managed to incorporate children’s issues into their plans. The results of this review will be available in the first quarter of 2017 and will enable the National System of Family Welfare to design a capacity-building strategy on the adequate implementation and monitoring of public management for children’s issues. UNICEF’s commitment to monitor the impact and effectiveness of national policies on children yielded an agreement from the national alliance known as Facts and Rights to carry out several actions, including: i) evaluate the final reports on accomplishments for children prepared by all outgoing governors and mayors; ii) analyse public expenditures on children at the local level; iii) assess the accountability process of all local officials; and iv) disseminate the results.

UNICEF supported 7 departments and 18 municipalities to initiate the implementation of development plans in three major areas. The first involved local planning processes, including the formulation of projects on behalf of children’s rights. The second was aimed at financial resource management, and the identification of sources of money for local projects. The third referred to information management and the generation of knowledge, to inform policy decisions. Some 25 extension workers were trained to build the capacity of public servants in the formulation of projects and budgets.

Finally, UNICEF is advancing in developing a model for Child-Friendly Cities appropriate to the Colombian context, which includes a framework to assess the capacities of local governments to guarantee children’s rights.

OUTPUT 3: In 2019, governmental authorities will have capacity to implement validated strategies and mechanisms to ensure effective participation of children and teenagers in the framework of the relevant national and sub-national policies.

Analytical Statement of Progress:
UNICEF’s social inclusion component reactivated the National Working Group on Participation and help define its plan of action. In addition to UNICEF, this working group includes (among others) the ICBF; the Ministries of Interior, Education and Culture; the Inter-Sectorial Commission on Early Childhood; the Victims Unit; the Secretariat of Social Inclusion for the Capital City; IOM; and three civil society organizations, Plan Foundation, World Vision and the research group CINDE. The working group is responsible for the formulation of the National Policy for Participation of Girls, Boys and Adolescents, under the leadership of the Ministry of the Interior. As of this writing, a first draft of the policy has been created and is under revision.

UNICEF provided technical guidance to incoming mayors and governors on how to guarantee effect child participation on two levels, first in the elaboration of development
plans, and second in assuring actions and budgets that will permit continuous participation of children in decision-making on issues that concern them.

The components of social inclusion and protection worked closely to jointly implement a pilot project of the peace-building strategy, Somos Paz (We are Peace), in two prioritized municipalities (Bagre and Montería). The project is being implemented in close coordination with the Ministry of the Interior and is expected to help inform the National Policy on Participation.

UNICEF mapped major civil society organizations within the National Family Welfare System and facilitated the design of four methodologies to promote their participation in policy formulation, decision-making and accountability.

OUTPUT 4: By 2019, the Government and civil society will use validated tools and data for regular monitoring of the situation of children and teenagers and the evaluation of related policies and programmes.

Analytical Statement of Progress:
This output involves the joint action of the social inclusion component and the monitoring and evaluation area of UNICEF Colombia. Both teams are working with ICBF in adapting specific tools to assess the situation of children, such as InfoRM and strengthening the Unique System of Information on Children. In the case of InfoRM, UNICEF convened the Child Welfare Observatory of ICBF to adapt the index’s methodology and ensure its regular updating with data from official sources. As for the Unique System of Information on Children, UNICEF has placed at the disposal of the Institute the latest technical advances of the Information System for Children and Adolescents SINFONIA (adapted from DevInfo) to facilitate reporting and automatic visualization of data. SINFONIA is currently being considered as the platform for local government data storage and dissemination.

UNICEF and ICBF reached an agreement to pilot a methodology for doing situational analyses at the departmental or municipal level based on UNICEF’s approach involving social determinants and identification of bottlenecks. Armed with the databases in the Unique System of Information on Children at the national level and SINFONIA at the local level, and using the tools and methodologies for situational analysis, local authorities and stakeholders will be better positioned to design policies and projects on behalf of children’s rights that are more sensitive to the local context.

Finally, it should be noted that UNICEF – together with DANE, DNP and sister United Nations agencies – is an integral member of the working group that is adjusting the monitoring and evaluation framework to be used in measuring progress against the Sustainable Development Goals.

OUTPUT 5: By 2019, stakeholders from the Government and civil society will use validated tools and data for regular monitoring and assessment of budget and public spending on children.

Analytical Statement of Progress:
In 2016, UNICEF and ICBF have pushed the agenda on social budgeting and expenditure for children, through advocacy and technical assistance in the National Social Expenditure Working Group, which is now formally a part of the National Family Welfare System. This working group is composed of the Ministry of the Treasury, the National Planning Department, and the Ministries of Health and Education, among others. Under the aegis of the working group’s deliberations on social expenditures, UNICEF has committed to put in place a methodology to measure and monitor national social expenditure for children. The methodology will take in account international standards and lessons learned that have been
shared in the annual seminars organized by the Latin America and the Caribbean Regional Office on this topic in recent years.

By the end of 2016, UNICEF will have finalized its study estimating public expenditures on children at local levels, based on the final reports of outgoing local mayor and governors, as required by Colombian law. This analysis took in account data from more than 1,000 local governments, at municipal and departmental level. The aggregation of all the information will constitute a first national baseline on public expenditures for children.

It is hoped that these two initiatives will permit UNICEF, by mid-2017, to develop a technical plan of advocacy to increase the quality and magnitude of social expenditures for children.

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<td>Indicadores y Perfiles de las Instituciones Etnoeducativas en Colombia, según sistema de información oficial (2015)</td>
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