

## Executive Summary

In August 2012, the Colombian government announced the peace negotiation process with the Revolutionary Armed Forces of Colombia – People’s Army (FARC-EP). In 2013, UNICEF, along with the UN system, organized 18 regional meetings convened by the Congressional Peace Commissions and designed and systematized by the UN. Those meetings were meant to guarantee the broad participation of civil society sectors to ensure that their written and verbal proposals reach the delegations in Havana, where the peace negotiations took place. Efforts have been made by UNICEF to ensure truly representative participation for children from minority groups, often excluded from important policy discussions.

UNICEF was designated to act as a leader agency among United Nations Country Team agencies, for a communication campaign designed to promote citizen mobilization for peace and to visualize the benefits that a country at peace would bring to its citizens.

During 2013, UNICEF made significant progress in supporting the comprehensive protection of children and adolescents at the subnational level. In La Guajira, efforts concentrated on improving the quality of comprehensive care in early childhood development (ECD). These included:

- Improving quality of health care during the first 1,000 days (for pregnant women and children up to 2 years);
- strengthening participation of the education sector in the ECD strategy;
- increasing capacity of the Wayuu community for a comprehensive care for indigenous childhood from their intercultural perspective;; and
- emergency nutritional care to reduce acute malnutrition and anaemia.

UNICEF concentrated its adolescent development efforts on supporting the State in providing quality alternatives for adolescent life choices. This was accomplished by:

- strengthening cultural and artistic programmes at the municipal level;
- monitoring the implementation of the national adolescents’ pregnancy prevention strategy;
- qualifying a violence prevention strategy; and
- scaling up the *Golombiao Game of Peace* programme.

In Putumayo, the focus was on protecting children and adolescents from the armed conflict and natural disasters, by reinforcing the school as a protective environment: This involved:

- the expansion at the departmental level of the program "School looks for children and adolescents";
- the qualification of educational opportunities at boarding schools;
- incorporating actions to prevent recruitment of and provide care and protection to demobilized adolescents; and
- strengthening the capacities of family and community members to prevent accidents by anti-personnel mines/unexploded ordinance/improvised explosive devices (APM/UXO/IED).

UNICEF also contributed to improving the inclusion of children’s issues in territorial development plans, so that local leaders allocate resources for children and adolescents. In the 2013 evaluation of those plans, 92.9 per cent of municipalities (999) and 100 per cent of departments (32) improved their status compared to the 2011 evaluation.

Even though the Government’s efforts to reduce inequality have been considerable, there are still important limitations that keep children and adolescents in poverty, including marked inequality in the institutional capacity of regional governments and difficulties of coordination between national and local authorities; and recurrent natural disaster emergencies limiting systematic work with vulnerable population.

Strategic partnerships with various ministries, administrative departments and national institutes contributed to achieving programme results. These partnerships included the Education for All Alliance (AECT), the Inter-

sectoral Commission for the Prevention of Child Recruitment (CIPR), the National Committee for the Prevention and Eradication of Sexual Exploitation of Children and Adolescents (CN PEESNNA), the National Inter-sectoral Commission for the Promotion and Guarantee of Sexual and Reproductive Rights (CNIPGDSR), From Zero to Always, Resolution 1612 (RES1612), Facts and Rights National Strategy for Policy and Budgeting Advocacy at the Territorial Level ( H&D), Departmental Boards for Ethno-Education (MDEE), National Board for Education in Emergencies (MNEeE), National Board for Monitoring the Situation of Indigenous Children (MNSNI), and the National Family Welfare System (SNBF).

## Country Situation as Affecting Children & Women

Over the last decade, Colombia has experienced sustained economic growth and gradual progressive human development. Between 2003 and 2012, the economy expanded, on average, 4.76 per cent. Meanwhile, between 2005 and 2012, Colombia's human development index (HDI) rose 1.12 per cent annually (ranking 91 among 187 countries with comparable data). Colombia has also accomplished the lowest unemployment in 20 years, with a rate of 7.8 per cent in October of 2013. Although that is still one of the highest rates in the region, the country has created more jobs than any other economy in the area in proportion to the size of its workforce. However, it is estimated that 49.1 per cent of those employed work in the informal sector. Between November of 2012 and November of 2013, Colombia achieved its lowest inflation rate in 12 years (1.76 per cent). These numbers have been cited by government officials as the lowest value of the "misery index."<sup>[1]</sup> They also acknowledge, however, that poverty and the fair distribution of wealth remain critical issues for the country <sup>[2]</sup>.

As of June 2013, 32.2 per cent of the total population still lives in poverty and 10.1 per cent in extreme poverty (income-based figures). In rural areas, 46 per cent of households live under the poverty line and 21.8 per cent are extremely poor. Since 2010, rural poverty has decreased 1.5 points, while urban poverty has been reduced by 3.8 points. Today, extreme rural poverty is 3.3 times higher than extreme urban poverty. From a multidimensional perspective <sup>[3]</sup>, the poverty situation appears slightly better. In 2012, Colombia had 27.0 per cent of its population with three or more deprivations (poor). Although rural multidimensional poverty is 2.35 times higher than urban poverty, the former has decreased 4.8 points compared with 2011, while the latter, just 1.6. In income distribution, the GINI coefficient in Colombia was 0.539 in 2012 (0.514 at the urban level and 0.465 in rural areas). Colombia was second in poverty reduction in the region, and second from 48 countries around the world that most reduced the GINI index. Colombia went from being ranked sixth in the world with regard to the worst income distribution to nineteenth; in the region it went from third to seventh.

According to the United Nations Development Programme (UNDP), of the 50 indicators measuring Millennium Development Goals (MDGs) in Colombia, the country has fulfilled 14; another 23 are progressing as planned, but there are 13 that may not be achieved on time. While more than half of the MDG indicators show progress on national averages, the same does not apply across departments and municipalities. In 2010, for instance, the national average of chronic malnutrition in children under the age of 5 was 13.2 per cent, but in departments with a high proportion of indigenous and afro-descendant communities the percentage was twice or three times that value (Guajira: 27.9 per cent; Cauca: 23.1 per cent; Amazonas: 28.7 per cent). Moreover, 31.3 per cent of children whose mother has no education present chronic malnutrition, while for those with higher education, it is just 7.8 per cent. Also, higher levels of mortality are concentrated in the Caribbean region, especially in La Guajira, where infant mortality is 32x1.000 (the national average is 18x1.000) and child mortality is 50x100. Infant mortality among children of women with higher education is less than half of that observed among children of women with no education (16x1.000 vs. 3x1.000).

In 2013, controversy grew around Programme for International Student Assessment (PISA) results in math, language and science. According to data, Colombia ranks 62 among 65 countries, going backwards 10 spots compared to 2009 and falling more than any other country. Although those results were not expected, the Government is aware of the challenges in improving access, quality and school retention. In Colombia, gross coverage rates at basic school (elementary and middle-school) are more than 100 per cent (2012). However, net coverage in transition is 64 per cent; primary school is still under 88 per cent; middle school is 72 per cent and only 4 of every 10 adolescents between the ages of 15 and 17 is attending high school (2012). Additionally, the National Ministry of Education (NME) estimated in 2009 that a five-year-old could expect to

stay in school (on average) 10.83 years, implying that adolescents still face supply barriers to finish school and make an appropriate transition into tertiary education.

Violence, both from guerrillas and former paramilitary groups, continues to affect rural areas and contribute to poverty. On-going peace talks with FARC-EP are encouraging but have so far failed to translate into improvements for Colombia's conflict-affected civilians. Aside from a brief FARC-EP ceasefire in January, the conflict continued steadily in 2013. According to official sources, since 1985 there are 5,185,406 declared internally displaced persons. In 2008, 98 per cent of them lived below the poverty line and 74 per cent were extremely poor<sup>[4]</sup>. In 2013, the UARIV reported 256,000 new IDPs, 40 per cent of which were children. While policies targeting displaced populations have long been scant, the Government is providing increasing support through targeted cash and in-kind transfers. The 2011 Land Restitution Law is a cornerstone in this regard, but will have a high fiscal cost (8.9 per cent of 2011GDP).

Children and adolescents are still disproportionately vulnerable to land mine accidents and to recruitment by illegal armed groups. According to the Task Force for monitoring RES.1612, there were at least 400 serious violations of the rights of children in the armed conflict, including recruitment, attacks and occupations of schools and the killing and maiming of children. In 2012, children were 30.1 per cent of civilian casualties from APM/UXO/IED, and between January and October of 2013, the percentage rose to 34.8 per cent.

In 2012, 15 per cent of cases reported as domestic violence in Colombia were against children and adolescents and 70 per cent of such cases were perpetrated by parents or stepfathers. Sexual violence also remains concentrated in persons under 18 years (86 per cent of all cases registered). Protection of children against violence, abuse and exploitation remains an issue.

<sup>[1]</sup> The misery index is an economic indicator, created by Arthur Okun, which adds unemployment with inflation. It's assumed that both a higher rate of unemployment and a worsening of inflation create higher social costs.

<sup>[2]</sup> <http://www.elespectador.com/noticias/economia/tenemos-el-indice-de-miseria-mas-bajo-de-historia-articulo-462509>

<sup>[3]</sup> Multidimensional Poverty Index:  
[http://www.dane.gov.co/files/investigaciones/condiciones\\_vida/pobreza/cp\\_pobreza\\_20122.pdf](http://www.dane.gov.co/files/investigaciones/condiciones_vida/pobreza/cp_pobreza_20122.pdf).

<sup>[4]</sup> Garay, L.J. (2008), "Proceso Nacional de Verificación de los Derechos de la Población Desplazada", First report to the Colombian Constitutional Court, Bogotá, Colombia.

## Country Programme Analytical Overview

During 2013 the Country Office (CO) made progress identifying, measuring and addressing main determinants and bottlenecks related to four issues: comprehensive attention of early childhood, school retention and education inclusiveness, child protection in the context of internal armed conflict, and policy commitment, planning and budgeting for children and adolescents. The expected results in these areas and strategies to achieve them have been agreed on and monitored with Government partners in alignment with national and sectoral priorities. UNICEF also has advocated for these processes to be supported and carried out by civil society organizations, local communities, families and children.

UNICEF ECD efforts included work with local health providers and caregivers to improve their knowledge and practices in order to meet quality standards that guarantee the survival and well-being of pregnant women, newborns and children up to two years of age. A differential approach was applied in those efforts, taking into consideration ethnic and cultural differences.

Barriers to school retention and education inclusiveness include reduced local capacity, high education costs and low pedagogical knowledge. Indigenous and afro-descendant communities lack relevant multicultural curricula, have poor teacher training, and scarce institutional support. To address those issues, UNICEF supported improvement plans at 152 schools and 9 education secretariats. That support included

participatory analyses of the quality of education, and promoting Human Rights Based Approach Programming (HRBAP) in classroom projects.

UNICEF supported the Colombian Family Welfare Institute (ICBF) in updating a situation analysis of children in complex emergencies, as well as with developing policy papers, technical guidelines and more effective operational procedures to protect children from recruitment or use by illegal armed groups. UNICEF also strengthened the capacities of families, communities and children in all prioritized departments and municipalities to build protective environments against violence.

UNICEF advocated for strengthening an enabling environment that transforms national policies and legislation into tangible results for children. UNICEF worked with national and local authorities, as well as communities, private enterprises and academia, to stimulate social dialogue, strengthen the mechanisms for horizontal and vertical coordination, create and share knowledge, and provide direct technical assistance to improve policies for children.

Through its joint work with universities and think-tanks, the CO has produced rigorous and objective findings and recommendations that are relevant for decisions-makers and stakeholders.

### **Humanitarian Assistance**

A full 29 per cent (\$1,450,263) of the US\$5 million funding was dedicated to supporting national and local humanitarian response for the most vulnerable children affected by emergencies. As leader of the Water, Sanitation and Hygiene (WASH) cluster, UNICEF promoted a comprehensive approach, including water solutions, proper management of excreta, and solid waste systems that benefit schools and households in rural communities, benefitting 10,475 people (4,000 children). UNICEF supported the NME in strengthening local contingency plans to ensure that children affected by emergencies have access to schooling. UNICEF also supported the campaign promoting schools as protective spaces, improved school and sanitary infrastructure, and provided furniture and learning materials to recover learning spaces. UNICEF facilitated the inclusion of the Inter-Agency Network for Education in Emergencies (INEE) minimum standards to ensure quality education humanitarian response. UNICEF provided emergency nutrition assistance (Ready-to-Use Therapeutic Food, micronutrients and support to breastfeeding) to indigenous children and mothers in three departments. It also supported ICBF to develop and implement the protocol for community-based management of acute malnutrition in 17 of 32 departments. UNICEF supported ICBF in developing guidelines for the protection programme of demobilized children from non-State armed groups. UNICEF implemented Return to Happiness and Golombiao (the game for peace) to promote resilience, conflict resolution and peaceful coexistence.

### **Effective Advocacy**

*Mostly met benchmarks*

**UNICEF's support to the peace process:** UNICEF was actively involved in 18 regional meetings organized by the United Nations Country Team (UNCT) and 2 national fora requested by the negotiating parties. Those events placed the UN squarely on the map as a significant peace-building actor in Colombia. UNICEF guaranteed the participation of young adolescents during these regional meetings and advocated that all stakeholders specifically considered the situation of children rights, both as recognizable victims and key participants for peace-building and social reconciliation. UNICEF is also part of the Peace Inter-agency Group and is the leader agency for developing and implementing a national peace campaign that promotes changes in attitudes more favourable towards peace building, reconciliation and conviviality. UNICEF is working in harmony with the rest of the United Nations to play a role as a credible international actor in the midst of a peace opportunity. UNICEF also prepared a concept proposal to the Peace Building Fund and the Norwegian Embassy to fund a massive complementary campaign intended to promote citizen involvement and social recognition around the collective and individual benefits of a culture of peace.

**Guaranteeing children's rights in remote rural areas, through the strengthening of boarding schools:** Based on the lessons learned of UNICEF programming in Putumayo, the CO promoted a national diagnosis on the situation of 512 rural boarding schools in areas affected either by armed conflict or natural

disasters. The analysis was developed jointly with the NME in order to make the results relevant at the policy level. The study's conclusions contributed to an agreement on a new national education policy agenda that defines a new set of operational guidelines for boarding schools, using a human rights-based approach.

**Public social spending for children:** With the National Family Welfare System (SNBF), UNICEF organized the first Latin American forum on social expenditure for children, where best practices on measurement, allocation and monitoring of public resources aimed at people under 18 years of age were exchanged. As a result, the Government of Colombia officially installed the National Roundtable on Public Spending for Children, with members of the Ministries of Finance, Health and Education, along with ICBF, the National Department for Planning (DNP) and the Department for Social Prosperity (DPS).

**Improving public management for children:** With technical assistance from UNICEF, the territorial development plans significantly improved the degree of inclusion of children and adolescents. The third evaluation of such plans (2012-2016) indicated that 92.9 per cent of the municipalities and 100 per cent of the departments improved the status of children and adolescents.

## Capacity Development

### *Fully met benchmarks*

In an effort to fulfil the national commitments made in *A Promise Renewed* initiative, UNICEF worked with national and local institutions to transform and improve (in prioritized areas) the access and quality of health services for pregnant women, newborns and children up to two years of age. UNICEF and its partners analysed the available capacities of health providers at 14 of the most affected municipalities by high infant and maternal mortality rates. The diagnosis identified a significant gap between the knowledge of basic protocols for health care and their application by health providers. Based on that finding, UNICEF supported the development of "municipal improvement plans" to enhance the quality of health attention that people were actually receiving. Those plans included regular technical assistance in situ by UNICEF implementing partners, permanent review of the conformity of medical records with national and international standards, satisfaction surveys among customers and achievement of specific management milestones at health institutions.

At the end of 2013, 69 per cent of the "improvement plans" are underway and 31 per cent are behind schedule, primarily due to the effects of armed conflict incidents that block the work of health professionals or impede their deployment to distant rural areas.

As of December 2013, the main results of the capacity building process at the 14 prioritized municipalities were:

1. On average, 93 per cent of the clinical records at 11 municipalities now include a satisfactory screening of syphilis.
2. In seven municipalities, an average of 92 per cent of clinical records complied with HIV screening.
3. In six municipalities, an average of 95 per cent of clinical records include satisfactory hepatitis B screening.
4. On average, 92 per cent of clinical records in five municipalities apply fundal height measurements on prenatal visits.
5. Five municipalities have an average of 92 per cent of immunization coverage with tetanus vaccine.

**Intercultural and ethno-education:** 44 per cent of the population in the department of Amazonas is indigenous. In order to strengthen intercultural and ethno-education, UNICEF supported the department in implementing actions plans with the Secretariat of Education. In 2013, the ethno-educational communities strengthened their capacities to claim additional sources of funding to ensure continuity of service with the intercultural education approach. Inter-agency partnerships were developed with educational authorities in Peru, Colombia and Brazil to develop joint actions and produce the necessary ethno-educational materials.

Along with the NME, educational authorities in Amazonas jointly developed an Educational Plan for Indigenous Communities of the Amazon within the framework of the *Sistema Nacional de Educación Propia*. The practice

in Amazonas has also become a reference model for defining and implementing other projects of ethno-education in the departments of La Guajira, Chocó and Cauca. In these territories, the afro-colombian studies promoted by the NME have been mainstreamed too. Still, the *Sistema Nacional de Educación Propia* needs to be strengthened at the institutional and technical level, to effectively support indigenous and afro-descendant communities in implement a differential approach in all areas of education.

## Communication for Development

*Partially met benchmarks*

UNICEF Colombia supported the **S4D (Sports for Development) strategy**, which in Latin America is focused on the regional initiative “Vamos Jugar” with two Government officials participating in the meeting in Rio de Janeiro to generate the indicators platform to be able to measure the impact of this initiative throughout the region. UNICEF also provided information on S4D initiatives such as Golombiao and the 10K race, which can be found on the website [www.vamosjogar.info](http://www.vamosjogar.info).

The commemoration of the **International Day of the Girl** included significant media coverage on the importance of gender equity in guaranteeing the rights of children. The awareness of such an important topic is crucial to change behaviours towards girls’ education. The following key messages were appropriated, received, forwarded and viewed by millions of people in Colombia: “There are 31 million girls out of school and the data reveals that when girls go at least one year to secondary school, it will represent at least 25 per cent more in their future salaries” and “Education of quality protects girls and women from malnutrition, HIV and sexual exploitation.”

Communications Strategy for **SINFONIA** [www.sinfoniaunicef.info](http://www.sinfoniaunicef.info) (System of Information about Children and Adolescents): A national media campaign was successfully launched based on the key message: “For the first time there is in one place, all official information on the status of our children and adolescents of all regions of Colombia.” A user-friendly digital visual was developed for the Devinfo website, increasing visits to the SINFONIA website.

The **global campaign #ENDViolence** (#NiñezSinViolencia) against violence towards children and adolescents has been adopted in Colombia, with the highest digital reach and participation among all UNICEF Country Offices. The campaign ran for almost three months and focused on the topics of general violence and commercial sexual exploitation of children and adolescents.

A digital communication strategy to prevent **Teenage Pregnancy** was developed to support the Government’s national strategy, which is focused on reducing the number of teenage pregnancies. The digital strategy aimed to generate relevant information about sexual reproductive rights, teenage pregnancy, its consequences and the ways to prevent it.

The **Day of Prayer and Action for Children**: Led by the Global Network of Religions for Children (GNRC), since 2012 the celebration of this day has been an important part of a strategy developed by UNICEF for communication among the adolescents from different beliefs. The strategy reinforces digital communication capacities among children so they can keep feeding their most-used communication channels with messages against violence, poverty and abuse.

## Service Delivery

*Fully met benchmarks*

UNICEF promoted the delivery of comprehensive care to pregnant women, newborns and children under five years of age among institutions, communities and family members, especially in indigenous and afro-descendant communities affected by violence, internal displacement and natural disasters.

Humanitarian assistance included:

- Nutrition in emergencies: UNICEF supported the monitoring of the nutritional status of children less than 5 years of age and pregnant and lactating women living in dispersed rural areas in the departments of Putumayo, Nariño Chocó and La Guajira. Based on that monitoring, 1,700 children and 520 pregnant and lactating women from 116 Wayuu communities received emergency nutritional attention. An average of 85 per cent of them improved their nutrition status and 75 per cent reduced anaemia. The percentage of children with severe malnutrition was reduced from 8 per cent to 0.34 per cent; moderate malnutrition and anaemia were reduced by half (from 7 per cent to 3.4 per cent and from 75 per cent to 34 per cent, respectively).
  - Micronutrient Powders, therapeutic food and water were supplied and family capacities were strengthened to improve care practices for children.
  - A total of 2,500 families in 3 departments and 6 municipalities had access to improved water supplies, communitarian systems for the collection of rain water, sanitation facilities, management systems for solid waste, water filters, and training and guidance on how to improve household hygiene and water quality for human consumption.
  - In Putumayo, 200 school kits were delivered, along with school furniture for 550 children, and 10 boxes of educational, recreational and sports equipment for 10 boarding schools. One hundred forty teachers and officials from the Secretariat of Education were trained in the formulation and implementation of local plans for emergency preparedness, attention and response, and the design of school plans for emergency risk management.
  - Local implementing partners, teachers and community leaders were endowed with anthropometric equipment.
- UNICEF also strengthened capacities for emergency management:
- In 36 municipalities from 11 departments, 28,952 people, of whom 63 per cent are children (in addition to their parents, teachers and community leaders) acquired reliable knowledge, positive attitudes and demonstrated safe practices about APM/UXO/IED. Since 2010, 123,142 people (50 per cent children) have positively transformed their knowledge, attitude and behaviours on the subject.
  - Seven departments and 21 municipalities have successfully implemented the main principles and key strategies of the National Policy on Comprehensive Mine Action.
  - In Córdoba, 4 emergency education networks were constructed, composed of the Secretaries of Education, the educational community, the health sectors, government and culture.
  - In coordination with the NME, the national guidelines for “protective schools” were provided to activate protection routes and protocols for children and adolescents affected by or highly vulnerable to complex emergencies. Training in education in emergencies was developed at the national and local level. Advocacy efforts focused on including the issue of education in emergencies on the agenda of local humanitarian teams, in the programming of the departmental councils for emergency risk management and in the actions of the Comprehensive Care and Victim Repair Unit.

## Strategic Partnerships

### *Mostly met benchmarks*

#### With the SNBF, UNICEF:

- Reviewed all its actions plans
- Reviewed all indicators identified in the Unique Child Information System (SUIN)
- Transferred the modules of technical assistance for the management of public policies for children and adolescents to SNBF territorial and national teams
- Designed a methodology for social mobilization of national rendering public accountability
- Supported the development of the action plan for the National Bureau that guarantees the participation of children and adolescent
- Led the International Forum on social spending with emphasis on childhood;
- Supported the design of the strategic plan to strengthen the ten-year plan for children and adolescents.

Along with the presidential programme for comprehensive early childhood "From Zero to Forever", UNICEF signed a joint US\$16 million programme with 25 institutions (9 from the Government, 11 private companies, 4 international NGOs and the International Organization for Migration [IOM]). UNICEF provided technical

assistance, strengthening the knowledge management of education agents' in comprehensive care for early childhood.

UNICEF continued its work with ICBF in three thematic areas: reducing inequities, violence prevention and care, and public policies. Results of those efforts in 2013 included:

- . Capacity building of FAMI mothers, through the transfer of the strategy of "Beings of Care", and the implementation of the strategy for nutritional recovery in the community;
- . Strengthening of the strategic alliance for development of guidelines for care of children separated from illegal armed groups, characterization study of demobilized children, research on the psychosocial impact on children victims affected by the armed conflict, and design and implementation of National Reconciliation Policy for adolescents and children;
- . Strengthening regional capacities to manage public policy for children and adolescents -- the Bureau of Public Social Spending for Children was created, , there was progress on the medium-term action plan of the SNBF, and the second phase of the project for children service delivery NGOs was strengthened;
- . The NME (early childhood sector), UNICEF and Foundation Plan produced quantitative and qualitative information on the attention provided by schools to children under five. The NME, along with UNICEF and IOM, promoted the strengthening of secondary education qualification, its articulation with tertiary education, job training and human development processes; and
- . UNICEF, NME, Norwegian Refugee Council, WARCHILD and Corporation Legal Option worked on school retention strategies, developing guidelines for the regulation and operation of 512 boarding schools.

The partnership between the NME, the World Food Programme (WFP) and NUTRESA Foundation contributed to promoting healthy lifestyles in educational institutions.

The National Board of Education in Emergencies is made up of representatives from four UN agencies, 8 international NGOs, the NME, the National Unit for Disaster Risk Management, Red Cross, and the AECT. The National Board's achievements included risk management plans in Educational Institutions in 3 municipalities, guidelines for the Protection of Educational Institutions under the International Humanitarian Law, and the Schools Want Peace campaign, and capacity building of local humanitarian actors in INNE standards.

## Knowledge Management

### *Mostly met benchmarks*

UNICEF conducted 13 studies and 3 evaluations of national scope. These products provided updated, rigorous and objective evidence on the nature and scale of the determinants that policymakers, civil society and knowledge centres considered most critical in guaranteeing the rights of children suffering inequity, exclusion and violence.

A national evaluation of the Friendly Health Services for Adolescents and Youngsters was conducted jointly with the Ministry of Health and Social Protection, the High Council for the Equality of Women and the United Nations Population Fund (UNFPA). The evaluation included findings and recommendations on:

- . the determinants of the demand for health services;
- . the effectiveness of the model to build capacity among teenagers for making free and informed choices about their reproductive and sexual rights; and
- . the quality of all procedures in the health model.

Based on the results of the evaluation, the Ministry of Health is making decisions at the political, technical and budgetary level, related to the qualification and expansion of the health services.

A second national evaluation examined the degree of inclusion of children's rights in the content of all territorial development plans in Colombia. The study found progress in the planning instruments that governors and mayors are using in favour of children and adolescents. It is worth noting that the institutional partners and allies of the evaluation (ICBF, the Attorney General's Office, National Federation of Departments, and Young Colombia) also make up the National Facts and Rights Strategy team. Based on the

evaluation, the Strategy team has refreshed its agenda to positively influence the planning and monitoring processes that national, departmental and municipal actors apply around the issues that matter most for children.

Along with its key institutional partner (ICBF), UNICEF supported (technically and financially) an updated monitoring and analysis of the effects of the armed conflict on children and adolescents. This included developing two nationwide studies and the strengthening the ICBF national observatory. In the latter, UNICEF supported the Institute in producing conceptual and statistical notes about the way and the scale in which the internal armed conflict affects children. The two studies (one with the support of the DDR Observatory from the National University of Colombia, and the other with IOM and a leading civil society organization) characterized children who were demobilized from illegal armed groups, and identified and measured the psychosocial impacts of armed conflict on children. Both outputs are guiding high level decisions at ICBF on how to improve actions on protection and restitution of children's rights that have been, or may be affected, by the armed conflict.

UNICEF supported a national diagnosis of 512 boarding schools that found difficulties in terms of physical, financial and human resources, low quality of education, school management and coordination with other institutions. The diagnosis led to a proposal of operational guidelines for boarding schools in Colombia, making them a priority for the NME.

## Human Rights Based Approach to Cooperation

*Fully met benchmarks*

As part of UNICEF's effort to strengthen the capacities of children and adolescents to claim their rights and guarantee their active participation in the processes and decisions that are in their interest, even in contexts of insecurity and conflict, the CO brought an innovative approach to the design of the national policy for reconciliation. UNICEF, along with ICBF, IOM and one NGO, involved 271 boys and girls through local workshops in 8 regions and 64 children in 4 municipalities, in order to propose their concept of reconciliation and validate its content, respectively. All participants were directly or indirectly affected by the armed conflict. The process resulted in a collective consensus about the concept of reconciliation that later became the core content of the national reconciliation policy and its implementation methodology. Children and adolescents led the positioning of the notion of reconciliation as "*Talk to forgive and become friends again.*" By year's end, the national policy of reconciliation was approved and will be formally presented before the National Council on Social Policy. ICBF will be responsible for its implementation and corresponding monitoring, while UNICEF will support its operation in the country programme's prioritized communities. In order to guarantee the sustainability of the policy and secure the active involvement of children and adolescents in its development, UNICEF will transfer the principles and strategies of the policy to all partners at the local level.

In 2013, UNICEF continued to support down-stream and up-stream initiatives aimed at making visible the rights of out-of-school children. UNICEF supported local authorities in the department of Bolivar in the implementation of the nationally validated initiative "School looks for the children." By creating and applying technical and functional capacities related to the respect, protection and restoration of the rights of out-of-school children, municipalities were able to identify and bring back to school 400 children and adolescents. Stakeholders including teachers, families, and community members significantly changed their perceptions and attitudes towards out-of-school children, from a basic needs-perspective to a human rights-based approach.

## Gender Equality

*Mostly met benchmarks*

Gender equality as strengthened through the following program strategies:

**1. Strengthening the paternal role and reducing authoritarian and discriminatory practices during early childhood:** The "Seres de Cuidado" (Caregivers) Strategy consists of 13 key practices for the care of

young children in the context of the home, with special emphasis placed on the role of the father. This strategy has contributed to a change in widespread discriminatory practices in several indigenous and Afro-Colombian communities where women have begun to express their ideas more freely, while men have assumed tasks related to the care of children that were traditionally assigned to the female members.

**2. Building equitable relationships between men and women during adolescence:** A comprehensive Adolescent Development Strategy implemented in Chocó and La Guajira included trainings to address the discriminatory cultural practices experienced by women and men in their daily lives, with a special emphasis on sexual and reproductive rights.

**3. Indigenous populations strengthen equitable gender roles in the interest of the rights of the children in their communities:** The principles governing the relationship system within each community were revised on the context of building Community Education Projects (PEC) with indigenous populations of the Colombian Amazon. In view of the lack of visibility of the gender role and position of the members of the communities, they have defined The roles of men, women, and children, and how they should relate to each other, were defined taking into account gender and community roles. Those definitions were subsequently incorporated into each school's curriculum.

**4. Strengthening female leaders from organizations of indigenous peoples.** A strategy was developed to empower women belonging to indigenous organizations. These women are leaders in their communities on matters relating to children, and received training to enhance their knowledge, skills and social networks.

**5 Nonviolence, participation and gender equity in the context of the armed conflict:** In the framework of the consolidation of strategies that strengthen protective environments against violence, abuse and exploitation due to the armed conflict and a macho/patriarchal culture, UNICEF promoted the Golombiao – The Peace Game, which promotes non-violence, participation and gender equity through a football game in which both boys and girls participate.

**6. Preventing and responding to sexual and gender-based violence.** UNICEF strengthened the capacity building of key actors in the justice, protection and tourism sectors to address the high prevalence of sexual violence against children, the low levels of reporting and the high degree of impunity. Trainings were provided to the Armed Forces and the National Police on Children's Rights and International Humanitarian Law, with the main topics being identification and prevention of sexual and gender-based violence.

While some progress has been made, Colombia CO still faces the challenges of designing programmes to effectively contribute to gender equality; having precise results based on evidence; and gender indicators, as proposed by the 2010 policy.

## Environmental Sustainability

### *Partially met benchmarks*

WASH programs aimed to reduce the environmental impact caused by the flood emergency and improper use and conservation of water resources and sanitation facilities. These activities benefited 2,500 families in three departments and six municipalities in disperse rural areas. UNICEF promoted environmental sustainability through participatory processes and a community- building approach in the following areas:

- Promotion and use of alternative safer water sources, along with water treatment and rational resource use;
- Support of local systems for the disposal and treatment of excreta and domestic wastewater;
- Implementation of local systems for the storage and utilization of conventional solid waste in rural areas where there is no collection service, including the use of sustainable technologies that avoid the disposal of waste in open air and water sources and strengthens the waste- in solid organic fertilizers used on individual farms and community beneficiaries.

The initiative "*Protective environment schools*" was initiated in 18 rural educational centres of the

municipalities of Buenos Aires and Santander de Quilichao in Cauca. The project aims to encourage the appropriation of traditional practices that contribute to a sustainable interaction with the environment, specifically on the issues of water, sanitation, hygiene and risk management. The initiative aims to improve health and environmental infrastructure through :

- Rehabilitation of water supply systems for human consumption at the community level, in order to prevent irrational use of the resource and improve water quality;
- Improving the health infrastructure by optimizing restrooms and storage systems and water distribution within the educational centres, which will include systems of wastewater treatment to reduce contamination in soil and water sources;
- Formulation and implementation of school environmental programs, including actions to preserve the environment in rural areas, coordinate management of solid waste, grey water and sewage, risk mitigation and prevention, and adaptation to climate change.

### South-South and Triangular Cooperation

On the initiative of the National Directorate of Schools at the National Police, 13 Police Officers from Ecuador and 10 policemen from Haiti were invited to participate in the third version of the Basic Course of the National Police on the Rights of the Child. The contents of this course were developed with technical assistance from UNICEF as part of the appropriation process led by the National Police of Colombia to train its personnel on respecting the rights of the child. Participants from Ecuador and Haiti recognized the course content as high quality and very relevant to the work their respective institutions do in their communities.

In 2013, the Government of Colombia, along with UNICEF, designed and developed the international workshop seminar "Towards a model of allocation, implementation and monitoring of public expenditure for children." The international event was organized as a platform to facilitate knowledge exchange between 13 countries of the region around the institutionalization and monitoring processes of public expenditure for childhood. The lessons learned and the good practices provided by all participants served as the basis for an agenda to propel the issue regionally.

In the context of the equity agenda, the Country Offices of Colombia and Brazil promoted the exchange of experiences between the governments of those two countries in reducing urban inequities, particularly through the presentation and discussions of the strategies "Municipal Sello and Urban Platforms" at Brazil and "Prosperous Cities" in Colombia.

## Narrative Analysis by Programme Component Results and Intermediate Results

### Colombia - 0930

#### PC 2 - Quality education, adolescent development and prevention of HIV/AIDS

 On-track

**PCR 0930/A0/05/002** By December 2014, children, adolescents and women in situations of inequality and exclusion, have access to social services of higher quality.

##### Progress:

This programme result aims to: influence determinants related to sociocultural practices, intersectoral coordination and access and quality of basic social services; to overcome bottlenecks such as institutional weakness at territorial levels, inadequate access to basic services, poor motivation and training of public servants; insufficient sectoral and intersectoral coordination, weak generation and dissemination of knowledge at all levels; populations' limited access to information and training; and poor development of programs for indigenous and Afro-descendant population. In this context, this programmatic result orients efforts to promote the rights associated with existence, citizenship and development. The situation highlighted in the country's official information shows that children and adolescents do not have full opportunities to grow and develop, given geographic, gender, ethnic and economic inequities.

In order to deal with the inequalities, as seen in the achievements attained in the Millennium Development Goals, the country has defined policies, plans, programmes and strategies such as i) a good quality, relevant and inclusive education; ii) comprehensive early childhood care – and the quality of health care and access to services; iii) the plan for the eradication of nutritional anaemia; iv) the development of a national Youth policy and CONPES 147 for adolescents' pregnancy prevention; iv) access to drinking water and basic sanitation in rural areas, among others.

During 2013 UNICEF, in cooperation with national, departmental and municipal authorities, contributed to the *creation* of strategic alliances with national and local governments, indigenous and Afro-descendant authorities and civil society that have articulated technical, financial and human resources' efforts, experiences, and knowledge to build capacities and create sustainability processes, and enhance the State's responsibilities with regard to children's and adolescents' rights.

The design of demonstration projects has allowed innovation spaces by building quality models in the provision of social services with a focus on rights. Through quality models, skills have been strengthened, partnerships created and knowledge produced between the State, school, healthcare institutions, child development, family and community centres, around: public policies that include the rights of children and adolescents; learning processes; learning and experiences' contextualization in the provision of services, incorporating differential approaches, promoting non-discriminatory practices and creating conditions of equality for access to and enjoyment of opportunities where multiculturalism is a challenge and, mobilizing the participation of communities and other social stakeholders in the territory on issues relevant to education, health, nutrition, water, sanitation and hygiene, as fundamental rights.

The production and analysis of information and knowledge on the situation of children and adolescents in health and education topics have provided evidence for decision-making at the national, departmental and municipal levels.

UNICEF will continue to cooperate with national and territorial authorities for an equitable achievement of the MDGs, particularly for children and adolescents and pregnant and breastfeeding women, to universally access to quality education, health, nutrition, water, sanitation and hygiene, with special emphasis on the most vulnerable, such as indigenous, Afro-descendant, scattered rural and marginal urban populations. The work with knowledge centres and excellence in research topics will continue to allow visualization of the challenges that the country faces in order to comply with children's and adolescents' rights.

 On-track

**IR 0930/A0/05/002/002** By December 2014, national and local authorities, including ethnic authorities, and civil society organizations have strengthened their capacity to develop and implement comprehensive strategies that promote educational inclusion of the most vulnerable populations (with emphasis on indigenous and Afro-Colombian populations) and the improvement of the educational quality.

##### Progress:

UNICEF made progress in developing a comprehensive strategy to improve educational quality facilitating the identification and amendment of major bottlenecks observed at the national and sub-national level, related to institutional weakness, economic barriers associated to education costs, and material, pedagogical and symbolic barriers that arise in the school offer regarding school retention, increases in educational relevance and inclusion, better links between secondary and technical and higher education and expansion of ethno-education. UNICEF also promoted the integral development of the adolescent population, and conducted capacity building for participation and communication of children and adolescents infected or living with HIV.

UNICEF supported the National Ministry of Education (NME) in expanding the "Escuela Busca al Niño, la Niña y el Adolescente" Program to municipalities with lower coverage and higher risk of school dropout rates. As a result, 6,472 children and adolescents were incorporated into the education system in the departments of Putumayo (1290); Guainía, (236), Vaupés (372) Caquetá (1,239), Choco (169), Cauca (1,405), and Bolívar (403), and the municipalities of Buenaventura (527) and Cartagena (1000).

In Colombia, the number of boarding schools has increased in dispersed rural areas of the country where armed conflict occurs and institutional education offerings are insufficient. But this proliferation of boarding schools has taken place without any regulation, which has resulting in many children living in critical conditions, making them vulnerable to the violation of their rights. UNICEF, in partnership with the Norwegian Refugee Council, WarChild, "Corporación Región" and NME, performed the "Diagnosis of boarding schools' situation in the country" and prepared a draft of "Guidelines for Boarding Schools."

UNICEF's support to NME in 9 prioritized education secretariats and 152 targeted educational institutions assisted capacity building for government officials, teachers and directors, allowing them to undertake situation analyses of the quality of education in their institutions, implement new teaching tools for classroom work, encourage the participation of parents and community stakeholders in school, and develop and implement plans to support improvements that include the children rights approach in classroom projects and crosscutting themes. The Quality Management in Education exercise in Mahates and Arjona, Department of Bolívar, resulted in access components, active seeking of children and adolescents outside the system, and monitoring of retention and inclusion of the focus on rights' being integrated in the Institutional Education Project. The University of Cartagena initiated a regional master's degree program "*Conflicto Social y Construcción de Paz*" (*Social Conflict and Peacebuilding*) in order gain a deeper understanding of the effects that war and violence have left on children, and to design school-based interventions to educate citizens for peace.

By November 2013, 600 educational institutions implemented strategies for strengthening secondary education with the technical and higher education in compliance with the commitments agreed upon with the Ministry in the departments of Amazonas, Putumayo, Nariño, Cundinamarca, Norte de Santander, Guainía, Magdalena and Cauca and the municipalities of Floridablanca, Florencia, Yopal, Chia, Facatativá, Armenia, Buga, Zipaquirá, and Tumaco. UNICEF helped strengthen the Pedagogical Productive Projects (PPP) flexible education model, an initiative supported by 125 education institutions.

UNICEF's ethno-education efforts focused on the departments of Amazonas, La Guajira, Chocó and Cauca, to strengthen inter institutional coordination spaces to build pedagogical and didactic knowledge for further development of cognitive and social indigenous children and adolescents' abilities. In Amazonas, the Educational Plan for the Amazon Rain Forest was developed and incorporated into the curriculum; teachers' didactic training processes were developed to increase their capabilities; an intercultural curriculum and educational materials were developed; capacity building was conducted to help ethno-education communities claim additional funding sources; and an inter-institutional partnership was built with Peru, Colombia and Brazil education authorities to develop the proposal of a college for teachers training of indigenous peoples of the Amazon Rain Forest.

The Amazonas experience is being transferred to the departments of Guajira, Chocó and Cauca, including the Cathedra of Afro-Colombian Studies.

The UNICEF strategy in Choco and Guajira generated intersectoral and inter-institutional strategic alliances to work with adolescents, supported capacity-building of local organizations to assume the transfer of this strategy, and included participatory methodologies to build adolescents' capacities towards knowledge and practice of their rights and expression through art and culture. UNICEF also strengthened comprehensive strategies to articulate services for adolescents, advocated on local youth policies, and supported additional joint initiatives such as the prevention of adolescents' pregnancy and "El Golombiao" – Soccer for Peace and violence prevention program.

UNICEF provided technical and financial support to monitor the national strategy for adolescents' pregnancy prevention, in coordination with the High Presidential Counsellor for Gender Equality, which coordinates the Intersectoral National Commission for the Promotion and Guarantee of Sexual and Reproductive Rights. The monitoring system includes 33 indicators (13 of management and 20 of outcome) and the baseline. This scoreboard was installed in the "Sinergías" software platform administered by the National Planning Department.

At territorial level, the advocacy processes with departmental and municipal authorities were maintained, particularly in Quibdo and Novita, to create and strengthen an intersectoral task force for the prevention of adolescents' pregnancy. Progress in this area included identification of sectoral services offered; celebration of the Andean Pregnancy Prevention Week, with information and training activities in schools; and a Resolution supporting the intersectoral work of the Roundtable. The health staff was trained in updating and improving services in Choco and Guajira. In response to the high prevalence of adolescents' pregnancy in the department of Cauca and the three prioritised municipalities, a project on "Promotion of sexual and reproductive health: pregnancy prevention, HIV and consumption of psychoactive substances" was initiated, focusing on productive time and information management and training on sexual and reproductive rights through communication strategies developed by adolescents and youth.

Remaining education challenges include processes of citizenship education and building a culture of peace in advance of peace negotiations; the Educational Reform of Secondary Education; defining funding sources for the School Going to the Child Strategy in municipalities; and expansion of ethno-education processes for progression and transit of the current situation to the implementation of the Own Education System (*SEIP*).

Challenges in the area of adolescents' development include establishing a closer relationship with the ICBF and the Presidential Program Young Colombia to transfer adolescents' integral development strategy and include it in the country's policies for youth; strengthening the participation of young people in municipal decision; and sustainability of these processes by the municipal and departmental administrations responsible for adolescence and youth issues. Additional challenges include education to prevent subsequent pregnancies; consolidating the intersectoral working team to implement CONPES 147 in the municipality of Choco; monitoring and supporting services in La Guajira and implementing the projects prepared by children of the Childhood and HIV Roundtable. UNICEF efforts will also focus on strengthening the monitoring and evaluation system of the adolescents' pregnancy prevention strategy, and on capacity building of SENA's instructors, who support education agents at municipal level as counsellors on sexual and reproductive rights.

 On-track

**IR 0930/A0/05/002/006** By December 2014, decision makers have acquired political and technical guidelines that improve the comprehensive early childhood care at the institutional, community and family domains.

**Progress:** UNICEF worked to strengthen the capacities of stakeholders responsible for providing quality services, including a participatory training process focused on improving the quality of health care in the first 1,000 days. The last measurement of

indicators showed that significant progress was achieved in 12 municipalities, as follows: 92 per cent achieved improvements in HIV testing and tetanus toxoid, 83 per cent improved in syphilis testing and symphysis-fundal height (SFH) measurement, and 75 per cent improved in hepatitis B testing. The training methodology and measurement instruments have been transferred to Ministry of Health and Social Protection (MINSALUD). A civil registry protocol was prepared with the National Registry for indigenous communities. In collaboration with the Ministry of Education - Directorate for Early Childhood Care and Plan Foundation, progress was made in four major areas. These included characterization and quantitative and qualitative strengthening of 3,430 educational institutions with children under the age of 6, including recommendations on policies and techniques in pedagogical subjects, infrastructure and comprehensive care. An advocacy and information strategy was implemented on early education in the context of comprehensive care, targeting 94 Certified Education Secretariats. The early childhood management model was delivered; and the international symposium: "Voces y Saberes en Educación Inicial" (*Voices and Knowledge in Early Childhood Education*) was attended by more than 700 professionals. At the municipal level, the environment-friendly schools project was initiated with the education and health secretariats in 18 education centres of Santander de Quilichao and Buenos Aires, and baseline information was gathered that will be used for Communication for Development (C4D). In collaboration with the ICBF, 160 FAMI mothers in four municipalities received training on the "Seres de Cuidado" (*Beings of Care*) strategy. Results of the learning assessment of all mothers was over 80 per cent. UNICEF completed its work with indigenous and Afro-descendant populations of Choco within the framework of food and nutrition security, and 2,184 families benefitted from those efforts. Global malnutrition was reduced by 1.5 per cent, acute malnutrition went from 1.23 per cent to 0.18 per cent, and low pregnant weight was reduced by 6 per cent. In the indigenous communities of La Guajira, UNICEF continued its training, and preparation of life plan processes, resulting in a decrease in the number of infant deaths to only one in 2013 (compared to 13 in 2012); an 18 per cent increase in civil registrations of children under seven years of age; reduction of acute malnutrition from 5.4 per cent to 4.4 per cent; an increase from 20 to 120 families in food aid programs; and substantial improvement in sanitation and hygiene in 11 communities. There was a transfer of the methodology to the national strategy "De Cero a Siempre" (*From Zero to Forever*).

The IR challenges are to: at departmental and municipal level, finish improving the quality of health care in the first 1000 days, and at national level, scale the methodology and the strategy "Seres de Cuidado" (*Beings of Care*) for Early Childhood; develop and direct community-based Primary Health Care actions to dispersed and extremely vulnerable rural populations; expand cooperation in child nutrition issues to reduce nutritional anaemia in response to the National Plan; strengthen water, sanitation and hygiene actions; and in cooperation with the Ministry of Education, jointly develop actions and strategies for healthy lifestyles in the school environment and to strengthen Early Education.

### PC 3 - Protection and humanitarian action

 On-track

**PCR 0930/A0/05/003** By 2014, institutional and community environments have enhanced their capacity to prevent and protect children and adolescents from violence, exploitation, and the effects of the armed conflict and natural disasters.

**Progress:** This PCR is part of a particularly difficult context for children and adolescents, because they remain the most vulnerable population facing violence in their everyday environments, including violence caused by the armed conflict. The consequences of armed conflict are particularly acute for those living in rural areas, indigenous communities and Afro-descendants. The child and adolescent population constitutes the largest percentage of the displaced population and is vulnerable to antipersonnel mine accidents and recruitment by illegal armed groups.

Cases of both domestic and sexual violence against children and adolescents are highly under-reported. Even so, in 2012, 1,244 children and adolescents were murdered, and the highest number of reported cases of sexual violence (86 per cent) occurred in the age range between birth and 18 years of age. Despite the fact that a number of adolescents are victims, they are mostly perceived by the civil society as perpetrators, leading in many cases to high levels of exclusion, stigmatization and re-victimisation.

According to official figures, Colombia has shown significant improvement in security and human rights' indicators, and the national Government has strengthened institutional strategies for integral protection of children from violence. However, through September 2013, actions by illegal armed groups strongly affected children and adolescents, especially in the departments of Antioquia, Caquetá, Cauca, Córdoba, Chocó, Nariño and Putumayo. According to follow-up carried out by the Taskforce for Resolution 1612 in Colombia, there were at least 400 serious violations of children's rights within the framework of the armed conflict, among which forced recruitment, attacks and occupation of schools and the killing and maiming of children were emphasised.

No official figure regarding the number of people under 18 recruited by the Armed Groups in Colombia exists. As of October 31, 2013, the number of children and adolescents who have entered the Care for Children Demobilised from the Armed Conflict Programme of the Colombian Family Welfare Institute is 5,352 children. In 2006, UNICEF and the People's Ombudsman carried out a characterization and the People's Ombudsman established that 96 per cent of adolescents who were at that time in the Programme had initiated sexual intercourse before age 15, of them, 70 per cent between 5 and 13 years old. This situation shows the magnitude of sexual violence to which the children and adolescents recruited and/or at risk of recruitment are subjected.

In 2013 the percentage of child victims of incidents of Antipersonnel Mines, Unexploded Ordnance and Improvised Explosive Devices rose to 34.8 per cent (from 30.1 per cent of civilian casualties in 2012). Many of these accidents occurred in the vicinity of schools.

UNICEF performed the role of Technical Secretariat assigned in Resolution 1612 to follow up on the six major violations of children's rights within the conflict framework.

UNICEF provided technical assistance to the ICBF and other entities of the National Family Welfare System for the implementation of the Code for Children and Adolescents and laws related to issues such as the Criminal Justice System for Adolescents, the prevention of sexual exploitation, restoration of rights in general and land restitution to orphaned children and adolescents.

In 2014, UNICEF will continue to strengthen the implementation of the Law of Victims and Land Restitution of 2011 (Act 1448) and the Public Policy Paper on Care to Victims (CONPES 3726), with a focus on children.

Advocacy efforts in support of peace negotiation processes were carried out to raise the visibility of children and adolescent victims of recruitment, sexual violence, mines and other damages arising from the conflict. In coordination with other UN agencies, under the leadership of the Resident Coordinator, UNICEF collected inputs from civil society through 18 regional committees and fora, which subsequently was forwarded to the parties of the peace negotiation dialogue in Havana.

UNICEF also contributed to strengthening the authorities responsible for preparedness, response and recovery from emergencies. As part of the Core Commitments for Children in Emergencies (CCC), UNICEF worked to articulate the emergency response to two major challenges (conflict and natural disaster), as well as to ensure access to quality services to indigenous and Afro-descendant-excluded populations.

At local level, it will be necessary to continue strengthening the capacities of the authorities and the intersectoral coordination mechanisms that supports implementation of policies on prevention of violence.

 On-track

**IR 0930/A0/05/003/001** By December 2014, children, adolescents, families, communities and institutions in the areas most affected by the armed conflict have increased their capacity to protect children and adolescents; the direct victims will have received comprehensive care as part of the national and international legislation.

**Progress:** UNICEF focuses its work on capacity-building of children and adolescents, public institutions, local authorities and community stakeholders to strengthen and keep protective environments within the context of the armed conflict. Violence Prevention Projects were implemented in the 5 prioritised departments (Cauca, Córdoba, Chocó, La Guajira and Putumayo). Technical and financial support was provided to the "Technical Secretariat of the Intersectoral Commission for the prevention of recruitment, use and sexual violence against children and adolescents by groups operating outside the law", for the proper regionalization of the national policy on recruitment prevention.

UNICEF continued to implement the training program for the National Army on human rights and international humanitarian law with a focus on childhood and is in the process of transferring it to the Army. UNICEF also finalized the diagnosis, adjustment and redesign of technical and budgetary guidelines for the ICBF's Care to Children Demobilised from Illegal Armed Groups Programme. The most important achievement was the strengthening and prioritization of socio-family care over the institutional care modalities. UNICEF supported the ICBF in designing a contingency plan for the possible demobilization (massive or frequent) that could be expected from the current peace talks in Havana between the FARC-EP and the national Government.

Progress was made with the model of Mine Risk Education (MRE). Local capacities were strengthened through training of community volunteers as multipliers of prevention messages involving family, education, community and institutional environment. MRE activities were developed in places declared in humanitarian emergency caused by APM/ERW/IED.

UNICEF improved the coordination mechanisms with national and international NGOs and with the UNDP to provide survivors and their families with comprehensive assistance under the Victims and Land Restitution Law (1448 Act). UNICEF also worked at the departmental level in capacity building for Comprehensive Action Against Antipersonnel Mines within CONPES 3567 and Act 1448 framework.

The Monitoring and Reporting Mechanism of RSC1612 consolidated its information system and delivered the Global Horizontal Notes, inputs to the Secretary General of the United Nations Annual Report and other information required by the Office of the Special Representative for Children and Armed Conflict. Follow-up to the recommendations of the Secretary General and the conclusions of the working group of the Security Council was performed through regular meetings with government institutions, the Ministry of Foreign Affairs and the Intersectoral Commission for the prevention of recruitment, use and sexual violence against children and adolescent by groups operating outside the law.

In 2014, support for programmes to prevent APM/ERW/IED accidents, recruitment and violence against children will continue in areas where critical conflict situations persist. Technical assistance and financial support to the institutions responsible for care to children victims of the conflict and the implementation of Law 1448 of 2011 will continue. Support to institutional and community processes (at national and local levels) for peacebuilding and reconciliation will also continue (e.g. National Reconciliation Policy; Youth and Peacebuilding Degree; technical assistance to regional roundtables within the peace process framework; adjusted programme to demobilised children care). Within the current context of dialogue to end the armed conflict in Colombia, essential support will be provided to government institutions at the national and territorial levels, as well as to children and adolescents and their communities, on topics such as education for peace, reconciliation, psychosocial care and skills for life in preparation for a new post-conflict and peacebuilding stage.

 On-track

**IR 0930/A0/05/003/003** By December 2014, national, departmental and local institutions that are part of the National Disaster Prevention and Assistance Program, and the attention systems for populations affected by the armed conflict, have increased their capacity to prevent and provide assistance in emergencies in the framework of the CCC (Core Commitments for Children).

**Progress:** UNICEF's response focused on supporting national and local governments in developing programmes for children affected by emergencies. UNICEF, as cluster WASH leader, promoted a comprehensive approach including water solutions, proper management of excreta and solid waste systems that benefit schools and households in rural communities. UNICEF supported the Ministry of Education in strengthening the local contingency plans to ensure that children affected by emergencies have access to schools. UNICEF also

supported the campaign of schools as protected spaces and provided school supplies for recovering learning spaces. UNICEF developed a delivery services strategy of Nutrition in Emergencies for the most vulnerable indigenous children in 3 departments and supported the National Institute of Family Welfare (ICBF) to implement the community based management of Global Acute Malnutrition protocol, which is being implemented in 17 out of 32 departments.

 On-track

**IR 0930/A0/05/003/004** By December 2014, the national family welfare system and the justice system as well as local communities have increased their capacity to protect children and adolescents from violence, exploitation, abuse and other violations of their rights, in alignment with national and international applicable law.

**Progress:** The IR progressed as planned in 2013. Emphasis was given to the provision of technical assistance to national entities of the family welfare system, particularly the National Police, in the prevention and protection against sexual violence and violence within the family. Support was also provided for training and strengthening the Criminal Justice System for Adolescents (SRPA). In early 2013, the SRPA was under strong public criticism. UNICEF has increased its participation in the legislative and political debates to ensure that the system conformed international standards. *The Code* certification was extended, according to commitments with local authorities and fundraising agreements. Technical assistance was provided to develop a training module on Commercial Sexual Exploitation of Children and Adolescents (CSECA) in coordination with "Huesped de Corazón" (*Heartfelt Guest*) to be initially used by CAFAM (Family Compensation Fund of Colombia) and later by "Cadena Estelar." Joint work with the Bogotá Tourism Institute helped to launch and implement the strategy for CSECA prevention "Bogotá: Ciudad Protectora de Niñas, niños y adolescentes" ("*Bogotá: A Protective City for Children and Adolescents*") Cartagena's Tourism Corporation and institutions working in the area of prevention of commercial sexual exploitation of children and adolescents (CSECA) signed an agreement, based on which, prevention and communication initiatives were launched in the historic centre, educational institutions, airport, transport terminal, beaches and shopping centres in the city of Cartagena.

In coordination with the ICBF, the National Prevention and Eradication Plan of CSECA was reviewed and recommendations for the continuation of policies on this issue were developed.

Along with the National Police, the ICBF and the Government of Antioquia, UNICEF convened the II International Symposium on Protection of Children and Adolescents Rights, which involved 150 members of the National Police and 150 officials of the National System of Family Welfare (SNBF) and civil society. The result was the preparation of two documents with policy recommendations on psychoactive substances consumption and prevention and care from violence.

With regard to protection of indigenous children from violence and exploitation in these communities, priority was placed on the construction and implementation of strategies for prevention and eradication of violence against children in UNICEF's prioritised areas. In La Guajira the experience gained from the Amazon is being replicated with the Wayuu community and also in Novita, Choco. In Quibdo, Chocó, a seminar on violence against children led by local-level SNBF officials strengthened the violence prevention work with the Alliance for Choco's Childhood and the National Police. Joint work with the Regional Committee for Children of the municipalities of northern Cauca strengthened the prevention of and response to violence against children. In Córdoba, in cooperation with the Attorney General's Office and the Police, access to justice for children and adolescent victims of violence was increased. In Putumayo, UNICEF supported a seminar on Protection Rights and its articulation with the building process of Public Policies for Children and Adolescents, with representatives from the 13 municipalities participating, including family Commissioners.

UNICEF provided technical assistance for the adjustment of the National Police's Basic Course content on the rights of children and the development of modules on the Criminal Justice System for Adolescents, Sexual Violence, CSECA and Gender Based Violence, Universal System of Human Rights and Convention on the Rights of the Child. The Pedagogical Guide for instructors and the booklet with basic recommendations for the Police on the Rights of Children and Adolescents was published. A 12- hour module on SRPA was designed and will be implemented with the Police at regional level.

Approximately 1,200 people were trained in child rights, positive rearing practices, sexual violence and gender-based violence in 2013, of which, 300 are public servants, 500 are members of the police and 400 are members of civil society, including the private sector. At year end, a training module for judges, magistrates and prosecutors assigned to the SRPA to respond to children in conflict with the law was in the process of being designed.

UNICEF, along with the ICBF, supported the XX National Congress of Intervention and Prevention of Child Abuse, which was attended by approximately 300 people, including 30 police officers from different units of the country. UNICEF, in agreement with the ICBF, also supported the study on Adoptions in Colombia (carried out by an independent international institute) and preparation of an executive summary with key recommendations to qualify the Adoption System in the country.

In cooperation with the Land Restitution Unit, progress was made in developing the roadmap for care of orphaned children's restitution cases.

Challenges for 2014 include supporting the review of the national plan for prevention and eradication of commercial sexual exploitation of children and adolescents and assisting indigenous communities in La Guajira, Cauca and Chocó to replicate the process of building a resolution on protection of indigenous children from violence and exploitation.

**PC 4 - Evidence-based public policies**

● On-track

**PCR 0930/A0/05/004** By 2014, children and adolescents are an evidence-based priority in the national legislation and in socioeconomic policies, at national and territorial levels.

**Progress:** This PCR is aimed at modifying the context determinants. Serves the purpose of Good Governance set out in the 2010-2014 National Development Plan - Prosperity for All. In particular, brings to overcome barriers related to the production, circulation and use of knowledge and updated, disaggregated and differential information about the situation of children and adolescents rights, as a basic input for decision-making. Likewise, contributes to the national purpose of strengthening institutional capacities, by contributing to overcome the barriers of: availability of resources and fragility in applying the basic processes of planning, directing, organizing, implementing, monitoring and control that constitute the public administration, with emphasis on the policy of decentralization and territorial development (National Planning Department –DNP (*in Spanish*), 2011). Finally contributes to strengthening a culture of legality that recognizes and applies the principles of international instruments ratified by Colombia, the Constitution and the laws that constitute the framework for the protection, security and restoration of the rights of children, adolescents and youth.

UNICEF's efforts focused on knowledge production ( such as the ability of local governments to include children and adolescents rights in the territorial development plans and the possibility of improving private social investment programs for children); advocacy (on issues such as reducing child poverty in Colombia, the situation of indigenous children, social protection systems sensitive to childhood,; and urban disparities for children); design and implementation of capacity building strategies for stakeholders responsible for the management of public policies; strengthening the participation of children and adolescents in public affairs; and updating the information system on children with disaggregated national data and designing appropriate mechanisms for its dissemination, circulation and use.

UNICEF's contribution to the inclusion of children and adolescents in the territorial Development Plans is particularly remarkable. As seen in the table below, improvements occurred in three aspects: increase in the rating of each territory compared to its previous qualification; improvement of the development plans in the general rating scale; and increase in the number of plans submitted and analyzed.

UNICEF also created the Information System on Children and Adolescents (SINFONIA), including disaggregated information at the municipal level on over 79 topics related to ensuring the rights of children and adolescents, disaggregated at the municipal level by age, life cycle, gender, place of residence, ethnicity, among other criteria. The system has more than 10 million records for the period of 2005 to 2013, and became the baseline and control board for 100 per cent of the country's departments and municipalities.

Under the present PCR framework, UNICEF will continue to manage knowledge and information to contribute to better decision-making for children and adolescents; and to strengthen the institutions responsible for guaranteeing the rights of children and adolescents, as well as the capacity for joint action between the different sectors and branches of the State and the different territorial levels, so that management of policies, plans and budgets, is more effective. Mobilization, social dialogue and citizen participation, especially of children and adolescents, will continue being a priority.

● On-track

**IR 0930/A0/05/004/004** By December 2014, representatives of public sector and civil society, have increased their capacities to produce, circulate and apply evidence based knowledge in the formulation, management and monitoring of policies, budgets and laws to guarantee children and adolescent 's rights

**Progress:** In 2013, UNICEF incorporated the vision of indigenous communities and national authorities in the situation analysis of indigenous children and adolescents rights in the country and defined strategic lines of joint action. Based on the results of studies on child poverty at the national level and on urban inequalities in Bogota, UNICEF advocated for and influenced adoption of a strategy to reduce child poverty and improve the quality of life of children, as well as for the children's multidimensional poverty index as part of the regular poverty measurement scheme in the country. Those advocacy efforts took place at the highest levels of the Administrative Department for Social Prosperity, ANSPE, ICBF, and the Mayor's Office of Bogota.

UNICEF evaluated the degree of inclusion of children's rights in territorial development plans, yielding very positive results for the country and showing improvement over previous evaluations. Additionally, the study of characterizing social responsibility programs aimed at children in the country, whose ultimate purpose is to strengthen the strategies and programs led by the private sector for children was in progress.

By 2014, UNICEF will continue increasing and improving the production and circulation of knowledge and information on childhood and adolescence, as input to influence decision-making in the formulation, implementation or monitoring processes of public policies for children and adolescents. UNICEF also will continue strengthening partnerships and coordination bodies between public, private, community, academic or cooperation sectors, and between the different territorial levels to contribute achieving more legitimate processes and more effective and sustainable results for children and adolescents.

● On-track

**IR 0930/A0/05/004/005** By December 2014, representatives of public sector and civil society from the prioritized departments and municipalities have increased their capacities to manage public policies that guarantee children and adolescent 's rights

**Progress:** During 2013, UNICEF contributed to strengthening the National Family Welfare System and the technical committee for public social expenditure in childhood. UNICEF also supported the project to strengthen more than 5,000 civil society organizations that

provide services to children Technical assistance was provided to the “Facts and Rights” Strategy roundtables on review of indicators on children, participation of civil society and children and adolescents, and revision of Public Accountability guidelines.

The creation of the Information System for Children and Adolescents in Colombia (SYMPHONY) merits special attention. This online tool provides information in a simple, fast and permanent way, on the situation and evolution of guaranteeing children’s and adolescents’ rights at national, departmental and municipal levels, based on more than 10 million records and relevant indicators from official sources of the Colombian State.

UNICEF continued to strengthen territorial capacities for the management of public policies for children and adolescents.

The outputs in 2013 included:

1. Production of technical content, methodologies and pedagogies on the following topics: public policy and comprehensive management; mobilization and social consensus; participation of children and adolescents; public finances and social public expenditure; information systems; proactive monitoring and management control; construction of partnerships, and human rights and state organization, which formed the basis of the accompanying strategy in departments and municipalities for managing public policy for children and adolescents.

2. Training for territorial teams in La Guajira( Manaure and Dibulla); Cauca (Santander de Quilichao, Suarez, Buenos Aires, Paez); Choco (Quibdo and Novita); Córdoba(Montelibano and Puerto Libertador), and Putumayo( Orito and Puerto Guzmán): Training was provided on the process of managing public policies for children and adolescents, based on agreement with local authorities, systematically establishing and monitoring steps along the way, and use of tools that facilitate action and monitoring.

During 2014, UNICEF will continue providing technical assistance to departments and municipalities to strengthen their information systems on children and adolescents, so that they are formally constituted, provide updated national and territorial sources of disaggregated information on the situation of children and adolescents, and produce, circulate and promote the use of situation analysis on the rights of children and adolescents with differential focus. UNICEF will also continue to build up the technical capacity of prioritized municipalities and departments to strengthen public management for children and adolescents.

## PC 5 - Cross-sectoral costs

**PCR** 0930/A0/05/005 The country programme of cooperation (2008-2012) is timely and effectively monitored, evaluated and disseminated; and efficiently manages information, knowledge and experience for the fulfilment of their goals



On-track

**IR** 0930/A0/05/005/001 In 2014, the UNICEF cooperation program in Colombia and its implementing partners in the national and subnational levels strengthened their capacities for planning, monitoring, management and evaluation coordinated from the Results Based Programme Management and learning experience consistent with a human rights approach.

**Progress:** In 2013, the Monitoring and Evaluation area (M&E) was assigned under the supervision of the Representative Office. As part of the support provided to the programme, M&E continued its support in four major functions:

1. Planning and performance monitoring
2. Evaluation and research
3. Situation analysis and monitoring
4. Capacity building and strengthening in M&E

M&E led the timely agreement and signing by the national Government of three rolling work plans for 2013-2014. The arrangement included the identification, measurement and monitoring of 48 indicators that were regularly updated with key national counterparts in the health, education, protection and family welfare sectors. Some of these indicators were adjusted to better reflect the contribution of UNICEF in removing specific barriers and bottlenecks that affect the respect, protection and guarantee of basic children’s rights.

UNICEF put in place a review committee for project cooperation agreements to improve the effectiveness of all projects approved and help make more strategic choices about the choice of implementing partners. All scheduled reviews were successfully conducted, including the annual meeting with allies and implementing partners. The allies and partners claim that the accountability and self-evaluation exercises promoted by the CO were very valuable to understanding and taking advantage of UNICEF’s role in Colombia.

M&E achieved the timely design, implementation and overview of the CO’s Integrated Monitoring and Evaluation Plan (IMEP), achieving a level of implementation of 88 per cent. Two major evaluations of strategic value to the country were completed, on issues of the effectiveness of friendly health services for adolescents and quality of territorial development plans. Nine of 13 studies were also completed, and the remaining studies had at least a 75 per cent level of implementation. The studies included the active involvement of government leaders on the technical and reference committees that reviewed and approved findings and recommendations.

The CO completed the design of the terms of reference (TORs) for the comprehensive situation analysis (SITAN) that will be developed in 2014. The TORs will be jointly agreed with government and civil society partners in order to complete the study and provide content to the public agenda that will be discussed in the election process of the first half of 2014.

The implementation of Monitoring and Results for Equity System (MoRES) has had mixed results. Significant progress has been made in monitoring and removing the barriers associated with access and quality of health services for pregnant women, newborns and children up to two years of age. Also, in the area of school retention and educational inclusiveness, the CO and its partners adapted basic MoRES principles and tools for planning and monitoring. In the area of child protection, UNICEF and major stakeholders agreed to develop a

pilot monitoring system in three departments in order to identify, measure and monitor the major determinants related to the protection of children in the context of the internal armed conflict. The MoRES approach has not been successfully adapted in the issues of Early Childhood Development for indigenous communities (the first sectoral area to have the MoRES approach applied), given the political and institutional crisis that the territory selected to adopt the MoRES approach recently experienced.

For 2014, the CO will focus its efforts on finishing the successful adaptation of MoRES in the three themes mentioned above.

The CO continued to support implementing partners at the local level in strengthening M&E, providing the minimum standards and necessary tools for quality project cooperation agreements with tangible results for children, families and communities. Through workshops designed jointly by M&E, implementing partners and local allies, the CO increased its work and presence in the field and promoted a culture of M&E for learning, accountability and transparency with major stakeholders. The support provided to the Family Welfare Institute in developing its national observatory for children and families is especially noteworthy. UNICEF strengthened the capacities of the Institute to build novel indicators around the issue of children within the armed conflict. The observatory now has ways to measure the probability of occurrence of incidents associated with the conflict, the dynamics of the phenomena and the likelihood of recurrence.

 On-track

**IR 0930/A0/05/005/002** To 2014 UNICEF will continue to be recognized as the organization from United Nations that works to guarantee the rights of children in Colombia, under the concept "Unite for Children." UNICEF brand will be recognized by stakeholders\* increasing in at least 10 per cent the brand T.O.M. (Top of Mind). Individual Donations will be higher in at least 20 per cent due to communication support. \*stakeholders: citizens, donors, opinion leaders, partners and decision makers.

#### Progress:

The communication strategy focused on the priorities of the country programme. The information disseminated to stakeholders focused on the processes and results obtained by UNICEF Colombia to guarantee children's rights at a national level. Impact was measured by: periodic monitoring of traditional and digital media; its incidence on stakeholders; and its economical valorisation, A national survey on brand and donation motivations was concluded in May 2013. Its results indicated that UNICEF Colombia is perceived as a transparent and credible organization. However it is also perceived as rich, and financed with foreign capital, and there is lack of concrete knowledge of the programs and activities carried out in Colombia. The communications strategy was revised based on those results. The concept "Invest in the Power of Children" was put in place in all external communications vehicles. "Invest" conveys not only the image of donating money, but also frames the importance of investing in all possible efforts to work for children's rights and what it means for the present and future of the country.

This concept was implemented across all the programmatic and fundraising areas but still needs to be launched massively in traditional media across the country.

During 2013 stakeholders received information about the activities of the country program through traditional and digital media. The UNICEF brand was seen 474 million times on traditional media, outdoor advertising and digital media. This corresponds to close to US\$13 million of EAV (Equivalent Advertising Value), 8 per cent more than 2012.

Compared to 2012, clicks to [www.unicef.org.co](http://www.unicef.org.co) increased 1300 per cent, followers on Twitter increased 163 per cent and on Facebook increased 98 per cent.

Under the concept "Invest in the power of children," the main topics to leverage an increased media presence and to sensitize stakeholders were: [www.sinfoniaunicef.info](http://www.sinfoniaunicef.info), the public policy children's rights data Devinfo web, ENDViolence campaign, Day of the Girl, Disabilities and Philippines emergency fundraising support, among others.

The communications team developed a strong line of action to support PFP in order to raise brand awareness and help increase pledge donors. That included the UNICEF 10K race, including Good Will Ambassador GWA Stephen Rea and local celebrities via support videos, pledge donor communication through the year, support in corporate partnership analysis and development of e-learning platforms to train private fundraising partner's employees and the reputational risk assessment and actions related to face to face fundraising street personnel.

#### Impact in-brief:

According to news clipping monitoring and measurements of outdoor advertising traffic, the media reach was 474 million people.

Unpaid media increased 8 per cent versus 2012 reaching a value of close to US\$13 million. Followers on social networks increased:

Twitter increased 163 per cent to 25,000 followers and Facebook increased 98 per cent to 8,100. Visits at [www.unicef.org.co](http://www.unicef.org.co) increased 125 per cent versus last year. An effective source of information mobilization was the dissemination of the most Tangible programmatic results were disseminated with the launch of [www.sinfoniaunicef.info](http://www.sinfoniaunicef.info), the S4D Vamos Jogar initiative support, ENDViolence campaign, Day of the Girl, and Disabilities and Philippines emergency fundraising support.

 Constrained

**IR 0930/A0/05/005/004** Fundraising with private sector, business companies and individuals to contribute to the goals of the Country Programme Office. Coordinate with the program areas and communications to present to potential donors and current country program and get their commitment.

#### Progress:

Gross income goals for this year were not met, primarily as a result of poor results in the corporate sector (two of the main partnerships ended) and a very limited system for cashing pledge donations. UNICEF is working to re-establish corporate partnerships and to improve substantially the process and system for cashing pledges. UNICEF successfully organized the UNICEF 10K event and started Face to Face (a new acquisition channel for their CO), thanks to Investment Funds received (approximately one half million US dollars).

**IR 0930/A0/05/005/005** Support strategic interventions programs and operations On-track**PCR 0930/A0/05/800** Effective & efficient programme management and Operations support

**Progress:** The major operations challenges were the changes introduced by 2011 Programme and Budget Review the need to respond to recommendations from 2011 and 2012 audits, and the preparation for 2012 PBR and its decisions. All the initiatives and activities taken aimed to have an efficient implementation, and to minimize impact of financial constraints.

The available resources were utilised in an effective and efficient manner, and there was an adequate usage of funds, as stated in the financial asset management section.

2013 will imply an even higher challenge, given the nature of the changes introduced by 2012 PBR, and the financial climate.

 Met**IR 0930/A0/05/800/001** Governance and Systems

**Progress:** 100 per cent of planned results for this IR were achieved before year's end.

 Met**IR 0930/A0/05/800/002** Financial Resources and Stewardship**Progress:**

There were no audits to the country office during 2013, allowing the CO to focus on implementation of the remaining recommendations from previous audits. The Office showed an appropriate level of use of financial resources, and an appropriate level of cash availability, according to the monthly and quarterly forecasts.

There is a satisfactory performance of key indicators, which are permanently followed up at the CMT and other governance bodies.

All global decisions regarding efficiency, effectiveness and transparency were implemented.

 Met**IR 0930/A0/05/800/003** Human Capacity

**Progress:** All of the agreed actions were taken on a timely and efficient manner. 100 per cent of IR objectives were accomplished.

 Constrained**IR 0930/P0/05/800/005** Sales**Progress:**

Licencing developments have not progressed as expected. The Licencing Officer has had to take the PFP head responsibility while that position was vacant for 7 months this year. Most of the income was expected from one partner and from only one line of products defined from Geneva. Sales were lower and slower than expected because the main selling channel was a database of companies that had not been updated. In 2014 partners will be diversified and online e-commerce channels tested. The DTR (direct to retail) initiative initiated this year has not been successful, but there are some leads to develop for next year.

## Effective Governance Structure

A comprehensive planning exercise was carried out at the end of 2012 and the beginning of 2013. This planning exercise considered prioritized departments and municipalities, in order to achieve tangible results in an efficient manner.

Oversight structures, such as the Country Management Team (CMT), the Project Cooperation Agreements Review Committee (PCARC) and the Contract Review Committee (CRC) are in place, functioning, and operating according to specific terms of reference. The members of these governance bodies are defined and named by the Representative, advised by Human Resources and Operations.

CMT met on a monthly basis to review strategic issues of the office and key performance indicators (KPIs). This committee made decisions and advised the Representative on issues related to safety and security, performance, efficiency and capacity building.

Security related measures were implemented, including setting an alarm system and installation of access control to the ICT servers centre.

One hundred per cent of remaining internal and external audit recommendations were closed. No audits of Country Office were performed during 2013.

Risk control measures were implemented, especially related to agreements with implementing partners and disbursements. An external audit firm was hired to perform audits and micro-evaluations for 60 implementing partners, according to the Harmonized Approach to Cash Transfers (HACT) framework. A significant challenge for 2014 will be to use the results and recommendations of the audit to select the level of follow up to activities and disbursements, depending on the risk level of each implementing partner.

## Strategic Risk Management

The most recent internal audit approach was extremely useful to carry out systematic controls, focusing on medium and high risks related to financial and programmatic activities.

The decision making process at the PCARC and the CRC is risk based, putting special attention to implementing partners and contractors with specific issues that need to be followed up on a regular basis. Financial and administrative capacities are constantly reviewed, especially prior to signing of contracts and agreements.

The business continuity plan is up to date; the necessary information to operate during a contingency is stored in a shared folder that can be accessed remotely if necessary. In 2013, the ICT assistant delivered an interagency Business Continuity Plan (BCP) workshop, within the framework of the Operations management team, to standardize operational procedures in case of a massive emergency.

Preliminary conversations with UNDP were carried out in order to establish an alternate point of operation in case of emergency. This project should be completed during 2014.

## Evaluation

According to the Integrated Monitoring and Evaluation Plan (IMEP) approved in 2013, the CO planned 3 strategic evaluations and 13 studies:

With a level of implementation of 88 per cent, IMEP's balance is positive -- studies of strategic value to the country were completed, with the active participation of government institutions, especially sectoral leaders in the areas of health, early childhood development, planning, secondary education and child protection. Studies and surveys were carried out with knowledge centres of excellence that ensured rigorous methodologies and reliable findings and recommendations for decision-making within and outside of UNICEF.

A national evaluation of the Friendly Health Services for Adolescents and Youngsters was conducted jointly with the Ministry of Health and Social Protection, the High Council for the Equality of Women and United Nations Population Fund (UNFPA). The evaluation made findings and recommendations on: the determinants of the demand for health services; the effectiveness of the model to build capacity among teenagers for making free and informed choices about their reproductive and sexual rights; and the quality of all procedures in the health model. Based on the results of the evaluation, the Ministry of Health is already taking decisions at the political, technical and budgetary level related to the qualification and expansion of health services.

A second national evaluation examined the degree of inclusion of children's rights in the content of all territorial development plans in Colombia. This study found significant progress in the planning instruments that governors and mayors are using in favour of children and adolescents. The evaluation's institutional partners and allies (ICBF, PGN, FND and Young Colombia) comprise the National Facts and Rights Strategy. With the evaluation, the Strategy refreshed its agenda to positively influence the planning and monitoring processes that national, departmental and municipal actors apply around the issues that matter most for children.

UNICEF has promoted a knowledge agenda under the current context of the peace process. Along with its key institutional partner (ICBF), UNICEF supported (technically and financially) an updated monitoring and analysis of the effects of the armed conflict on children and adolescents. This included the development of two nationwide studies and the strengthening of the ICBF national observatory. In the latter, UNICEF supported the Institute in producing conceptual and statistical notes about the way and the scale in which the internal armed conflict affects children. Two studies (one with the support of the DDR Observatory from the National University of Colombia, and the other with IOM and a leading civil society organization) characterized children who were demobilized from illegal armed groups and identified and measured the psychosocial impacts of armed conflict on children. Both outputs are guiding high level decisions at ICBF on how to improve prevention, protection and restitution of children's rights that have been, or may be affected, by the armed conflict.

### Effective Use of Information and Communication Technology

With the support of the regional office, the transition from the previous ICT Officer to the current ICT Assistant was carried out with no problems.

ICT norms and regulations are strictly observed.

Obsolete computers were replaced, and the CO expects to have all new equipment by mid-January.

The ICT Assistant participated in some of the operations management team meetings, with the aim of creating collaboration with other ICT experts of the agencies in the country. Some exchange of information and good practices were carried out.

The ICT servers centre was redesigned and its security was improved with installation of a new biometric access control system.

The bandwidth was enhanced, resulting in a higher speed of connectivity and data transfer.

The office WiFi was installed, allowing visitors, consultants and staff members to have internet access under IT security regulations.

### Fund-raising and Donor Relations

Eleven of 13 (85 per cent) donor reports were delivered on time. All of them were thoroughly reviewed to meet quality standards and provide exact information on achievement of results, lessons learned and adjustments for future work plans. Within the three programmatic programme component results (PCRs) and seven intermediate results (IRs), the assigned programme budget allotments (PBAs) had, on average, 95 per cent utilization level. The CO received US\$1,450,263 to support national and local humanitarian response for the most vulnerable children affected by emergencies. All funds from emergency grants were used within their original duration, 99 per cent of Other Resources (OR) was used within the original duration of PBAs and 94 per cent of Regular Resources (RR) was spent along the year.

CO fell behind on the original goals set for 2013 in terms of gross income. As of November 30<sup>th</sup>, CO raised US\$3 million toward a 2013 goal of US\$4.7 million. This can be attributed to poor results in the corporate sector (two of the main partnerships ended in 2013, for different reasons), and to a very limited system for cashing in pledge donations (on average, 60 per cent of the expected pledge donations have been charged). CO is working on both issues, re-establishing corporate partnerships, and at the same time improving substantially the process and system for cashing pledge donations. In 2013 there were approximately 6,500 new pledge donors, and the average donation of new donors increased to US\$17 (from US\$15 in 2012). Face to Face, a new acquisition channel for the CO, was started in 2013, thanks to Investment Funds received (around one half million US dollars). It took longer than expected to set it up, but the system is now running.

During 2013, CO visited 74 companies, including banks, telcos, public services, insurance, health, extractives and foundations, with a focus on the 4 C's (Cash, Committed donors, Communication and Change). Funds were raised from seven channels:

1. Rounding
2. Payroll
3. Event Sponsorship (UNICEF 10K)
4. Corporate pathways to pledge
5. Grants (direct cash donations)
6. Cause products
7. Licensing.

Nine existing partnerships were renewed and eight new ones were initiated in 2013, generating income of approximately US\$1 million.

Canada and Sweden continued to be the main bilateral donors.

### Management of Financial and Other Assets

The Country Office did not have external or internal audits in 2013. All recommendations related to finance coming from audits in 2011 and 2012 were implemented and are now closed.

CMT was informed of the results of the financial closure of 2012 and took note of lessons learned, after which it agreed to take measures to assure the quality of the financial closure of 2013, especially on issues related to fund commitments, invoice parking and VAT reconciliation.

One hundred per cent of funds from emergency grants were used within their original duration.

Ninety nine per cent of OR was used within the original duration of PBAs

Ninety four per cent of RR was spent during the year.

UNDG in Colombia is not HACT compliant, but the Country Office made all efforts to observe HACT framework guidelines. A review of 1,005 projects and PCAs from 2008 to 2012 was carried out, identifying the need for micro-evaluations of 36 implementing partners, and audits of 24 implementing partners. The Office allocated US\$145,000 to hire an external audit firm to conduct those audits and micro-evaluations.

There are no outstanding direct cash transfers (DCTs) over 9 months. A significant effort was made this year to solve several issues related to 2012 closure. By mid-year, most of those issues were resolved, but there were a number of DCT liquidations with problems related to VISION. Those issues were resolved by year's end thanks to permanent contact with Latin America and the Caribbean Regional Office subject matter expert (SME).

One hundred per cent of bank reconciliations were completed on time.

An important challenge for 2014 will be the implementation of the Accra Agenda for Action (AAA), which was not implemented in 2013 due to the necessity of closing the bank accounts for a short period of time.

## Supply Management

The Colombia Country Office only did two sales orders for supplies during the year. The supply operation in the Office is very small and there are no staff members dedicated to this function. There is no warehouse.

## Human Resources

All of the eight selection processes undertaken by the Office were based on gender balance, competency framework and technical expertise.

An important indicator of the quality and effectiveness of the selection process is the zero percent turnover rate. New staff members have consistently shown good or very good performance as per their PER.

A new induction material was designed and used for new staff with good results. This material is intended to provide new staff members a more in depth knowledge of the organization and its regulations.

A training and development program based on knowledge and competences gaps was established and implemented. Major focus was placed on security, workplace harassment, English improvement, processes, administrative policies and procedures, and team building.

A huge effort was made to comply with quality and timely completeness of performance management and evaluation. Training was received by all staff to ensure quality and process.

Two staff members were trained as new peer support volunteer and staff are aware of UN counselling support, which can be used when needed. HR and the Staff Association worked on an annual plan focused on support to staff, with good results.

HR is part of the interagency team on HIV to comply with all principles of prevention of discrimination. A challenge for 2014 is to ensure all the activities and training related to HIV are carried out.

## Efficiency Gains and Cost Savings

By changing the terms of reference for consultants' contracts, the Office achieved savings in ticket costs for consultants, as well as administrative and transactional costs. The Office reduced the amount of travel from approximately 1,200 travels in 2012 to approximately 700 in 2013, with huge savings in hour/person costs.

The mid-year decision to change the security arrangement from a night shift security man to an alarm system resulted in a savings of more than US\$24,000 per year.

The Office decided to rent part of the premises to UNOPS, which will mean a reduction in administrative costs of approximately US\$70,000 starting in 2014.

## Changes in AMP & CPMP

The four most important issues to be included in 2014 Annual Management Plan will be:

1. Training to all staff in norms and regulations
2. Revision of operational processes and procedures, in order to prepare for the integration to the Global Shared Service Centre (GSSC).
3. Including financial monthly closure dates, in order to implement one of the lessons learned in 2013: the necessity and importance of carrying out real monthly closures, especially VAT reconciliation, DCTs and Fund commitments management
4. Initiating internal reflection about possible new office organogram, in light of both move to hub, as well as new country programme (an extension until the end of 2015 of the current country programme is likely to be requested, with the new country programme starting in 2016).

## Summary Notes and Acronyms

### Acronyms

AECT - Education for All Alliance  
 ANSPE - National Agency for the Eradication of Extreme Poverty  
 APM/UXO/IED - Anti-personnel mines/Unexploded ordnance/ Improvised Explosive Devices  
 BCP - Business Continuity Plan  
 CTF-RES1612 - Country Task Force on Monitoring and Reporting RES 1612  
 CIPR - Inter-sectoral Commission for the Prevention of Child Recruitment  
 CMT - Country Management Team  
 CN PEESNNA - National Committee for the Prevention and Eradication of Sexual Exploitation of Children and Adolescents  
 CNIPGDSR - National Inter-sectoral Commission for the Promotion and Guarantee of Sexual and Reproductive Rights  
 CRC - Contract Review Committee  
 CO - Country Office  
 DDR - Disarmament, Demobilization and Reintegration  
 DNP - National Department for Planning  
 DPS - Department for Social Prosperity  
 De O a 5iempre - Presidential Programme for ECD “*From zero to Always*”  
 ECD - Early Childhood Development  
 FARC-EP - Revolutionary Armed Forces of Colombia – People`s Army  
 FND - National Federation of Departments  
 GDP - Gross Domestic Product  
 GNRC - Global Network of Religions for Children  
 HACT - Harmonized Approach to Cash Transfers  
 HDI - Human Development Index  
 HRBAP - Human Rights Based Approach Programming  
 H&D - Facts and Rights National Strategy for policy and budgeting advocacy at the territorial level  
 ICBF - Colombian Family Welfare Institute  
 ICT - Information and communication technologies  
 IDP - Internally Displaced People  
 IMEP - Integrated Monitoring and Evaluation Plan  
 INEE - Inter-Agency Network for Education in Emergencies  
 IOM - International Organization for Migration  
 KPI - Key Performance Indicators  
 LACRO - Latin America and the Caribbean Regional Office  
 MDEE - Departmental Boards for Ethno-education  
 MDG - Millennium Development Goals  
 MNEeE - National Board for Education in Emergencies  
 MNSNI - National Board for Monitoring the Situation of Indigenous Children  
 NGO - Non-Government Organizations  
 NME - National Ministry of Education  
 PCARC - Project Cooperation Agreements Review Committee  
 PGN - Attorney General's Office  
 PISA - Programme for International Student Assessment  
 RES1612 - Resolution 1612  
 SASAJ: Friendly Health Services for adolescents and youngsters  
 SINFONIA - Symphony - System of Information about Children and Adolescents  
 SNBF - National Family Welfare System  
 SUIN - Unique Child Information System  
 S4D - Sports for Development  
 UARIV - Victims Unit's Registry System  
 UN - United Nations  
 UNCT - United Nations Country Team  
 UNDP - United Nations Development Programme  
 UNFPA - United Nations Population Fund  
 WASH - Water, Sanitation and Hygiene  
 WFP - World Food Programme

## Document Centre

## Evaluation

	Title	Sequence Number	Type of Report
1	Evaluation of UNICEF Programmes to Protect Children in Emergencies: Colombia Country Case Study	2013/001	Evaluation
2	Evaluación Nacional de los Servicios Amigables de Salud para Adolescentes y Jóvenes en Colombia. 2013	2013/002	Evaluation
3	Análisis de los planes de desarrollo de gobernaciones, capitales y municipios de Colombia, 2012-2015	2013/003	Evaluation
4	Evaluación final del Programa Conjunto de infancia, seguridad alimentaria y nutricional	2013/004	Evaluation
5	Diagnóstico de las condiciones de atención para la educación inicial en establecimientos educativos. 2012-2013	2013/005	Study
6	EL MARCO FINANCIERO DE LA EDUCACIÓN MEDIA EN COLOMBIA	2013/007	Study
7	CARACTERIZACIÓN DE LA EDUCACIÓN MEDIA RURAL EN COLOMBIA. 2013	2013/008	Review
8	VALORACIÓN DEL MARCO LEGAL Y ADMINISTRATIVO DE LA EDUCACIÓN MEDIA EN COLOMBIA. 2013	2013/009	Review
9	SISTEMATIZACIÓN PROCESO DE REFORMA A LA EDUCACIÓN MEDIA EN BOGOTÁ. 2013	2013/010	Study
10	Caracterización de los niños, niñas y adolescentes desvinculados de grupos armados ilegales. 2007-2013.	2013/011	Study
11	Enfoques alternativos para valorar la dinámica y el riesgo de reclutamiento y utilización de niños, niñas y adolescentes por GAOML en Colombia. 2013	2013/012	Study
12	Participación Juvenil del Pueblo Awá para la Prevención de la Vinculación a los Grupos Armados Ilegales. 2013	2013/013	Review
13	NIÑEZ Y ADOLESCENCIA INDÍGENA EN COLOMBIA. 2005-2011	2013/014	SitAn
14	ESTADO PSICOSOCIAL DE LOS NIÑOS, NIÑAS Y ADOLESCENTES EN EL CONTEXTO DEL CONFLICTO ARMADO COLOMBIANO. 2013	2013/015	Study
15	Índice del Derecho a la Educación	2013/016	Study

## Other Publications

	Title
1	Entornos protectores para prevenir el reclutamiento de niñas, niños y adolescentes en Colombia
2	Estrategia Comunitaria de Prevención y Protección del Maltrato Abuso y Explotación Sexual de Niñas, Niños y Adolescentes en comunidades indígenas
3	Guía Pedagógica para Instructores "Proceso de capacitación a instructores de la Policía Nacional en derechos de las niñas, niños y adolescentes y Código de la Infancia y la Adolescencia. 2013
4	LA GARANTÍA Y LA PROTECCIÓN DE LOS DERECHOS DE LA PRIMERA INFANCIA, LA INFANCIA, LA ADOLESCENCIA Y LA JUVENTUD EN LOS PLANES DE DESARROLLO DE LOS DEPARTAMENTOS Y MUNICIPIOS DE COLOMBIA, 2012-2015
5	NIÑEZ Y ADOLESCENCIA INDÍGENA EN COLOMBIA. Situación de derechos y respuestas de los garantes
6	Cartilla: Recomendaciones Básicas para el Quehacer de la Policía Nacional con Relación a la Infancia y la Adolescencia

---

**Lessons Learned**

	<b>Title</b>	<b>Document Type/Category</b>
1	Entornos Protectores para la niñez del Putumayo, Colombia (2012-2013)	Lesson Learned
2	EVOLUCIÓN DE LA INCLUSIÓN DEL TEMA DE INFANCIA Y ADOLESCENCIA EN LOS PLANES DE DESARROLLO DEPARTAMENTALES Y MUNICIPALES, PARA LOS PERÍODOS DE 2004-2008/2008-2012/2012-2016.	Lesson Learned