

## Colombia

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### Executive summary

The Peace Agreement with the Colombian Revolutionary Armed Forces–People's Army (FARC-EP) opened a new window of opportunities for improving the situation of children and adolescents in Colombia. Beyond the ending of a protracted conflict, associated with 8.3 million registered victims, of which 31 per cent are children and adolescents, the Agreement implies political, legislative and practical changes in the lives of girls, boys and adolescents most affected by the 60-year armed conflict, so they may better access quality services in health, education, culture, recreation, protection and justice, ensuring that they develop into productive members of a peaceful society.

However, this step has not necessarily meant the finalization of the conflict or the end of violence against children. The poorest regions in Colombia – where most rural, indigenous and Afro-descendant communities live – face violence by other non-state armed groups and continuing illegal economic activities (including sexual exploitation, trafficking and utilization of children and adolescents). The creation of a new institutional architecture during the post-Accord phase (e.g., Special Jurisdiction for Peace, the National Reincorporation Council, and the Office of Post-Conflict) has clarified roles and responsibilities, but this has not necessarily resulted in rapid action. Some new structures have not been fully approved, staffed or funded to carry out their tasks.

UNICEF Colombia's cooperation with the Government faces critical challenges in: 1) pursuing transitional justice; 2) implementing disarmament, demobilization and reintegration of the recruited children; 3) applying peace agreements in the field; and 4) reducing rural-urban inequities in access to basic social services.

In child protection, one key contribution was providing reception and care for children formally released from the armed group FARC-EP, in coordination with the Presidential Advisory Office on Human Rights, the Colombian Institute for Family Welfare and local Family Defenders, responsible for restoring the rights of demobilized children. Another major milestone was the strategic agreement between UNICEF Colombia and the Directorate for Integral Action against Anti-Personnel Mines Colombia (Descontamina), to implement the national model of mine-risk education in five departments, and to design and carry out certification and accreditation processes (unprecedented in Colombia) for trainer competence and organizational performance in mine-risk education.

In education, UNICEF Colombia supported the Ministry of Education in the design and implementation of a policy guideline that allows the Secretariats of Education and educational institutions to guarantee educational trajectories in timely, complete and quality fashions, among all school-age children, from preschool to Grade 11. Another significant achievement was the support provided to the Ministry in developing the Special Rural Education Plan and the Citizenship and Education Plan for Peace. UNICEF continues to accompany the adjustment of curricula and planning of ethno-education for Afro-Colombian and indigenous communities, improving access to appropriate, inclusive learning.

In child survival and development, a significant contribution was the implementation of the guidelines for management of acute malnutrition in children under 5 in coordination with the Ministry of Health and various local entities. In this regard, UNICEF aided authorities in formulating and implementing seven local operational plans and training approximately 830 actors of the General System of Social Security in Health. In addition, the third phase of the 'Seres de Cuidado' (Caregivers) strategy resulted in 4,500 families being reached in three departments (80 per cent of the total) with positive changes in early childhood care and parenting practices. In terms of water, sanitation and hygiene (WASH), UNICEF Colombia helped elaborate and disseminate Decree 1898 that regulates water access in rural areas. Through a transition from emergency actions to a resilience approach, WASH projects in La Guajira benefited 3,750 people from 23 indigenous communities.

In social inclusion, UNICEF Colombia worked with the directorate of the National Family Welfare System and Intersectoral Commission for Early Childhood to design multiple tools for planning and policy coordination that promote alternatives for the comprehensive protection of early childhood with an inter-sectorial approach, diminishing inequalities. In addition, UNICEF provided tools to corporate actors to increase their social responsibility in managing the risk of negative impacts on children, and to align their business and human rights programmes with the guidelines of the Government Council for Human Rights.

For UNICEF, 2017 involved several 'innovations' at programming and operational levels. On the one hand, the Office made progress in the formulation of inter-sectorial projects (e.g., Quibdó, Mocoa and a project for the empowerment of girls in schools) involving all four programmatic components. On the other hand, UNICEF formalized and successfully implemented two financial agreements with government entities (Ministry of Health and Descontamina Colombia), which had not been done in the recent history of UNICEF Colombia. UNICEF also responded to rapid on-set emergencies in the departments of Caldas, Guajira and Putumayo.

## Humanitarian assistance

Colombia bore the brunt of heavier-than-expected rainfall during the second quarter of 2017, which resulted in serious flooding emergencies in half a dozen sites around the country. Following the Government's request, the Country Office responded to two of the largest disasters, in the departmental capitals of Manizales and Mocoa. In Mocoa, Putumayo, the overflowing of three rivers in the centre of town and the resultant avalanche caused 316 deaths and affected roughly half the population of 43,000 persons. Humanitarian impacts included the destruction of private housing and public infrastructure; interruption of municipal services including water, sanitation and electricity for a period of up to several weeks; displacement of several thousands of people into formal and non-formal shelters; psychosocial affectation of both children and adults; as well as the interruption of the educational system.

In the WASH sector, UNICEF Colombia and its partners installed water tanks and rehabilitated water points in affected schools, procuring and distributing water filters, purification packets with instructions, and hygiene kits to affected families and schools. In education, the Country Office provided the local ministry with two temporary classrooms, 3,770 educational kits for students and 75 teachers' kits for classrooms. For child protection, UNICEF identified psychosocial support in the school environment as one of the key requirements, both for children and for the teachers and administrators. Accordingly, UNICEF organized two training workshops on psychosocial impact for teachers and school officials, as well as implemented the Return to Happiness programme in which trained adolescents provided peer support for some 2,000

younger schoolchildren.

In all, some 6,000 children benefited from the various emergency interventions. More importantly, UNICEF recognized that the humanitarian crisis constituted merely the most visible aspect of serious underlying problems of social disparity and marginalization, and accordingly initiated a long-term developmental project to reduce violence and social exclusion in urban and peri-urban parts of Mocoa, which will be rolled out in 2018. In Manizales, the Country Office's response was more modest, with the office donating two temporary classrooms to the educational authorities and providing technical assistance on the psychosocial impact of the disaster on children.

The socio-political crisis in neighbouring Venezuela pushed hundreds of thousands of Venezuelan nationals and long-term Colombian residents in Venezuela across the border into adjacent departments of Colombia. In La Guajira Department in particular, where the largely indigenous Wayúu population survives in conditions of rural scarcity even under the best of conditions, the demand on household resources, social services and local economies from the migratory influx was heavy. During 2017, the Country Office responded to the increased crisis-related needs with community-based interventions in WASH and nutrition. This situation motivated UNICEF's decision to open a field office in Riohacha, capital of La Guajira, effective at the beginning of 2018, to transform emergency responses into longer-term development projects.

In tandem with the peace process between the Government and the FARC-EP over the past four years, the United Nations architecture gradually transformed from emergency to development structures. Thus, the United Nations Office for the Coordination of Humanitarian Affairs cut its staff and resources dramatically, transferring its humanitarian information unit to the United Nations Development Programme, humanitarian clusters are actively planning handover strategies, and the local humanitarian teams in nine departments have evolved into local coordination teams, focused increasingly on development issues. UNICEF supported this process in Chocó, where its field staff participated in local efforts to promote social development, in coordination with the other United Nations agencies and humanitarian organizations.

Finally, in response to the Zika epidemic that began in 2015, UNICEF Colombia provided technical assistance to strengthen coordination mechanisms between the Ministries of Health and Education at national and local levels, helping to design an intersectoral action plan for 2018, promoting the Week of Action against Mosquitoes, and implementing social mobilization activities in schools and communities most affected by vector-borne diseases.

## Equity in practice

Despite the relatively high levels of educational enrolment, Colombia is one of the most socially disparate countries in the region. The educational indicators of indigenous and Afro-Colombian communities related to enrolment, school completion and quality of education are well below the national averages. These populations are in rural, isolated zones where the armed conflict has had the greatest impact, which implies that the Colombian Government has to take greater efforts to close these gaps. Although the country possesses the legal framework to develop adapted educational processes to minority ethnic communities, implementation of this task has been slow and intermittent.

To accelerate government efforts in this regard, UNICEF Colombia and partners encouraged

the Ministry of Education to incorporate ethno-education as one of the strategic lines of action within the Special Plan for Rural Education. These efforts have been pursued through the vehicle of the Education and Peace Working Group, an alliance composed of universities, non-governmental organizations (NGOs), international cooperation agencies and business foundations.

UNICEF advanced on several other issues to address unequal access to education. These include:

- (1) transferring to the Ministry the pilot model of ethno-education called 'Resignifying Community Educational Projects', which has now been implemented in two educational secretariats and 59 schools in Cauca and Chocó Departments. The model includes guidelines, methodologies and materials for improving learning outcomes and developing peace-building activities led by children, school communities and Afro/indigenous authorities;
- (2) revising the budget of the education sector, to produce recommendations on effective and efficient funding for the Special Plan for Rural Education;
- (3) providing educational authorities with clear, timely and sufficient information to analyse the conditions of ethno-education and to take policy decisions regarding the strategy; and
- (4) designing and implementing a training process for ethno-educators in La Guajira – which has the largest indigenous population of any department – in association with the local public university, an initiative that it is hoped will be scaled up to national level by the Ministry.

UNICEF's response to educational disparity has been an upstream effort of bringing to the Ministry successful results carried out with partners at field level. For instance, local teachers developed innovative pedagogical materials to change classroom practices through the effective incorporation of ethno-education guidelines and, in the process, increased the learning opportunities and outcomes for indigenous and Afro-Colombian children. This inclusive approach within projects led by local actors, such as the educational secretariats and indigenous authorities, have permitted UNICEF to acquaint national-level decision makers with practical solutions to the problem of unequal educational opportunity. The net result of this process will be increased resources for implementation of community education projects and better learning opportunities for indigenous children and adolescents.

### Emerging areas of importance

**Accelerated integrated early childhood development (ECD).** UNICEF Colombia made progress on the comprehensive ECD agenda in several aspects. The Country Office helped generate participatory processes to define ECD goals and indicators from a human rights approach, through coordinated work with the Inter-Sectorial Coalition on Early Childhood and the National Department of Statistics to revise the quality indicators for Sustainable Development Goal (SDG) 4.2.1 on ECD. At the same time, UNICEF supported the institutional mechanism and authorized budget for ECD at local levels, including the organization and analysis of data on children and adolescents to help authorities construct territorially based development plans in 170 prioritized municipalities. The Country Office also supported the definition of activities that promote affirmative action for children within the national plan on child rights and business.

UNICEF strengthened the management of early childhood care in local services and family practice, through technical assistance to revise government strategies on ECD through local projects that model behaviour change. Under the 'Seres de Cuidado' (Caregivers) strategy, UNICEF promoted behaviour change in La Choco, Córdoba and La Guajira departments,

achieving significant advances in 13 key family level practices on child-rearing and household environment. These behaviours ranged from stimulation and play with infants to food hygiene and health practices to vector control. In all three departments, the most notable changes were enacted in household cleaning and the eradication of discrimination against girls. To support the 'Seres de Cuidado' strategy, UNICEF created educational materials for use by families in supporting the healthy development of girls and boys, from birth to 3 years of age, which identify risks and promote early interventions. This material was adopted by the Inter-Sectoral Commission on Early Childhood and the Colombian Institute for Family Welfare as part of their protocols for care and intervention with families and in rural areas.

As a complement to the 'Seres de Cuidado' programme, the Country Office began work on actions to reinforce prevention of violence against children within the family, including child abuse, corporal punishment and humiliating or degrading practices against girls and boys. These new lines of behaviour change promotion will be fully incorporated into the strategy during 2018.

**Greater focus on the second decade of life.** In 2017, UNICEF Colombia placed greater focus on the second decade of life by addressing some of the key adolescent problems in a cross-sectoral, integrated manner. In particular, the Country Office prioritized the problems of teen pregnancy, violence, dropouts and discrimination.

In response to high rates of adolescent pregnancy, UNICEF worked with families to create a better environment for teens, including healthy behaviours, and improved relations with the adults around them. To prevent violence against adolescents, the Country Office worked on building protective environments at community level, involving local institutions, schools, parents, public workers and adolescents themselves. In the specific case of adolescents who were associated with the FARC-EP guerrilla group, UNICEF supported the implementation of a demobilization and reintegration programme that provided legal, educational, emotional, health and orientation services. In a related vein, UNICEF developed a strategy for reconciliation aimed at adolescents to give them tools that promote participation and empowerment to make decisions about their lives.

In order to close the gap between secondary and middle education, an innovative project was initiated entitled 'Protective School Trajectories', which prevents school desertion, avoids repetition and looks for a better school experience for every child from their first entrance into the educational system. The project focuses on adolescents, since evidence shows that such problems affect them more. At the same time, adolescent students were actively engaged in building a culture of peace to improve social relations in the community in general.

UNICEF Colombia dedicated considerable effort to the active empowerment of children in the second decade of life, through participation processes that raise their voices on public policy issues. Participation by adolescents constituted the focus of the innovative child-friendly territories programme, environmental protection activities, the civic empowerment programme, and several other initiatives that sought to build new strategic alliances with government organizations to keep engage adolescents on topics that interest them.

## Summary Notes and Acronyms

ECD	early childhood development
ECPAT	End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes

FARC-EP	Colombian Revolutionary Armed Forces - People's Army
ICT	information and communications technology
NGO	non-governmental organization
SDGs	Sustainable Development Goals
WASH	water, sanitation and hygiene
WFP	World Food Programme

## Capacity development

Vast parts of Colombia are contaminated with anti-personnel landmines, unexploded ordnance and improvised explosive devices. During 2017, UNICEF Colombia and the National Directorate for Comprehensive Action against Landmines (Descontamina Colombia) created a new, unique system for quality control in mine action to guarantee that all mine-risk education in Colombia will adhere to the highest possible standards. UNICEF designed a methodical, detailed model to assess organizational and individual capacities, both technical and pedagogical, in close coordination with one of the key national institutions for training and certification. Two different lines of action were utilized: 1) accreditation of organizations implementing mine-risk education projects and activities; and 2) certification of individuals who carry out trainings on safe behaviours in the face of anti-personnel landmines, unexploded ordnance and improvised explosive devices, in risk-exposed communities.

Out of 19 national and international organizations applying for accreditation, Descontamina Colombia selected 14 agencies for in-depth assessment and capacity development. Each organization developed an improvement plan based on the key gaps identified, which will then be implemented over a two-year period with the support of UNICEF and the national authorities. The net outcome will be an enhanced organizational capacity for carrying out quality mine-risk education by the sector as a whole.

At the individual level, certification ensures that the messages imparted constitute a means to save the lives of girls, boys and their families living or moving through zones contaminated by the presence of anti-personnel landmines, unexploded ordnance and improvised explosive devices. In 2017, UNICEF's technical and financial support helped select and train 30 evaluators who in 2018 will certify some 700 candidates belonging to all the organizations that are involved with mine-risk education in Colombia.

The net result of this assessment and capacity-building initiative will be increased adherence to international standards of mine action, ensuring that children and their families know how to protect themselves and others from the risk of mine incidents.

## Evidence generation, policy dialogue and advocacy

UNICEF Colombia believes that in order to confront gender-based violence against girls, boys and adolescents – understood as a human rights violation reflecting the inequality between men and women, that affects the health, security, dignity and autonomy of victims – we must transform the social norms that perpetuate and legitimize the practice. Towards this end, UNICEF requires hard evidence on underlying causes and specific forms of gender-based violence against this population group.

In 2017, UNICEF collected baselines on gender-based violence in four municipalities – Quibdó (Chocó), Tierralta and Montería (Córdoba) and Mocoa (Putumayo) – to identify and measure social norms and their relation to gender-based violence against children. Both qualitative and quantitative methodologies were designed to elicit data on prevalence, associated factors, and

actors involved in different contexts. The process included direct consultations with children and adults in all four municipalities.

Research found evidence of common empirical expectations (what people believe that others do), normative expectations (what people believe that others expect should be done), and attitudes and practices about the use of physical violence as a child-rearing strategy, as well as about gender roles: how to 'be a man' and how to 'act like a woman'. The exercise of violence to legitimize gender norms does not seem to elicit social disapproval, reflecting the prevalence of social norms supporting gender-based violence against children.

Based on the findings, a 'theory of change' was elaborated that is informing UNICEF interventions. Indicators and data from the baselines will permit measurement of change in social norms. In terms of advocacy, UNICEF now has objective evidence to go beyond conventional strategies of legal and policy reform, and to foster transformation of social norms. The research methodology and findings should inform national and global efforts to address the underlying causes of gender-based violence against children.

## Partnerships

UNICEF Colombia forged a strategic alliance in 2017 with the Colombian Institute for Family Welfare, the Intersectoral Commission for Early Childhood and Save the Children to strengthen the enabling environment for child rights. The partnership used technical assistance, field support and knowledge management to improve coordination, capacities of the local and national agents of the National Family Welfare System and monitoring of budgets for children. The initiative included strategic dialogue with private-sector actors and communities on the issue of comprehensive protection for girls, boys and adolescents.

The alliance made tangible progress in the following areas:

1. Adaptation of the child-friendly cities strategy to encourage local authorities to promote short-term, high-impact actions for children's welfare, including consultation in 25 municipalities to design in a participatory manner to refine indicators and targets to measure progress on this strategy.
2. Revision of standards and methodologies for developing local plans that coordinate inter-sectoral action on child rights.
3. Harmonization of the social protection system with the National System of Risk Management.
4. Inclusion of ethnic and minority communities (e.g., kumpanias Rom) in the formulation of development projects and strengthening the organizational capacities of rural women as agents of the National Family Welfare System.
5. Development of tools to facilitate budgeting and implementation of funds with a child focus, including creation of demonstration projects and validating the model for measurement of national public expenditure on children.
6. Promotion of private-sector engagement on child rights issues, by supporting firms in applying a roadmap for action, and training trainers on how to manage corporate risks to children.

7. Strengthening the participation of girls, boys and adolescents in National Family Welfare System platforms and the child-friendly territories strategy, through application of tools and guidance with an ethnic focus as well as technical assistance at local levels.

### **External communication and public advocacy**

The Country Office communications strategy followed UNICEF's three global objectives: conducting advocacy; raising public consciousness and support for children's rights; and strengthening UNICEF's position to raise funds for children.

The Colombian context posed challenges in terms of external communications; for instance, due to sensitivity surrounding reintegration of children associated with the FARC-EP rebel group. Nevertheless, UNICEF still managed to maintain its neutrality and project a positive, hopeful message.

UNICEF Colombia contributed to communications work of the wider United Nations system, collaborating with the inter-agency stand at the Book Fair, formulating joint public announcements against different types of violence, coordinating the participation of the Goodwill Ambassadors as facilitators in the World's Largest Lesson event, in which 5,000 children coming from different countries took part and 600 youths taught about the SDGs.

UNICEF's strategic use of Goodwill Ambassadors, with participation in eight visits to field projects and fundraising campaigns, produced a strong communication resource.

In terms of innovation, the Country Office made progress in digital and traditional media, accounting for 82 per cent of the messages about children in a selected sample of the most important child-focused organizations in Colombia. UNICEF increased its reach in social networks by 22 per cent, eliciting 525 million hits on issues that affect children. Campaigns such as World Children's Day (with Caracol TV), Father's Day and Girl's Day enhanced the office's communications footprint. The Country Office also recognized that some traditional forms of communication still work better in certain circumstances – for instance, when making use of face-to-face and local community networks to facilitate accountability of UNICEF's work.

The Country Office supported the visit of the Norwegian National Committee, generating human interest stories for their national telethon based on the Schools for Peace and mine-risk education strategies in former conflict zones, which in turn helped raise significant funding for those projects.

### **South-South cooperation and triangular cooperation**

Border regions constitute one of the areas of highest risk for sexual exploitation of girls, boys and adolescents, and of trafficking for sexual purposes. The tri-border area of the Amazon, where Brazil, Colombia and Peru meet, has long been recognized as a serious concern by different social actors, regional institutions and national authorities. Commercial sexual exploitation of children is present in at least three different economic sectors in the tri-border region: travel and tourism, the mining sector, and drug trafficking. All three contexts have a continuing relation to the historical process of colonization and exploitation of resources (rubber, pelts and coca), and have had deleterious effects on the indigenous and mestizo populations of the Amazon river basin, and especially on children in the form of commercial sexual exploitation of children.

Convinced that this problem can only be confronted in a coordinated manner by strong local

institutions in all three countries, UNICEF promoted joint efforts led by local authorities of Leticia (Colombia) with the active engagement of Brazilian, Colombian and Peruvian NGO representatives of the global network of ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes). UNICEF, together with the NGO Renacer, promoted dialogue and information exchange to prevent commercial sexual exploitation of children in all three countries, through the local child protection working group on sexual exploitation in the tri-border region, which met three times in 2017. The working group coordinated with indigenous authorities to strengthen the inter-cultural response to commercial sexual exploitation of children, to analyse the problem and the respective legal frameworks and institutional capacities to confront it, identifying bottlenecks and prioritized actions on prevention, care and criminal prosecution.

This initiative constitutes an opportunity for Colombia and its neighbours to make progress on SDGs 5 and 16, using a regional, South-South strategy.

### **Identification and promotion of innovation**

Through the opportunities offered by the UNICEF Innovation Fund, and hand in hand with the UNICEF Office of Innovation in UNICEF New York Headquarters, in 2017 UNICEF Colombia began to explore and develop three applications of Big Data and New Data Analysis, in school mapping, natural disaster response and epidemics. By using and combining public and private data, UNICEF hopes to better understand people's mobility and actions in disasters, measure the social impact of natural hazards, predict where diseases are more likely to spread, and establish precise school locations and their access to information (Internet connectivity).

The Country Office made contact with key government counterparts including the Ministries of Education and Telecommunications and the National Unit for Disaster Risk Management, as well as key private-sector partners (in telecommunications and logistics). These actors have shared some of their official databases with the Country Office and a joint exercise is currently underway regarding a selection of past disasters in order to validate the analytical models. From the above-mentioned private-sector actors, UNICEF is also analysing the use of data from air travel data, satellite imagery, crowd sourcing and other sources, which have rarely been used, to solve development and humanitarian problems in Colombia. Preliminary results point to the usefulness of the model to identify resources and gaps that can prepare schools for future natural hazards.

This cutting-edge application of Big Data for development constitutes one of the first attempts to use public-private partnerships in a new way, enlisting the benefit of high-tech methodologies to inform risk analysis and humanitarian response. Although the initiative began in the second quarter of 2017, UNICEF already sees a strong potential for humanitarian application for the benefit of children's rights and welfare in Colombia.

### **Support to integration and cross-sectoral linkages**

In 2017, UNICEF Colombia took several steps toward increasing cross-sectoral integration of activities at the field level involving all four programmatic components and communications. Following the recommendation of the 2017 audit, the Country Office recognized the need to identify and take systematic action on the underlying, structural causes of the obstacles to child rights, beyond apparent factors specific to each sector.

Accordingly, the Country Office established three cross-sectoral inter-programmatic initiatives at

field level with the following expected outcomes, in the order of creation:

- Girls, boys and adolescents of Quibdó are better protected against the threat of different forms of violence present in the area;
- Girls, boys and adolescents of Mocoa improve their own resilience in the face of the impacts and risks generated by the flood disaster of 2017; and
- The educational community of Buenos Aires (Cauca) and Quibdó (Chocó) guarantee the rights of girls in the school environment.

All three initiatives began with the identification of a central problem and, using the UNICEF methodology of analysis of underlying causes, proceeded via a definition of results (changes in human capacity or availability of new services) and of impacts (changes in behaviour, performance and coverage of certain services).

The initiatives in Quibdó and Mocoa encompass actions in all four protective environments (family, school, community and institutions), while the third initiative focuses its actions on the girls in school and the relationship to the family and the community. In all the environments mentioned, several cross-cutting strategies are undertaken that promote coordination, broad analysis and economies of scale. Specifically, these strategies are participation; social mobilization; and advocacy through information and awareness-raising.

## Service delivery

In coordination with national and local authorities, UNICEF Colombia strengthened the enabling environment for the provision of quality supplies and services in nutrition, health and WASH, aimed at the most vulnerable populations, especially indigenous communities. Technical assistance provided has already served to improve the implementation of national policies in these sectors.

In WASH, UNICEF supported the Vice Ministry of Water and Basic Sanitation in disseminating Decree 1898/20176 to local governments and NGOs in order to help them to better understand its content and implement it accordingly. The Decree makes reference to the different modalities that local actors must consider for a timely and sustainable provision of piped water, sewerage and promotion of key hygiene practices among communities. In encouraging the adequate adoption of the Decree, UNICEF is also implementing local demonstrative projects in some of the regions that are most vulnerable to armed conflict and natural disasters. With such projects, local actors are learning how to actually execute the main elements of the Decree, with a child perspective.

UNICEF has garnered funding from the Multi-Partner Trust Fund to support the provision of WASH services in former FARC-EP zones as part of the peace-building transition.

In health and nutrition, UNICEF continued to accompany the Ministry of Health and Social Protection in implementing the guideline for integrated management of acute malnutrition in girls and boys from 0 to 59 months of age. In addition to formulating operational plans for implementing the guideline in prioritized departments (El Chocó, Guainía, La Guajira, Meta and Vichada) and strengthening the capacities of different government actors, UNICEF supported the importation, nationalization and distribution of inputs for the therapeutic treatment of

moderate and severe acute malnutrition among girls and boys under 5 years of age, including F-75 and F-100 therapeutic milk and ready-to-use therapeutic food.

### Human rights-based approach to cooperation

UNICEF Colombia has incorporated the human rights perspective into its agenda of relationships with the private sector, based on best business principles and on the Convention on the Rights of the Child. At the same time, UNICEF has supported the Government to guarantee the prevalence of the rights of children within the framework of its National Plan on Business and Human Rights (2011).

Through the design and implementation of its own national strategy on business and children, UNICEF helped strengthen the capacities of the private sector, supporting firms and companies from all sectors, with special emphasis on extractive industries, agroindustries and tourism, so that they manage appropriately all risks and opportunities related to children.

UNICEF organized a seminar on mining and children, an event that trained more than 100 public servants and private-sector actors to manage risks that particularly affect children within the mining context. Mining companies received support in strengthening efforts to carry out due diligence and to coordinate their work with public policies and investment in children.

Moreover, UNICEF initiated a study of risks and opportunities for child welfare in the production chains of palm oil and cacao, particularly relevant for the policy of crop substitution for illicit drugs during post-conflict.

In order to strengthen institutional capacities, UNICEF accompanied the national Government in the design of guidelines for the Policy of Corporate Responsibility, in the design of technical assistance for four departments, and in proposals to regulate how the private sector should fulfil its obligations to 'promote, protect and repair' any impact on children's rights within the framework of risk management and due diligence.

This specific orientation of UNICEF has permitted businesses, the Government and civil society to understand its own 'co-responsibility' to guarantee the rights of children, and not merely from a perspective of philanthropy, charity or individual discretion. The focus has also generated public-private mechanisms, in which firms assume their role as leaders in processes of development in the communities where they work.

UNICEF also forged alliances with three universities to document experiences on risk management and due diligence in the pioneering industries and firms working in this field within Colombia.

### Gender equality

In alignment with the gender action plan, the Country Office prioritized prevention and response to gender-based violence against children, within families, communities and schools, even in natural disasters and complex emergencies. Gender mainstreaming was made possible through the implementation of initiatives in ECD and improvement of school environments, especially for adolescent girls.

In gender-based violence, the child protection component carried out an innovative study on social norms associated with violence against children, involving families, community leaders, institutional actors and children themselves in four municipalities affected by gender-based

violence. The results served to design behaviour change strategies, adapted to the territories.

As a member of the humanitarian country team sub-group on gender-based violence, UNICEF Colombia led the inclusion of child protection measures within the national standard operating procedure for prevention and response to gender-based violence in emergency contexts. Also, UNICEF and other United Nations agencies garnered funding under the Multi-Partner Trust Fund for a joint project on the protection of women and girl victims of violence, to be implemented in five reintegration areas, created under the Peace Accord.

UNICEF piloted a new methodology to characterize gender dynamics in schools. The analysis resulted in 'gender profiles' that highlight the expressions of gender-based violence in schools and communities. Considering the absence of prevention and protection measures in these contexts, UNICEF is providing practical guidance to coexistence committees in schools. To promote the empowerment of girls in the educational community, the Country Office designed an inter-programmatic initiative that addresses the practical needs and strategic interests of girls.

In ECD, UNICEF obtained new evidence on masculinities and early childhood parenting patterns. The findings permitted the adjustment of the 'Seres de Cuidado' strategy, which was adopted as one of the national modalities for ECD.

In commemoration of the International Day of the Girl, UNICEF presented its research on the management of menstrual hygiene in schools. Adolescent girls from diverse backgrounds discussed findings and recommendations with partners from civil society, the Government and academia.

The Office's gender strategy (aligned with the gender action plan) encompassed the aforementioned initiatives. It also included human resource measures to promote an organizational culture shift towards gender equality and non-discrimination in the workplace.

Expenditure on programmatic and organizational actions on gender reached US\$520,000.

## **Environmental sustainability**

In the area of climate change adaptation through resilient development for children, UNICEF Colombia advanced on three different lines of action, including:

First, in response to the need for new thinking about specific climate change adaptation measures and children's rights, the Country Office developed (with UNICEF Peru) a concept note that proposes concrete ways to strengthen policies and capacities for populations vulnerable to recurrent droughts and floods in both countries. The concept note is under review by a major international donor, and a multi-country initiative might be developed next year.

Second, the child rights and business strategy of UNICEF Colombia seeks to foster a greater commitment by firms to supporting child welfare and rights. The corporate self-evaluation designed by UNICEF includes an assessment on environmental sustainability, which permits businesses to identify measures they need to take to reduce the impact of their activities on the environment, on children and on future generations.

Finally, an inter-agency project undertaken by UNICEF with the World Food Programme (WFP) and the Food and Agriculture Organization of the United Nations addressed increasing water

scarcity in one of the most vulnerable parts of Colombia, La Guajira – a department in the north-east of the country. UNICEF’s contribution included innovative strategies to bring WASH services to 400 families and their rural communities most affected by climate change. With strong community participation in a predominantly indigenous region, the project rehabilitated wells whose pumps function on solar power, thus guaranteeing the continued operation, maintenance and sustainability of services as well as environmental protection. The project also developed activities to manage solid waste in order to avoid contaminating water sources. The implementation of these technological alternatives constituted a major breakthrough for national and local actors, as previous attempts to mitigate critical water scarcity were deemed unsustainable because they were not adapted to the communities’ capacities and interests.

## **Effective leadership**

The country management team 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 travels and harmonized approach to cash transfers activities. Systematic monitoring of these key performance indicators permitted the Country Office to achieve compliance with the organization’s rules and regulations and its respective policies.

Following the audit conducted by Office of Internal Audit and Investigations during the third quarter of 2016, the office received the audit final report at the end of January. The country management team immediately finalized the response plan, and less than nine months later all twelve recommendations were declared as closed by Office of Internal Audit and Investigations.

The joint consultative committee met four times between January and December. The meetings allowed office management and the local staff association board to address and come to agreement on key staff issues, such as improving the working climate, and following up on implementation of activities to strengthen supervisory capacities.

Similar to last year, the Country Office hired an external firm in 2017 to perform micro-assessments on implementing partners. Seventeen micro-assessments were completed by the end of 2017.

## **Financial resources management**

During monthly meetings, the UNICEF Colombia country management team reviewed and analysed the office’s budget, from the acquisition of donors to the use of funds at a macro level. Both the Country Office dashboard and the InSight portal key performance indicators were revised thoroughly, in order to establish the fund allocations. Based on the 2016 audit exercise carried out by the Office of Internal Audit and Investigations, the country management team included for review in its monthly sessions not only the prompt closure of recommendations but also the monitoring of those recommendations that were indicated for frequent follow-up. The Country Office took measures to avoid inconsistencies in decisions and actions that could jeopardize UNICEF under any of the organizational risk categories. As usual, the decisions made by the country management team were based on two types of review: due diligence and risk analysis.

The following constitute examples of successful closure of audit recommendations and of the country management team decision-making process:

- 1) Funds were allocated to outputs no more than two weeks after their arrival;
- 2) Donor reports were well sent before their due date, in accordance with internally agreed procedure;
- 3) Grants were 100 per cent utilized/spent before expiry date, for all three types of resources – regular resources, other resources regular, and other resources emergency;
- 4) Outstanding direct cash transfers were liquidated before reaching the six-month deadline (only one was allowed, upon careful analysis of exceptional conditions);
- 5) Temporary appointments that remained open for more than 15 days after their completion were reviewed and called to the attention of travellers;
- 6) Bank reconciliations were carried out in a timely manner; and
- 7) Both the cash flow and the disbursement account bank balances were maintained under the established limit and the country management team duly informed operations in the few cases when this practice was not followed.

### **Fundraising and donor relations**

Despite an economic slowdown, during 2017 the Country Office increased the number of active pledge donors from close to 40,000 in 2016 to approximately 50,000. The increase was made possible mainly through the utilization of a wide array of acquisition channels, such as telemarketing, face-to-face campaigns, digital fundraising and direct response television. In September, a Corporate Pathways to Pledge campaign was launched with one of the most important banks of the country, Banco de Bogota, approaching 15,000 credit card holders per month. The most important alliances in the field of corporate partnerships were re-confirmed, while significant advances were made with companies such as Baby Fresh, Bancoomeva and AV Villas.

In line with the global private-sector fundraising strategy, the Country Office began assessing the potential of legacies as a new fundraising channel, securing the first donation through a life insurance policy. As of October 2017, private-sector fundraising gross income had risen to 15,056 million Colombian pesos, compared with 11,035 million Colombian pesos in the first 10 months of 2016, representing a 36 per cent increase. Regular resources contribution has also substantially increased, from US\$800,000 to about US\$1 million in the first 10 months of the year. The ninth edition of the UNICEF 10K running race was successfully organized, bringing together close to 6,000 participants.

New other resources regular funds were received from, among other donors, the European Union, the U.S.Fund for UNICEF, the Multi-Partner Trust Fund and the Government of Colombia. Firm pledges were made by the Norwegian National Committee and the Multi-Partner Trust Fund, for disbursing additional other regular resources during the first quarter of 2018. Moreover, other resources emergency funds were also received, to respond to the Mocoa mudslide that killed close to 400 people. All available funds expiring during 2017 were utilized before the expiry date. All nine donor reports were submitted on time, following quality control and monitoring mechanisms established by the country management team.

### **Evaluation and research**

For the 2017 integrated monitoring and evaluation plan, the Country Office established 16 activities, including 14 initially planned and 2 later inserted, on child rights in business and Information-based risk assessment. Most activities (13) were carried out effectively, reaching an 85 per cent rate of implementation, while the remaining three studies were delayed or rescheduled for 2018 upon mutual agreement between the Country Office and corresponding government bodies.

Despite some unexpected changes during the implementation of the integrated monitoring and evaluation plan, there were significant achievements for the Country Office's knowledge generation agenda. In particular, the 'Evaluation of the Relevance and Cost-Effectiveness of the Guidelines for Integrated Management of Acute Malnutrition of Children Aged 0–59 Months in Guajira' provided strategic recommendations to the Ministry of Health to guarantee the financial sustainability and effective replicability of the guidelines in seven of the departments most affected by acute malnutrition, specifically in rural areas. The results of the evaluation also allowed the Country Office to accompany the Ministry in developing a platform to improve monitoring and facilitate reporting on the guideline's implementation.

Another significant accomplishment was achieved with the study 'Characterizing the Prevalence of Social Norms around Gender-Based Violence (GBV) against Children and Adolescents'. The research was able to identify and aggregate social perceptions and beliefs around gender-based violence against children by using an innovative methodology that combined qualitative assessments and quantitative measurements, based on the testimonies of caregivers, public officials, community leaders, and children themselves. The results allowed UNICEF to devise an evidence-based 'theory of change' to promote changes in social norms in four of the municipalities, most affected by this type of violence. The study also contributed to design an inter-sectorial project for the prevention of gender-based violence in schools, which combines the action of the four different programmatic components (child protection, education health and survival; and social inclusion.)

### Efficiency gains and cost savings

Based on the organizational document entitled 'Eight Opportunities to Streamline Office Management', and on the audit recommendations, at the beginning of 2017 the Country Office raised the thresholds for the programme cooperation agreement review committee and contract review committee to the established levels for those committees. Each committee's terms of reference were reviewed, rewritten and agreed upon with their respective members for a comprehensive understanding of the committees' scope and members' roles.

With the above measures, the Country Office managed to reduce the number of cases to be reviewed/recommended by the core committees, leading to a reduction in the time spent by staff members in administrative meetings. In the case of new programme cooperation agreements, the programme review committee accepted the suggested implementing partners in all cases analysed, due mainly to the comparative advantage and leverage within communities that each of those partners had, at that time, in the geographical areas where the projects were carried out, as well their respective areas of expertise. In this way, each programme cooperation agreement process time was reduced by about a month, allowing the programme review committee members to better allocate their time to programmatic issues.

For the contract review committee, 21 long-term agreements were requested, reviewed, analysed and recommended, 95 per cent of them for three years. The long-term agreements were distributed as follows, by section: 52 per cent for private-sector fundraising, 29 per cent for programmatic components, 10 per cent for communications, and 10 per cent for operations. Considering the total number of long-term agreements in 2017, the amount of time spent by all staff members involved in a typical consultancy contract process was reduced from an average of two and a half months to about two weeks.

## Supply management

As part of UNICEF Colombia's assistance and support to the Colombian Government during the peace negotiations and subsequent peace agreement, UNICEF established and ran half of the 10 temporary reception centres (Lugares Transitorios de Acogida) where the demobilized child soldiers lived and received treatment and assistance before re-joining their families or being placed in foster families. For those five shelters, the Country Office acquired furniture, kitchen appliances, clothing, sporting equipment and other necessary items, based on the strict standards of the Colombian Institute for Family Welfare. UNICEF also designed and procured travel and welcome kits with clothing and hygiene items for partners including the International Committee of the Red Cross and International Organization for Migration, for all children going to the 10 reception centres. Once the shelters were closed, all furniture and equipment were donated to civil society organizations that work with children in the nearby areas.

The Country Office does not have a warehouse, so any programmatic purchase goes directly to an implementing partner or to the beneficiaries, through the implementing partner; therefore, the total amount of inventory is zero at all times. Moreover, since the Country Office programme is mainly related to technical assistance, normally there are no procurement services involved.

Based on the local information and communication technology (ICT) plan for 2017, Operations/ICT acquired 53 laptops (with monitors) to replace the three-year-old equipment and to move the operational system of the office to Windows 10, as established by the ICT Division in its standards. The Country Office used as funding sources the institutional budget, other regular resources and private-sector fundraising types of funds, as part of cost attribution for property, plant and equipment.

The table below shows the procurement of supplies, carried out in 2017.

Area	Programmatic	Operations (property plans and equipment, logistics)	Administration	Total (in US dollars)
Operations		138,615	41,536	180,151
Communications		5,326		5,326
WASH	15,306			15,306
Child protection	155,843			155,843
Total	171,149	143,941	41,536	356,626

## Security for staff and premises

The Country Office business continuity plan was revised and updated according to changes in staff, local risk analysis and security threads (based on the United Nations Department of Safety and Security's Minimum Operational Security Standards). The business continuity plan crisis management team was informed about the document and their roles in case of security issues.

The Country Office evacuation team joined the building emergency group by participating actively in emergency information meetings as well in building evacuation exercises.

All staff members in the Country Office completed both mandatory security courses (basic security in the field, advance security in the field), while about 95 per cent of staff members attended two United Nations Department of Safety and Security's Minimum Operational Security

Standards—Colombia mandatory courses: personnel security induction and safe and secure approaches in field environments.

## Human resources

In 2017, 16 recruitment processes (14 full-time/2 temporary appointments) were carried out using the talent management system. More than 1,800 applications were received and reviewed, ensuring transparency and objectivity. For internal candidates who were on abolished posts, special consideration was taken. In total, 81 consultants were recruited, ensuring an open and objective recruitment, following the Special Service Agreement Policy. One resignation and one retirement were handled in 2017.

An office structure review was held in April, and discussed and approved by the June Programme Budget Review meeting. The objective of the review exercise was to guarantee the structure necessary to achieve the objectives of the Country Programme Management Plan 2015–2019.

One hundred per cent of the staff met the dates and quality established for the performance appraisal system, ensuring proper discussion between supervisors and staff.

As per audit recommendations, local committees were appointed for 2017–2018, establishing terms of reference for each one, and resulting in greater clarity. In addition, programme specialists became permanent members of the country management team.

The local training committee met three times, establishing and following the plan. US\$24,000 was spent on activities, and 8.1 days/person were invested in technical, management and soft skills training. An effort is being made to increase the use of Agora available courses. A special focus was made in the eight mandatory courses, which were completed by 87 per cent of staff in 2017.

Human resources worked with the local staff association to ensure that work environment issues were handled properly. Activities were also carried out aimed at creating trust and a sense of belonging among staff members. Results from the Global Staff Survey were analysed among all staff and a plan for 2017–2018 was put in place to ensure improvement in the indicators selected by the office. Two peer support volunteers and one ethics focal point were appointed in the office, working on issues related to ethics and stress management.

## Effective use of information and communications technology

Currently, the Country Office uses three Internet links, two of them supporting regular operation and the other providing Internet service by Wi-Fi connection. That Wi-Fi connection is isolated from UNICEF's network.

In 2017, the Wi-Fi service was improved substantially, by use of a higher bandwidth. The use of Skype for Business increased to establish communications and meetings with staff members and external users, with the main goal of reducing costs in local and mobile calling services and reducing money and time related to some trips. OneDrive was implemented as a document repository and to share information internally and with external users. In light of this, the human resources team used Skype for Business to conduct some interviews for country office vacancies.

Communications with the Quibdó sub-office was likewise improved, by changing the Internet

service provider and increasing the use of Skype for Business, which reduced mobile call costs between Bogota and Quibdó. In addition, the pool of programme assistants was trained in the use of virtual rooms in order to encourage the use of this tool when necessary.

Finally, Operations/ICT initiated two projects on information and technology, the first one to implement the SharePoint site for information sharing at all levels of internal and external users, and the second to permit digital signatures for document approvals in order to reduce the use of print-outs inside the office. These two initiatives are currently in the developmental phase and both will be fully implemented during the first semester of 2018.

## Programme components from RAM

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** Transitional justice and disarmament, demobilization and reintegration and local authorities in priority geographical areas formulate and implement efficient transitional justice and disarmament, demobilization and reintegration programmes, oriented to protect children and adolescents affected by the armed conflict and guarantee their rights.

#### Analytical statement of progress

With the signing of the final Peace Accord between Government and FARC-EP in November 2016, UNICEF Colombia undertook a host of activities on behalf of children in 2017 to support and implement the specific pledges set out in those accords. In disarmament, demobilization and reintegration, at the request of the two government agencies, the Presidential Council of Human Rights and the newly formed National Council for Reincorporation (including FARC and the Government), UNICEF took the lead in identifying, preparing, rehabilitating and equipping 10 transitional reception and care sites in seven departments and providing specific care and services for children who were formally released by the FARC-EP.

Additionally, UNICEF contracted and trained two of the four national implementing partners that have special experience in protection and psychosocial support. From February to December 2017, UNICEF received and assisted 116 adolescents (64 girls and 52 boys) handed over by the FARC to the International Committee of the Red Cross and transported to the sites where UNICEF took charge of them, to initiate their reintegration into families and communities. The children received medical and psychosocial attention, legal registration services, access to health, education and reparations, family reunions, and training in communication skills, conflict resolution, sports, recreations and arts, and additional courses (e.g., rights, citizenship, developing a life project, and sexual and reproductive health.) The net impact of UNICEF's intervention in the past five months has been to initiate these children's reintegration into families and communities and to ready them for the massive personal challenge they face.

In the area of mine action, UNICEF's work with the national agency Descontamina Colombia reinforced the Government's commitment to providing assistance and reparations to victims of landmines, unexploded ordinance and improvised explosive devices, although due to a focus on mine-risk education, few victims were supported by UNICEF during 2017. Late in the year, UNICEF established a project with key civil society partners to provide specific victim support during 2018.

In transitional justice, most of UNICEF's efforts during 2017 centred on advocating and supporting the Government agency for victims in the development of systems of collective reparations with the participation of children and children's rights firmly in mind.

In the area of peace-building, UNICEF transferred its 'Somos Paz' ('We Are Peace') methodology to several local government authorities as well as key implementing partners and the International Organization for Migration.

**OUTPUT 1** The National System of Comprehensive Attention and Reparation of Victims and the National Family Welfare System have increased their capacities to adopt and implement specific mechanisms and programmes on disarmament, demobilization and reintegration as well as mine-action standards, targeting girls, boys and adolescents affected by the armed conflict.

#### **Analytical statement of progress**

While the signing of the Peace Accord in November of last year did not resolve the issues of violence, displacement and social polarization that has directly affected children across Colombia, there were some concrete benefits during 2017.

Close to 7,000 members of the FARC-EP turned in their weapons and relocated to transitional zones, diminishing conflict in the short term. At the same time, 116 girls, boys and adolescents were formally demobilized by the FARC into transitory reception centres run by UNICEF Colombia, the International Organization for Migration and partners, receiving legal, social, medical, psychosocial and educational services to help re-integrate into society and re-start their life projects.

Two model projects in Nariño and Cauca departments employed a community-based methodology to engage 300 children (some 10 per cent of whom were informally demobilized from armed groups) in reintegration activities that facilitated reconciliation for the communities as a whole. The 1612 Task Force led by UNICEF continued to identify and report on the worst violations of child rights in the context of conflict, although this was hampered by the limited field access and reporting ability of local coordination teams.

UNICEF sensitized and trained the incoming members of the United Nations Verification Mission and one local coordination team in Antioquia, raising awareness about child rights violations during conflict and the appropriate protocols for dealing with such situations during the post-accord scenario. Despite an upsurge in violence against children, the uncertain political environment, continued social inequity and the culture of illicit activities, UNICEF managed to work with several government counterparts, two NGOs and one United Nations agency to provide demonstrable models of successful care for child victims of the conflict.

**OUTPUT 2** As of 2019, girls, boys and adolescents in prioritized geographical areas have access to and use effective mechanisms to participate in peacebuilding and reconciliation processes.

#### **Analytical statement of progress**

During 2017, UNICEF transferred the methodology and implementation of the 'Somos Paz' model of reconciliation and peace-building at field level to eight different partners, including the National Reconciliation Agency in Sucre, the Governor's Office in Boyacá, the Registraduría and the Personería of Bogotá, as well as the NGOs Save the Children, Norwegian Refugee Council, Corporación Infancia y Desarrollo and SOS Villages. 'Somos Paz' activities were

successfully implemented in three departments (Boyacá, Cundinamarca and Sucre), involving 2,011 girls, boys and adolescents in the peace-building process.

UNICEF also finalized the pedagogical materials in art, music, sports and communications for peace, aimed at facilitating the work of peace-building with adolescents nationally. The model of using music, culture, sports and communications techniques to children managed to offer an umbrella methodology to local counterparts that actually succeeded in galvanizing the participation of girls, boys and adolescents in the process of peace and reconciliation. The pilots initiated in 2017 will be brought to scale in 18 different community-based projects of seven departments during 2018, which combine peace-building with reconciliation and prevention of recruitment for children.

**OUTCOME 2** Protection against child violence ority 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**

As foreseen by many experts, the signature of the Peace Agreement with FARC-EP in November 2016 heralded a spike in violence against children and gender-based violence for all of the commonly expected reasons: actions by other non-state armed groups, continued illicit activities and underlying social norms that tend to legitimize such violence. During 2017 UNICEF undertook action to counter this trend through a variety of strategies, including training and technical assistance, advocacy, research and demonstration projects.

UNICEF Colombia supported the Ministry of Justice and the other components of the juvenile justice system at national and local levels, with training and advice on the effective implementation of the system in accordance with international law. At the same time, UNICEF provided advocacy and training to public servants in Amazonas and Medellin on access to justice for child victims of violence, with a focus on sexual exploitation. UNICEF also provided written guidance and training to members of the United Nations Monitoring and Verification Mission on child rights and the prevention of gender-based violence.

Part of UNICEF's work involved providing information and advocacy messages on key issues of child protection to congressional legislators, such as questions on the institutionalization of children, the age of consent and sexual exploitation. UNICEF also provided technical inputs to assist the Colombian Institute for Family Welfare in their revision of guidelines on sexual violence, trafficking and abuse of children.

Two innovative studies in multiple geographical sites – Amazonas, Chocó, Córdoba, Putumayo and Valle del Cauca – focused on 1) successful examples of information management in programmes that prevent and treat child violence at the local level and 2) qualitative and quantitative research from primary sources (e.g., at the community level) to establish the relationship between predominant social norms and gender-based violence against children. The baselines thus generated allowed UNICEF to design interventions that are now being initiated in these communities to measure impact over the next few years.

As part of the sub-working group on gender-based violence, UNICEF coordinated with local agencies in training local actors and developing practical guidelines for the prevention and response to gender-based violence, both in development and humanitarian contexts. At the national level, UNICEF participated in the inter-jurisdictional working group (between indigenous

and ordinary justice), supporting the inter-cultural dialogue between different authorities in the country on violence against children and women, and juvenile justice.

In response to the avalanche crisis in Mocoa (April 2017), UNICEF developed guidance on the protection of children in emergencies and coordinated with the local thematic protection group in Putumayo to socialize strategies.

Finally, in the triple border region of the Amazon, where Brazil, Colombia and Peru come together, UNICEF trained public servants on child protection against commercial sexual exploitation and trafficking and promoted the sharing of information between the authorities in all three countries in order to better protect children, prevent trafficking for sexual exploitation and prosecute offenders.

**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**

During 2017, UNICEF conducted advocacy and training to public servants on the access to justice for child victims of violence with a focus on sexual exploitation. UNICEF also provided written guidance and training to members of the United Nations Monitoring and Verification Mission on child rights and the prevention of gender-based violence. UNICEF provided information and advocacy messages on key issues of child protection to congressional legislators, such as questions on the institutionalization of children and sexual exploitation. UNICEF also provided technical inputs to assist the Colombian Institute for Family Welfare in its revision of guidelines on sexual violence, trafficking and abuse of children.

Two carefully directed studies in multiple geographical sites focused on 1) successful examples of information management in programmes that prevent and treat child violence at the local level, and 2) qualitative and quantitative research from primary sources (e.g., at the community level) to establish the relationship between predominant social norms and gender-based violence against children. The baselines thus generated will permit UNICEF to design interventions in the second half of 2017 that may be implemented in these communities over the next three years.

Finally, in the triple border region of the Amazon, where Brazil, Colombia and Peru come together, UNICEF promoted the sharing of information between the authorities in all three countries in order to better protect children, prevent trafficking for sexual exploitation and prosecute offenders.

In addition, UNICEF agreed with United Nations Office on Drugs and Crime and the Colombian Government to take part in the GLO-ACT initiative, to strengthen the child and adolescent focus of this global programme against smuggling and trafficking. UNICEF's two-year workplan is still under discussion with government counterparts, although initial activities have already been undertaken, including training of prosecuting attorneys on the issue of child trafficking. UNICEF is working in close alliance with two civil society organizations on the 'We Protect' initiative to prevent online sexual abuse and exploitation of children.

In the area of violence against children, UNICEF 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; 2) accompaniment of the dialogue at the national level on the intersection between indigenous legal systems and the national justice system on issues related to violence against women and children; and 3) advocacy at the national level on public policy over sexual exploitation and child marriage.

**OUTPUT 2** As of 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 the area of access to justice for children, UNICEF's contribution of technical expertise to the Coordinating Committee of the Juvenile Justice System 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. UNICEF initiated a study on the situation of girls in the juvenile justice system, including risk factors and differential treatment.

During 2017, UNICEF collaborated closely with the Mine Action Directorate to develop quality control tools and an overall strategy for mine-risk education, including standards for certification of trainers and accreditation of training organizations. As part of the work, UNICEF and the Mine Action Directorate, together with the departmental Secretariats of Education, agreed on the prioritized municipalities and schools in which to begin working on mine-risk education. In the process, UNICEF's partners increased the capacity of mine-risk education trainers, who reached more than 9,000 girls, boys and adolescents, ensuring that they can better protect themselves and others.

In the area of prevention of recruitment, since the beginning of 2017, UNICEF has provided technical assistance and advocacy to key government partners and cooperation agencies to help formulate the new national policy on prevention of utilization and recruitment of children by armed groups and new forms of organized violence, in the new post-conflict context. Two projects were carried out that piloted a process of community-based reintegration of former child soldiers, in the departments of Cauca and Nariño. These will be expanded and replicated in 19 sites during 2018.

**OUTCOME 3** 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 main challenges in the country is to ensure that children enter the educational system on time and complete their full educational cycle. The latest data from the Ministry of Education (2015) show that 1,442,350 children are outside the educational system, 237,870 children lost their school year and 334,961 children and adolescents dropped out – 144,729 girls and 190,559 boys. Net enrolment in preschool: 55.52 per cent, primary school: 86.56 per cent, middle school: 71.2 per cent and high school: 2.94 per cent.

According to the National Survey of Demography and Health, 59.9 per cent of girls and women between 13 and 24 years of age attend school, and 40.1 per cent do not. For every three women of school age, two do not attend and the highest dropout or absenteeism is in secondary school. Some 6.9 per cent of girls and adolescents drop out due to pregnancy, 7.3 per cent due to difficulties in paying school fees and 5.3 per cent because of the need to earn money.

The percentage of children who do not attend school is 40.4 per cent. As with the figure for women, the highest percentage is found among those who have not completed high school. The main reason for not attending is to earn money (11.6 per cent), not wanting to study (9.8 per cent) and not being able to pay for school (5.9 per cent). It is evident that economic reasons tend to weigh more on boys than on girls, while aspects related to family life (e.g., having to look after children or pregnancy) predominantly affect girls.

There are many causes for non-attendance of school: lack of a national curriculum, poorly qualified teachers, low quality of educational establishments (53 per cent of national establishments are classified among the lowest levels), incomplete educational trajectories (836,840 children did not pass through the educational system), as well as the armed conflict, adolescent pregnancy and intra-family violence. High school education in rural areas lags far behind that in urban areas. The rural zones have lower performance in tests such as Saber 11 and the Synthetic Index of Quality of Education. The average school performance in all areas of the rural educational establishments within the sample was 246.42 points in the Index, with a maximum value of 356.16 and minimum of 167.75, while educational performance in urban schools of the sample was 290.42 points, with a maximum value of 388.79 and a minimum of 262.94.

Educational problems are exacerbated in the rural sector, especially in communities with greater poverty, indigenous and Afro-descendant populations and where the armed conflict has had the greatest impact. UNICEF continues to prioritize its action in these areas.

Faced with these challenges in 2017, UNICEF advocated with the Ministry to incorporate priorities related to: closing gaps in the education policy agenda, formulating the special rural education plan, implementing ethno-education guidelines, implementing the education policy for peace, and strengthening schools as protective environments. To support the implementation of the aforementioned plans, UNICEF is validating the following strategies: 'Educational Trajectories', which seeks to address bottlenecks and barriers that prevent children from completing the educational cycle; 'Schools in Peace', which contributes to training in citizenship construction and building a culture of peace in schools; and 'Resignification of Community Educational Projects', which supports the cultural adaptation of education for indigenous and Afro-descended peoples. The strategies have conceptual developments, tools and methodologies for implementation, and an assessment of the results obtained in relation to the knowledge acquired by teachers, children and parents. UNICEF's interventions have supported the innovation of the pedagogical practices of teachers and have developed specialized pedagogical and didactic materials suitable for the contexts.

Aligning with the output of inclusive education, trainings in citizenship and peace-building in schools, UNICEF designed strategies for teachers, children and their families to provide them useful instruments for the prevention of gender-based violence and discrimination. During the process, with the participation of the educational community, the Country Office also elaborated a diagnosis identifying: predominant gender roles in schools, access and participation of children in decision-making spaces, and principles condoning gender-based violence. As a

result, each prioritized school by UNICEF has its own educational profile on gender in a school environment, which includes findings on gender-based violence. Apart from the evidence encountered, there are still some challenges to overcome in 2018 regarding training the educational community in the issues identified in the diagnosis. One challenge involves strengthening preventive actions and protection procedures against gender-based violence, which aim at functioning effectively in the school environment in coordination with other sectors.

The challenges for 2018, in partnership with the World Bank, the National Bureau of Education in Emergencies and local alliances of various sectors are to ensure that these policies are implemented in the 170 municipalities affected by the conflict, and targeted by the Government, to influence greater financing for the rural education sector and to deliver to the MEN the pedagogical, didactic and operative developments to generalize these subjects.

## **OUTPUT 1 Staff costs**

### **Analytical statement of progress**

Recognizing the main challenges in Colombia to ensuring better learning opportunities and decreasing the probability of desertion (relevance, pedagogical discontinuity, school lag and inadequate transitions, among others), UNICEF, together with the Ministry of Education, designed the model for Strengthening of School Management to Protect the Educational Trajectories of Students. The model was created with three inputs as a basis: 1) the systematization of scientific evidence (linking the approaches of the development sciences, and the effective practices proposed by the Organisation for Economic Co-operation and Development to prevent school failure); 2) the implementation during 2017 of the guidelines developed by UNICEF and the Ministry of Education during 2016 in three territorial entities and nine educational establishments with the objective of building strategies that protect the educational trajectory of children; and 3) design of the structure and approach for two institutional processes led by the Ministry of Education, the educational quality management system and the information system for monitoring, prevention and analysis of school dropouts.

The model supports educational secretariats and schools to ensure timely access for children to complete their studies and guarantees quality and equity in the process during their development throughout the life cycle. The model further develops a strategic framework to protect student trajectories and a coaching strategy for schools aimed at strengthening the school management process.

During 2017, UNICEF made progress in the standardization of educational processes and several key learnings resulted in: the need to implement a set of strategies that not only work, but do so in a comprehensive and integrated manner in each school; the importance of implementing those strategies based on the condition and interests of the students; the importance of work between peers to develop guidance based on the experience of other educational establishments and their teachers; the need to organize school management according to development milestones; and the importance of timely management of alerts that affect the educational trajectory, such as low results or teenage pregnancy.

The main challenge for 2018 will be for schools to use properly and according to their needs the information available to them within the information systems provided both by the Ministry of Education and UNICEF. For that, UNICEF will be implementing a joint project with the World Bank to systematize information for use by schools.

**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**

The signing of the Peace Agreement between the Government and the FARC-EP reduced some impacts of the conflict on schools; however, new dynamics of conflict are constantly present and evolving. Understanding these dynamics and responding to them to protect the right to education for all constitutes a major challenge for the country.

UNICEF continued to strengthen schools with the formulation of school risk management plans. Advances during 2017 included: 1) educational communities with capacities related to mine-risk education; 2) training for teachers in Zika prevention; and 3) the inclusion of recruitment prevention strategies in the school risk management plans.

UNICEF, along with the Ministry of Education and the partners of the National Board of Education in Emergencies, provided technical assistance to educational secretariats and schools in Chaparral, Chocó, Córdoba, Ibagué, the Pacific Zone, Putumayo and the border with Venezuela in response to various emergencies caused by natural disasters and other forms of conflict. The country increased its capacity for response and recovery in the education sector, although this challenge is maintained especially in those regions that do not have local emergency education boards.

To strengthen the technical capacities of the partners on the Board, UNICEF led and mobilized resources to develop a training of trainers on conflict-sensitive education, adapting the Inter-Agency Network for Education in Emergencies guidelines to the Colombian context and formulating 10 replication plans for this training in the most-affected areas of the country, to be implemented in 2018.

UNICEF influenced the inclusion of emergency education in the special plan for rural education. The new dynamics of conflict, related to criminal gangs and other illegal armed actors that in many cases are associated with drug trafficking, continue to limit the access and permanence of children in a quality educational system. Thus, some challenges remain for 2018 related to: (1) protection of the educational community and strengthening of the educational supply in the face of the new dynamics of violence; (2) strengthening the leadership of the Ministry of Education and certified territorial entities to coordinate with schools and ensure that schools are protective environments; and (3) adaptation of the country's humanitarian architecture in the transition between the humanitarian crisis and the stabilization process, which implies incorporating issues such as flexible educational models in rural areas, developing strategies for the resilience and psycho-emotional recovery of the educational community and developing a flexible and relevant educational model for children who have left the ranks of the FARC-EP.

**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**

The post-conflict scenario calls for new ways of understanding education and pedagogical practices, especially in the rural areas of the zones most affected by the war, where the communities have developed under contexts that normalize violence. UNICEF, recognizing the opportunity of the current situation of the country, and seeking to be more pertinent, launched the schools in peace strategy, which although it was part of a project implemented in its first phase in Caquetá, now includes peace-building in other advanced projects in Cauca, Chocó and Córdoba.

The implementation of the strategy started with the identification of the main problems of schools in the process of peace-building: (1) absence of sufficient national and local budget to generalize the peace curriculum in the country; (2) dispersion of curricular guidelines and guidelines for training in citizenship that was not incorporated effectively in the study and classroom plans; (3) poor training of teachers and officials of the committees of school coexistence in citizenship, human rights, reconciliation and peace; (4) little information about the appropriation, relevance and use of the territorial roadmaps for comprehensive care for school coexistence with the characteristics of the school coexistence committees and the school coexistence plans that allow them to make the decisions to face the problems; and (5) little participation of children and adolescents in the decisions of educational institutions.

Once the schools identified the main specific problems that affected them, their allies and UNICEF Colombia provided technical assistance to respond to those needs, promoting the active participation of children and adolescents in initiatives of peace and coexistence that create new forms of expression. The next step is to accompany teachers in training processes where tools for transforming the pedagogical practice are given to them. This process of identifying the problems inside the schools also helps the school coexistence committees to recognize the most relevant topics to be treated in the educational establishment and act accordingly, using the proper roadmaps and plans. UNICEF made progress in the strengthening of such committees, helping them understand their functions and providing tools that allow them to fulfil their responsibilities.

Bearing this in mind, the main challenges for 2018 continue to be:

- Strengthening the organizational formats that promote student participation in schools;
- Strengthening the capacities of teachers to generate peace education innovations: generating inclusive learning environments that enable the peaceful resolution of conflicts and build methodologies and tools for the promotion of school coexistence;
- Strengthening the capacities of the education secretariats to provide technical assistance to schools in the implementation of education for peace;
- Strengthening the links between the school, the family and the community;
- Supporting the correct implementation of the School Coexistence System law; and
- UNICEF must continue to accompany the Ministry of Education in the adaptation of the model of training of teachers according to the new challenges of peace-building in the country.

**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 in order to obtain better educational results.

### **Analytical statement of progress**

During 2017, the second phase of the implementation of demonstration models of ethno-education continued in 68 schools of Cauca and Chocó. Achievements included: a) ethno-pedagogical initiatives in teacher-led schools, with the participation of ethnic community organizations; b) 280 teachers acquired tools to improve classroom ethno-pedagogical practices incorporating elements of the context; c) two committees of school coexistence developed strategies related to respect for diversity, non-discrimination and peaceful resolution of conflicts; and d) production of ethno-pedagogical didactic material for the implementation of ethno-pedagogical initiatives and to improve the pedagogical practices of teachers.

In 2017, agreements were signed with one local NGO in Cauca and another in Chocó, to begin the third phase of implementation in the two departments that will have the following results: (1) students improve their opportunities for learning appropriate to their context; (2) schools are implementing ethnic and intercultural curricula for primary and secondary education (ethno-educational curricula); (3) strengthening of learning networks among teaching peers in order to foster the exchange of experiences and to have lessons learned to achieve advances in student learning processes as teachers improve their pedagogical practices; and (4) creation of a strategy for scaling up the proposal at the local level to be implemented in other municipalities. These agreements include initializing technical assistance in 10 new schools in these two departments. This methodological proposal to offer better learning opportunities according to the social and cultural context (ethnic groups) will be delivered to the MEN during 2018, to be scaled up in other territories.

One of the main challenges of the country has been the hiring of teachers for indigenous schools in the Guajira Department who only have a high school diploma and lack pedagogical training. The Ministry of Education has requested technical assistance from UNICEF Colombia, in partnership with a local university and the secretariat of education, for the development of a qualification programme for ethno-educating teachers so that they can achieve a university degree. This programme contributes to strengthen ethno-education in rural areas of the department and could become a model for the whole country.

The incorporation of ethno-education in the country's rural education plan remains a challenge and UNICEF will continue to carry out advocacy efforts and technically accompany the Ministry of Education in formulating this plan. In the partnership with the Bureau of Education and Peace, UNICEF agreed with the Ministry of Education to formulate a first phase of rural community intervention that will be implemented in the municipalities targeted by UNICEF.

**OUTCOME 4** By 2019, girls and boys under age 5 in rural, indigenous and Afro-descendant communities benefit from culturally appropriate implementation of the national strategy 'De Cero a Siempre' and other relevant policies.

#### **Analytical statement of progress**

In the first year of the signature of the Peace Agreement, the Government concentrated its efforts on strengthening programmes at the territorial/local level, through an integrated rural reform, focused on remote rural areas and the most vulnerable populations in the country. Most of these populations have been negatively affected by the armed conflict and other types of violence, with very limited access to basic services. The child survival and development component has integrated its work into the integrated rural reform strategy, through three processes defined in national policy:

Process 1: Development of a public health model for remote rural areas with emphasis on prevention. UNICEF supported the following: i) development and implementation of an initiative with other United Nations agencies (Pan American Health Organization, United Nations Population Fund and WFP) to reduce maternal and neonatal mortality in indigenous populations; ii) the revision, at national level, of the familybased care guidelines for children in rural areas in 170 priority departments(UNICEF's 'Seres de Cuidado' strategy is one of the strategies chosen by the Government to operationalize family-based care at the local level); and iii) support for departmental authorities in Córdoba and La Guajira, in the design of two cross-sectoral projects to increase budgets for the prevention of adolescent pregnancy.

Process 2: Access to water: maintenance, operation and sustainability. UNICEF, in coordination with the Vice Ministry for Water in the Ministry of Housing, supported the following: i) regulation of differential schemes for the provision of water and sanitation services in rural areas; ii) technical support for the monitoring and reporting of indicators 6.2 and 6.3 of SDG 6; iii) advocacy for the inclusion in the National Quality of Life Survey of two questions aimed at measuring hygiene promotion at the household level; iv) new funding approved from the Multi-Partner Trust Fund to support the implementation of the Peace Agreement through a project to improve access to WASH services in two departments and a second project aimed at improving supply and demand for basic social services: health, education and WASH; and v) in emergency preparedness and response, UNICEF continued to lead the WASH cluster, reaching a total of 120,400 people affected by natural disasters or armed conflict.

Process 3: Development of programmes to fight malnutrition in children and pregnant women living in extreme poverty in rural areas. UNICEF, in coordination with the Ministry of Health, supported the initial implementation of the national guideline for the integrated management of severe and moderate acute malnutrition in children under 5 years old, in collaboration with six departmental health authorities. As part of the 'Seres de Cuidado' strategy, UNICEF promoted breastfeeding and complementary feeding with 3,246 families in Chocó, Córdoba and La Guajira. In the latter two departments, these practices improved significantly, while very little change was evidenced in Chocó.

Gender is cross-sectoral in all activities and strategies of the child survival and development component. The rights of young and adolescent girls are central to the work of the component. With the gender focus, UNICEF developed the following: 1) the promotion of new masculinities and child-rearing actions from fathers and male caregivers; 2) sharing of the results of research regarding menstrual hygiene; 3) as part of the Gender Equity Plan of the National Congress (Senate and House of Representatives), and responding to a request from UN Women, UNICEF signed a memorandum of understanding and developed an action plan to promote and support breastfeeding in the workplace; 4) within the sexual and reproductive rights strategies, UNICEF developed key concepts of sexuality and gender, involving adolescent boys and girls, with an aim towards gender equity; 5) development of a packet of interventions for adolescents and gender perspectives for inclusion in the 'Seres de Cuidado' strategy; and 6) in the planning stage for the strategy for the reduction of maternal and neonatal mortality in indigenous communities, gender and ethnicity were analysed and assessed to determine, for example, the position of women in the hierarchy, social constructs regarding sexuality, maternity, paternity, childcare of boys and girls, gender stereotypes, and recognition of the role of traditional birth attendants.

The actions developed focused on reducing inequalities in access to basic services for rural and indigenous populations that promote intercultural dialogue and empowerment, with special

emphasis in women and girls and changing of social norms towards the roles of men. In addition, UNICEF focused on strengthening community and institutional capacity towards sustainability. Finally, to maximize the impact of actions at the local level, UNICEF prioritized the development of three cross-sectoral initiatives with the gender, education, social inclusion and protection components, with the main focus on the rights of children and adolescents at the local level.

**OUTPUT 1** As of 2019, local authorities and services providers have increased capacity to deliver culturally appropriate and community-based interventions to prevent malnutrition and maternal and child morbidity and mortality, including non-communicable diseases.

### **Analytical statement of progress**

In 2017 the child survival and development component focused its efforts on capacity building of national and field-level partners, including government and institutional counterparts, civil society organizations, communities and families. This worked aimed at reducing constraints identified in coordination and management, quality of services and demand for those services.

Key results included: 1) 828 health personnel trained in the national guideline for the integrated management of acute malnutrition in children under 5 years of age; 2) development of educational tools to scale up the management of acute malnutrition at the national level; 3) 50 health personnel received training in life-saving practices for adequate management of delivery and post-partum care; a tool box for the delivery and post-partum care was developed for these health agents to use at community and municipal levels; 4) 12,810 children and adolescents and 808 teachers from 16 rural schools were trained in key hygiene practices, physical activity and healthy eating; 5) 101 health, education and welfare and justice workers were trained in sexual and reproductive rights; 6) 195 children and adolescents developed nine initiatives to strengthen positive behaviours related to their sexual and reproductive rights; and 7) 2,751 families and their children strengthened practices related to home-based care in the prevention of vector-borne diseases, and 170 community-based education agents were trained in the prevention of vector-borne diseases at the household level.

In terms of advocacy, the child survival and development component achieved the following results: 1) inclusion of two questions in the 2017 national household quality of life survey to measure hygiene promotion at household level; 2) design of two cross-sectoral fundraising projects for the prevention of adolescent pregnancy; 3) implementation of the first phase of a breastfeeding in the workplace advocacy and awareness-raising campaign within the National Congress and in partnership with UN Women, responding to the Congress Gender Equity Action Plan and the 2017 law that ensures the existence of breastfeeding rooms in public and private enterprises; 4) strengthening of the education for peace model at the Ministry of Education through the *Estilos de Vida Saludable* (Healthy Lifestyles) strategy; and 5) facilitation of dialogue between the Ministries of Health, Education and the Vice Ministry for Water by the *Estilos de Vida Saludable* (Healthy Lifestyles) strategy, which resulted in the design of a social development guide for WASH interventions in La Guajira.

In knowledge management, the child survival and development component completed an evaluation of cost-effectiveness and adherence to the national guideline for the integrated management of acute malnutrition in children under 5 years of age in four municipalities of the department of La Guajira (Maicao, Manaure, Riohacha and Uribia). The evaluation of the implementation of the severe acute malnutrition/moderate acute malnutrition national guidelines confirmed the need to maintain and expand the technical assistance given to the Ministry of

Health. This includes implementation and monitoring of care of children with severe acute malnutrition/moderate acute malnutrition in remote rural areas, assisting the Ministry of Health in development of a monitoring tool to improve follow-up and reporting of cases, and working with the Ministry and local health providers to implement action plans according to national guidelines and addressing bottlenecks.

**OUTPUT 2** By 2019, the Colombian Institute for Family Welfare has validated quality standards that are culturally appropriated to implement comprehensive care strategies for ECD, that involve families and child development centres.

### **Analytical statement of progress**

During 2017, UNICEF Colombia and the Cross-Sectoral Commission for Early Childhood (Comisión Intersectorial de Primera Infancia, Intersectoral Commission for Early Childhood) formulated the revised family-based care strategy for early childhood. This will be integrated into the 'De Cero a Siempre' national policy.

This work was conducted with the collaboration of the health, education, family welfare, social prosperity and culture sectors. The development of the revised strategy involved the following activities: 1) analysis of existing documentation regarding the development of family-based care (technical reference documents, guidelines, operating manuals, evaluations and case studies). This analysis highlighted the barriers and enablers of the strategy; 2) identification of positive experience in the implementation of the strategy at local level; and 3) recommendations of human talent and what kind of attentions is required for the implementation of the family modality in coherence with the proposed technical and operational guidelines.

UNICEF, with its expertise in ECD, helped include in the cross-sectoral political agenda the topic of early interventions associated to developmental issues and disability. The Intersectoral Commission for Early Childhood, Colombian Institute for Family Welfare and the national government prepared educational materials for families, so they can promote early development interventions for the prevention of developmental disabilities in children. The educational material includes a child development calendar called *En un dos por tres así, crecen las niñas y los niños*, a manual for community-based education workers, 3 videos and 10 radio spots.

In April 2017, an avalanche in the southern city of Mocoa resulted in more than 320 deaths. Approximately 15,000 children and adolescents (27 per cent were children under 5 years of age) were directly affected. Following this emergency, UNICEF applied the ECD in emergencies approach and in record time (two months), designed and validated the guide *¿Qué hacer durante y después de la emergencia para promover el desarrollo de niños y niñas de la primera infancia? (What to Do during and after an Emergency to Promote the Development of Children in Early Childhood?)* The guide was socialized and delivered to all the member institutions of the Intersectoral Commission for Early Childhood.

**OUTPUT 3** As of 2019, prioritized families have strengthened their parental practices of early childhood within safe environments that guarantee child care, gender equality and non-discrimination.

### **Analytical statement of progress**

During 2017, in the departments of Chocó, Córdoba and La Guajira, UNICEF Colombia continued the implementation of the 'Seres de Cuidado' strategy aimed at strengthening family

practices and behaviours to improve care in early childhood. In Córdoba and La Guajira, the strategy is being developed by Tierra de Hombres, an NGO, and Hospital Nuestra Señora del Perpetuo Socorro, a health sector public enterprise, respectively.

During the year, the programme reached 3,246 families, 1,781 children under the age of 5, and 356 pregnant and lactating women. Programme monitoring showed a reduction of 6 percentage points in the prevalence of diarrhoea and 16 percentage points in the prevalence of respiratory illness, in all three departments. The number of children without civil registers was reduced in Córdoba and La Guajira. For example, in Guajira there was a reduction of cases from 69 in 2015 to 25 in 2017. The strategy promotes 13 key practices at the family level; these practices are assessed on a risk rating and the results are used by the programme to reinforce practices with medium or high risk.

In Guajira, 90 per cent of families (n=392) reached no risk in 10 key practices. In Córdoba, 93 per cent of families (n=614) reached 93 per cent no risk in three key practices and 85 per cent low risk in five key practices. In Chocó, 92 per cent of the 171 families reached no risk in three key practices and 80 per cent reached low risk in three key practices. In all three departments, cleanliness and tidiness at home is the practice that shows the least progress, with approximately 46 per cent of families reaching the goal.

Throughout 2017, within the framework of the 'Seres de Cuidado' strategy in Chocó, Córdoba and La Guajira, through social mobilization activities, the male population became more involved in early childhood care and recognition of their roles in childcare and the important of male participation in the early development of children. Through direct observations UNICEF Colombia gathered that in the first months of implementation of the strategy, only women participated in family meetings and events. After three years, the participation of men in these activities is visible and significant, and project monitoring shows higher involvement in caring for children (as fathers or caregivers) and open displays of affection towards their children.

In response to the Zika virus epidemic during 2017, UNICEF and partners reached 2,089 families, 356 pregnant and breastfeeding mothers, and 2 schools with 662 children in two municipalities, Chaparral and Ibagué, in the department of Tolima, with education and social mobilization activities to prevent the spread of vector-borne diseases. These actions were coordinated with the health and education secretariats at the municipal and department level.

**OUTPUT 4** By 2019, indigenous and Afro-descendant organizations have increased knowledge and capacity to agree upon the provision of quality and culturally appropriate health, nutrition and ECD services.

#### **Analytical statement of progress**

A country priority for UNICEF Colombia is to increase knowledge and capacity of indigenous and Afro-descendant organizations to demand quality and culturally appropriate health, nutrition and ECD services. During 2017, the child survival and development component advocated and assisted in the technical drafting of a regulatory decree or mandatory guideline for the provision of water and sanitation services to indigenous communities. This work was carried out with the Vice Ministry for Water and the cross-sectoral commission leading this process, which includes the Ministries of Housing, Agriculture, Finance and Health. Of particular importance was UNICEF's technical assistance in the development of a model to estimate tariffs and subsidies for water provision to indigenous communities.

The inter-agency project to reduce maternal and neonatal mortality in indigenous people in the departments of Cesar and La Guajira was implemented by the World Health Organization/Pan American Health Organization, United Nations Population Fund, WFP and UNICEF in collaboration with national and local health authorities and indigenous leadership.

During 2017, the project reviewed the current health delivery models in promotion, maternal-perinatal and acute malnutrition to ensure harmonization with the Indigenous Intercultural Health System and the national model for health provision. The project conducted two workshops, one per department, for health providers on life-saving practices. The project also conducted an initial review of current traditional birth attendants' attitudes and practices towards childbirth in three indigenous communities.

**OUTCOME 5** 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 2017, UNICEF provided technical support to the national and local authorities for the implementation of public policies and territorial development plans, focused on childhood inequities, mainly in peace-building prioritized territories. The private sector was also involved in child rights protection under the National Action Plan on Human Rights and Business policies.

In the framework of Agreement No. 1299 of 2017 among UNICEF, the Colombian Institute for Family Welfare, Save the Children and the Intersectoral Commission for Early Childhood, UNICEF generated actions for the strengthening of the National Family Welfare System through technical assistance, territorial accompaniment and knowledge management led by the social inclusion area.

Furthermore in this framework, the public and private sectors were supported by UNICEF to implement the pathways for comprehensive management, define actions plans of the National Family Welfare System and strengthen the comprehensive management of the public policies of childhood, as well as the articulation with the National System of Disability and the Risk Management System.

In this partnership, UNICEF provided consultations to 25 municipalities to design in a participative manner the 'Territorios amigos de la niñez strategy, through which UNICEF has adapted its model of child-friendly city and has supported the national Government to define and harmonize processes for the agreement of objectives, indicators and fundamental instances to strengthen the territorial capacities for the guarantee of children's rights.

At the same time, to strengthen the investment in childhood, tools were developed to facilitate the budgeting and execution of resources through pedagogical documents about sources of financing in childhood, the creation of model projects, and to validate the model of national public social expenditure in childhood.

Likewise, strategic dialogues were established around the comprehensive child protection with the private sector and the community, through the National Strategy for Business and Childhood in which technical assistance was provided about corporate co-responsibility with childhood, the

adaptation of the roadmap for accompanying business, and the training for trainers about the management of corporate risks to childhood.

Finally, the child and youth participation was strengthened in the instances of the National Family Welfare System by developing didactic materials and training public servants on community leadership in order to encourage children's participation, guides of effective participation with an ethnic approach, and territorial technical assistance to implement the route of participation in the framework of the 'Territorios amigos de la niñez' strategy.

**OUTPUT 1** 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**

To date, 1,101 reports from municipalities, 32 from provinces and a national report on the 'Analysis and Assessment of the Inclusion of the Issue of Early Childhood, Childhood, Adolescence and Family Strengthening in Territorial Development Plans 2016–2019' have been finalized and shared. The results were shared in the framework of the Board of Directors of the Facts and Rights Strategy, in the expert panel with representatives of the member entities (PGN, Colombia Joven, FND and UNICEF) and in the departmental work table (32 delegates) of public policies on children, and the 2017–2019 action plan of the strategy. Regional and sectoral meetings are planned for its dissemination and use.

In the development of the technical tables of Agreement No. 1299 of 2017, UNICEF signed an agreement with the Colombian Institute for Family Welfare and Save the Children, selecting municipalities to be assisted i) in 'Implementation of the Accompanying Strategy for the Formulation of the National Family Welfare System Plans', and ii) in 'Implementation of Projects Formulated with Ethnic Groups'.

In the development of a round of technical discussions with representatives of the Colombian Institute for Family Welfare, the Intersectoral Commission for Early Childhood, Save the Children, Findeter and UNICEF, the strategy of 'Territories amigos de la niñez' was designed with the following products: 1) document of the conceptual framework; 2) structure of the implementation process; 3) structure of the process of accompaniment to the implementation; 4) matrix of evaluation in three dimensions (governance, development and rights) and the monitoring framework for the national board; 5) systematization and incorporation of results of the focal groups made for the validation of the construction (25 workshops with children and adolescents and public and private territorial agents and 1 with secretaries of social development and planning of 10 capital cities); 6) identification of inputs for the toolbox that will accompany the strategy; 7) involvement of new actors: National Attorney General's Office, Colombia Joven and the National Federation of Departments; and 8) proposal for the first version to be carried out in 2018.

In the provincial rounds of discussions (32 delegates) of public policies on children of the FND, the results of the evaluation of the public accountability 2012–2015 were presented to improve the local capacity of accountability.

**OUTPUT 2** In 2019, governmental authorities will have the 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**

In the development of the technical tables for participation and social mobilization of Agreement No.1299 agreement of 2017, signed with the Colombian Institute for Family Welfare and Save the Children: i) in the 25 prioritized territories, the methodological was supported and the accompaniment to workshops, the incorporation of the voices of children and adolescents in the formulation of integral projects with an ethnic approach.

For the 'Territorios amigos de la niñez' strategy, the indicators were formulated and consultations were supported in more than 485 children and adolescents in 25 prioritized territories on the content of the strategy.

Agendas were established with new government actors including: the National Civil Registry in the review and development of tools and methodologies that promote values and principles for the participation of children and adolescents; the Alexander von Humboldt Institute for Research on Biological Resources, to incorporate the voices of children and adolescents on issues of conservation and care for the environment; and the Andean Parliament to train congressmen in consultation and participation of childhood.

Within the framework of the strategy of strengthening capacities, 'Sembrando políticas', awareness processes and transfer of methodologies and tools about the right to participation of children and adolescents in the territories prioritized by UNICEF were developed in the departments of Boyacá, Cauca, Chocó and Santander.

**OUTPUT 3** 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**

During the implementation of the Agreement No. 1299 of 2017 signed between the National Family Welfare System, Colombian Institute for Family Welfare, Save the Children and UNICEF, a pilot process of collective construction of social cartographies was developed, aimed at strengthening the SUIN at a territorial level from the experience developed by UNICEF through territorial Sinfonía, a platform and other pertinent processes. During this process, efforts were made to strengthen National Family Welfare System capacities at the territorial level in terms of planning and follow-up on guaranteeing the rights of children and adolescents.

In this agreement, in alliance with a local NGO, Misión Rural and EQ Social, UNICEF carried out a pilot of social cartography in three municipalities (Cabrera, El Carmen de Bolívar and Guachancipá) to design a methodology of collective construction of social cartography at the local level to replicate and scale up in other municipalities in the framework of the National Family Welfare System. Also, UNICEF supported the design of digitalized and georeferenced maps with different layers of information that reflect the results, and a toolkit with instruments to replicate the methodology and feedback of the results in other territories, in such a way that the SUIN administrators at the national and territorial levels have the capacity to develop and replicate these processes for the production and use of data on the situation of childhood in the territories.

Additionally, within this agreement, UNICEF and its partners carried out a pilot in the municipalities of Lloró and Quibdó, to build a replicable and scalable methodology to strengthen the capacities for analysing the situation of children and adolescents in the territories. This process will be coordinated with the Country Office’s inter-sectorial programme in Quibdó and the strategy on ‘Territorios amigos de la niñez’.

UNICEF and UMAIC initiated the organization of information on childhood and facilitating the performance of diagnoses in the implementation processes of the Peace Agenda in the country.

Finally, in partnership with the Monitoring and Evaluation and ECD areas, UNICEF continued to accompany the SDG Working Group between the National Statistical System (DANE) and the United Nations system, specifically on indicators 6.1 and 6.2 on access to basic sanitation, and on indicator 4.2 on quality in early childhood education.

**OUTPUT 4** 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 2017, a study for the development of a calculating method of public expenditure on children was conducted at the national and local levels and the uprising of the respective baseline in these two areas.

During the cooperation agreement with the Colombian Institute for Family Welfare and Save the Children, this model of measurement of national public social spending on children in 12 national public entities that account for 90 per cent of investment on children nationwide was validated.

Likewise, within the framework of this alliance, tools were created to promote and facilitate investment, monitoring and evaluation of budgets and public and private expenditures in childhood, such as the ‘Sources of Financing for Early Childhood, Childhood and Adolescence’ booklet, the ‘General Guidelines for Investment Projects in Early Childhood, Childhood and Adolescence’, as well as the models of projects in education, health, sports, prevention and treatment of the use of psychoactive substances in childhood.

Finally, within the framework of business co-responsibility processes with childhood, progress is being made in the construction of a public-private co-financing model in the extractive sector, for the articulation of private investment from its sustainability or corporate social responsibility agendas, with the co-financing processes of local public policies on childhood.

### **Document centre**

#### **Evaluation and research**

<b>Title</b>	<b>Sequence number</b>	<b>Type of report</b>
Evaluación de adherencia y costo-efectividad del lineamiento para el manejo integrado de la desnutrición aguda en niños y niñas de 0 a 59 meses de edad, Departamento de La Guajira (2016–2017)	2017/007	Evaluation
Análisis de evaluabilidad de la estrategia “Escuela en Paz”	2017/005	Review

Metodología para el desarrollo de análisis de situación en el nivel sub-nacional (municipal)	2017/004	SitAn
Análisis de riesgo y nuevas formas de violencia que podrán afectar a las escuelas en el escenario de pos-acuerdo entre el Gobierno nacional y las FARC-EP	2017/003	Research
Análisis de estrategias locales para la protección de la niñez contra la violencia (tres estudios de caso, Colombia, 2017)	2017/002	Research
Prevalencia de las normas sociales en torno a la violencia basada en género (VBG) contra niñas, niños y adolescentes.	2017/001	Research

### Other publications

Title
Procesos y procedimientos para la Acreditación de Organizaciones en Educación en el Riesgo de Minas
Guía del candidato a certificar en Educación en el Riesgo de Minas
Estándar Nacional de Educación en el Riesgo de Minas
Lineamiento técnico operativo de la modalidad familiar
En un dos por tres así crecen las niñas y los niños (materiales para el cuidado de la Primera Infancia en modalidad familiar y comunitaria)
¿Qué hacer durante y después de la emergencia, para promover el desarrollo de la Primera Infancia?
Higiene menstrual en las niñas de las escuelas del área rural en el pacífico colombiano
Convención sobre los Derechos del Niño
Modelo participativo "Escuelas protectoras del medio ambiente"
Informe anual UNICEF Colombia 2016

### Lessons learned

Document type/category	Title
Lesson Learned	M&E Capacity building activity on including indicators for monitoring SDG 6 (WASH)

### Programme documents

Document type	Title	Name
Reference Documents	STATUS – ACTION PLAN MECHANISM -GLOBAL STAFF SURVEY 2017	COL - ACTION PLAN MECHANISM - GLOBAL STAFF SURVEY 2017.docx
CPD	Colombia CPD 2015-2019 approved by Executive Board	Colombia_CPD_2015-2019.pdf
CPAP	Colombia Country Programme Action Plan (2015-2019) signed	Colombia_CPAP_2015-2019.pdf