

## Costa Rica

---

### Executive summary

This last year of UNICEF Costa Rica's current country programme consolidated important results and innovations for children, and enabled the transition to the 2018-2022 cycle. In the context of an upper-middle income country that continues its accession process to the Organisation for Economic Cooperation and Development (OECD), UNICEF strengthened government and civil society partners to ensure fuller attention to the country's most disadvantaged children. The first-time application of programme strategy notes enabled the elaboration of a more concise theory of change. Thousands of migrant, indigenous, Afro-descendent, poor and children with disabilities have been excluded from the social and economic gains benefiting a large majority of the population, leading to missed development opportunities. A major thrust in 2017 was the use of data as evidence for public policy design, inadequate inter-institutional coordination, spending inefficiencies and specific social norms are structural bottlenecks that perpetuate child inequities.

While social protection mechanisms played an important role in the recent reduction of child poverty levels, the country's fiscal crisis jeopardizes their sustainability. The presidential electoral campaign initiated towards the latter part of 2017 underscores the risk that accompanies the populist trends to Costa Rica's historical commitment to human rights and equity. An increase in drug trafficking and gang activity has resulted in a homicide rate of 12 per 100,000 persons, making 2017 the most violent in recent years.

Three programmatic achievements stand out in 2017:

- (1) Support for *successful innovations* to transition from pilots to public policies and plans, as evidenced by the decree to institutionalize the 'houses of happiness' model that provides integrated child care and development services for indigenous migrant children. Similarly, increased investment led to positive results for four other UNICEF Costa Rica innovations: civic centres without walls for violence prevention and adolescent empowerment, community professors for students at-risk of educational exclusion, families in action to strengthen family roles in child development and child-friendly municipalities for enhanced local government actions for children, all of which hold promise for replication.
- (2) *Evidence generation* was boosted with the launch of the social maps viewer, which facilitates access by institutions and the public to child-specific data, and through the sixth round of the multiple indicator cluster survey (MICS6), bolstered by important financial and in-kind contributions from UNICEF HQ and Costa Rican ministries.

- (3) Support for *new policies* that reinforce inter-institutional collaboration, through the launch of the: national policy for early childhood, national education policy (including obligatory pre-school education) and national plan for the development of strategies to prevent and eradicate violence.

UNICEF's concerted advocacy and partnership-building efforts highlighted emerging issues and enabled greater access to organizations and initiatives focused on the most disadvantaged children, including:

- (1) Twelve social media campaigns were launched on topics such as educational exclusion, child neglect, early childhood and Zika prevention. Many of these campaigns were associated with flagship events (e.g., World Children's Day and the International Day of the Girl Child), resulting in a healthy increase in UNICEF Costa Rica's social media footprint. Since 2016 Facebook fans increased to approximately 68,000, outreach grew to 120,000 persons and engagement registered an almost 6 percent rise. Similar trends were observed in other social media platforms and the traditional media.
- (2) UNICEF reached out to at least 15 new strategic civil society partners to forge initiatives supporting the most vulnerable children and adolescents, specifically prioritizing the areas of: indigenous communities (including a situational analysis), children with disabilities, comprehensive protection measures for children with no family, psychosocial attention to minors and child neglect, among others.
- (3) Responding to the bottleneck posed by weak inter-institutional collaboration, UNICEF was able to convene different government institutions around: MICS-6, developing a listing of programmes for potential South-South collaboration, policy development and establishment of monitoring systems to follow up on programme and policy implementation.

Whereas 2016 was a year of high staff turnover, 2017 progressively consolidated the staffing structure resulting from the global programme budget review exercise and the new country programme management plan (CPMP), generating a net increase of five new and one upgraded functions. Support from the regional Multi-Country Support Facility (MCSF) helped to strengthen operations and human resource controls and procedures, especially during the transition from the harmonized approach to cash transfers (HACT) to ez-HACT.

The country management team (CMT) played a critical role in monitoring management indicators, with a view to reducing risks, including the need to reduce reliance on contracts and expand the number of implementing partners. The highly participatory development of the 2017 Global Staff Survey (GSS) action plan is expected to generate visible results, especially in career and professional development, work/life balance and internal office efficiency.

## Humanitarian assistance

In 2017 UNICEF Costa Rica followed up on its agreements with the Ministry of Public Education (MEP) to assist with psychosocial attention to teachers affected by Hurricane Otto in 2016 and by Tropical Storm Nate, which impacted the country in late September–early October 2017, causing broad nationwide damage. The MEP/UNICEF assessment revealed that most children from affected areas had been exposed to stressful and dangerous conditions during the storms, which led to a series of adverse physical and emotional reactions.

Thus the Ministry and UNICEF agreed with the School of Psychology of the University of Costa Rica (UCR) and the National Emergency Committee (CNE) to hold workshops in the most affected municipalities and offer psychosocial rehabilitation and support to Ministry staff, children and their families. In addition, the workshops sought to: a) serve as a tool for analysing faculty and student needs and demands; b) identify the roles and tasks to be completed in the first weeks of the new school year; and c) reflect on the potential creation of an ongoing psychosocial attention plan for the faculty, student body and their families.

In addition to the care provided through these workshops, the experience generated inputs for the design of a larger-scale methodology, which will be put into practice at the national level starting in February 2018, initially focusing on 27 educational centres in the municipalities of Heredia, Puntarenas, Turrialba, Aguirre, Cañas, Liberia, Santa Cruz and Nicoya.

With support from the UN Office for the Coordination of Humanitarian Affairs, UNICEF, as a key member of the inter-agency United Nations emergency technical team inter-agency, and in the context of the emergency caused by Tropical Storm Nate, also contributed to reopening main and local roads to facilitate the arrival of assistance to affected and closed-off communities and to re-establish drinking water and electrical services for their most vulnerable populations.

Among the affected areas, support was prioritized for the municipalities of Buenos Aires, Osa, Corredores and Coto Brus, located in the south of the country, which are highly vulnerable territories with low human development indices. Several indigenous populations are settled in these regions, characterized by isolation, poverty and limited access to basic services. In most of these territories, several United Nations agencies had pre-established networks and direct contact with local governments and grassroots organizations. This intervention was coordinated with the CNE and the local mayors responsible for municipal emergency committees.

As a follow-up to these interventions, in 2018 key UN agencies will develop complementary support actions in these municipalities, principally oriented towards supporting basic and psychosocial needs of women, children, adolescents, the elderly and people living with disabilities. Central to these interventions will be the strengthening of capacities and empowerment of local organizations to face future emergency situations.

During 2017 and throughout the 2013–2017 cooperation cycle, UNICEF Costa Rica intensified its commitment to the equity agenda by promoting opportunities for survival, development and protection for all children, especially for the most disadvantaged – identified by the evolving situation analysis as indigenous and Afro-descendent children – as well as those living in poverty and with disabilities. UNICEF Costa Rica’s strategic focus emphasized the need to assess and identify the causes of these inequities in order to forge alliances with relevant partners to mitigate them through programmatic measures.

In Costa Rica, according to data from the national household survey, after a long stagnation of monetary poverty levels, the percentage of poor households decreased from 22.4 per cent in 2014 to 20 per cent in 2017. Households in extreme poverty fell from 6.7 per cent to 5.7 per cent, while households facing multidimensional poverty declined from 21.7 per cent to 18.8 per cent. These are the lowest levels of household poverty since 2010. When analysing multidimensional poverty, it is clear that children and adolescents are more acutely affected than the population as a whole, since data from 2015 suggest that their multidimensional poverty level is 34 per cent (13 per cent higher than national levels). In essence, one of every three children and adolescents in Costa Rica is poor.

Analysis of the factors leading to this reduction in poverty illustrate that the bridge to development programme implemented by the current government, which represents a pivotal strategy of Costa Rica’s National Development Plan (PND) 2014-2018, combined with other monetary transfers to poor households, contributed to poverty reduction. However, slow economic growth and job creation will test the sustainability of this strategy in coming years.

In this context, UNICEF Costa Rica developed the following interventions to promote equal opportunities for all children and adolescents:

- 1) **Evidence generation:** To identify gaps and inequities among children and adolescents, in cooperation with the National Institute of Statistics and Census (INEC) the “social maps” system was strengthened, containing information on the 75 prioritized districts of the bridge to a development programme. This support facilitated the development of a specific module on social maps on children and adolescents, which includes maps of poverty, socioeconomic indicators and other information specific to this population. The social maps module represents an important input for the construction of policies and strategies directed toward the most vulnerable children and adolescents and a potential good practice for South-South cooperation.
- 2) **Social services:** UNICEF provided technical support for the design and implementation of basic social services programmes for the most vulnerable populations. In conjunction with National Institute for Social Care (IMAS), it supported development and implementation of the ‘houses of happiness’ programme directed toward migrant indigenous children. With the Ministry of

Public Education, it backed the 'I'm All In' strategy for reducing secondary school exclusion and promoted increased preschool enrolment. Both initiatives were implemented in the most socio-economically disadvantaged municipalities.

- 3) **Communications:** To strengthen institutional capacities for the construction and implementation of communication processes (as an essential element of sub-national development), UNICEF Costa Rica supported a communication for development (C4D) workshop, in the framework of the weaving development programme a component of the bridge to development programme. The workshop was instrumental for identifying sub-national communication capacity needs to strengthen development initiatives in highly vulnerable communities.

Between late 2016 and mid-2017 UNICEF Costa Rica developed its 2018–2022 country programme of cooperation (CP), which identified the need to address historic social and territorial gaps caused by stagnant poverty levels and high levels of exclusion as one of the most pressing national challenges and priorities. Thus, the 2018–2022 country programme document (CPD) incorporates for the first time a component on social inclusion, public advocacy and communication, which proposes that “children and adolescents in vulnerable conditions benefit from a framework of policies, programmes and social services conducive to their integral attention and social inclusion, as institutional capacities will have been strengthened for situation analysis, monitoring, assessment and inter-institutional coordination, as well as the promotion of effective participation channels for Costa Rican society, children and adolescents”.

### Strategic Plan 2018-2021

UNICEF's Strategic Plan 2018–2022 (SP) covers the same four years as Costa Rica's CPD, and the latter firmly reflects and responds to the intent and content of the Plan. It offers several opportunities and challenges that UNICEF Costa Rica will attempt to meet during the next five years, which will also benefit implementation of the United Nations Development Assistance Framework (UNDAF), which covers the same period. Prior to the development of the CPD, programme strategy notes represented a means for UNICEF to position with counterparts a theory of change directly related to the Strategic Plan's focus on ensuring that gains and achievements for children are sustained, while simultaneously narrowing inequities and gaps that still affect the most vulnerable children.

Consequently, the CP's broad theory of change is that thousands of children and adolescents, principally from migrant, indigenous and Afro-descendent communities, poor households and those living with disabilities have been excluded from the social and economic gains that have benefited a large majority of the population, leading to missed opportunities for their development. The CP's three programme priorities – inclusive early childhood development (ECD) and education; child protection; and social inclusion, public advocacy and communications) directly respond to Strategic Plan Goal Area 2 (Every Child Learns), 3 (Every Child is Protected from Violence and Exploitation) and 4 (Equity: Every Child has a Fair Chance in Life).

While UNICEF Costa Rica will not invest significant human or financial resources in Goal Areas 1 (Every Child Survives and Thrives) or 5 (Every Child Lives in a Safe and Clean Environment), these can be addressed through the application of key change strategies promoted by the Plan: evidence and data generation and analysis to illustrate where the country is falling short in terms of national and international commitments; leveraging resources from national institutions to address structural bottlenecks; fostering South-South and horizontal cooperation so that Costa Rica can benefit from other countries' experience; and opening spaces for other UN agencies to bring to bear their knowledge and competencies in these areas. It is noteworthy that these change strategies complement and are derived from UNICEF's core interventions in upper-middle-income countries in transition. The Strategic Plan's cross-cutting themes of equity, universality, humanitarian action, gender, adolescence and ECD are not only firmly ensconced in the CP's design, but are also directly linked to the five global barriers that the Plan strives to eliminate: public policies that limit greater incidence; institutional capacity constraints and insufficient coordination, inadequate societal awareness of the plight of children, spending inefficiencies and social norms that perpetuate child rights violations.

The call for greater internal harmonization and alignment will be applied through the use of rigorous criteria to guarantee that all activities supported in the country programme, as well as existing and new institutional partnerships, foster stronger inter-programmatic convergence and support and remain within the scope of the Strategic Plan. The SP provides a useful benchmark to strengthen the CP's increasing involvement in digital technology as a platform for child and adolescent participation and opinion-sharing, programmatic innovation, leveraging of private sector and corporate partnerships and fundraising and systems strengthening. Internally, UNICEF will ensure that all public advocacy and communications materials specifically address how the programme supports Strategic Plan implementation.

### Emerging areas of importance

UNICEF Costa Rica further strengthened its focus on the following areas, which were incorporated into the current and new country programmes due to their significance:

**Refugee and migrant children.** As a result of actions promoted since 2014 to protect migrant indigenous Ngabe - Bugle children (who accompany their parents from Panamá to work in the coffee harvest), UNICEF coordinated with the National Council for Children and Adolescents (CNNA) to consolidate and integrate an early childcare facility model (houses of happiness), through an Executive Decree and approval in five institutional action protocols. The protocols are central for the institutionalization of this model of specialized protection services, which will be jointly implemented by IMAS, the Ministry of Health (MSP), Costa Rican Social Security Fund (CCSS), National Child Welfare Agency (PANI) and the Centres for Child Nutrition and Education (CEN-CINAI).

**Accelerate integrated early childhood development (ECD).** Advocacy undertaken in 2016 to define early childhood development policies paid off in 2017 with the milestone approval of the policy for early childhood 2015-2020, which was elaborated with

UNICEF technical assistance, in collaboration with PANI and other government and civil society institutions. In parallel, UNICEF's continuous support for the development of the MEP's early childhood strategy led to the implementation of a successful campaign to increase preschool enrolment in prioritized communities. In addition, the MEP ordinance defining preschool education as obligatory for all children was highly relevant.

**Greater focus on the second decade of life.** In 2017, UNICEF supported strategies directed toward the second decade of life of children. Not only was this population group included, with significant emphasis, in the action plan for the development of strategies for the prevention and eradication of violence against children and adolescents recently approved by the CNNA, but an advocacy process was also carried out with relevant institutions to advance the formulation of a comprehensive national policy for children in aged between 7 and 12 years of age. It is proposed that this policy promote a tailored approach to addressing the different physical, psychological, cognitive and social changes that children in this age bracket experience and which require a sensitive and specialized response.

## Summary notes and acronyms

APAC - Staff association  
BMI - body mass index  
C4D - communication for development  
CAI - child-friendly municipalities  
CCsP - Civic centres without walls  
CCSS - Costa Rican Social Security Fund  
CEDAW - Convention on the Elimination of all Forms of Discrimination against Women  
CEN CINAI - Centres for Child Nutrition and Education  
CMT - country management team  
CNE - National Emergency Commission  
CNNA - National Council on Childhood and Adolescence  
CPD - country programme document  
CPMP - country programme management plan  
COSECODENI - Social organizations for the promotion and defence of the rights of children and adolescents  
CONAPDIS - National Council for Persons with Disabilities  
CRC - Convention on the Rights of the Child  
CSO(s) – civil society organization(s)  
DCT - direct cash transfers  
EMNA - National survey on woman, children and adolescents (MICS-6)  
ECD - early childhood development  
FAMA - Families in Action  
GSS - global staff survey  
HACT - harmonized approach to cash transfers  
HQ –UNICEF Headquarters  
ICT - information and communications technology  
IFAM - Institute of Municipal Development and Assistance

IMAS - National Institute for Social Care  
INEC - National Institute of Statistics and Census  
LACRO - Latin America and the Caribbean Regional Office  
LGTBIQ+ - Lesbian, Gays, Transsexuals, Bisexuals, Intersexual, Queer+  
MCSF - multi-country support facility  
MEP - Ministry of Public Education  
MICS 6 - Multiple indicator cluster survey-sixth round (see EMNA)  
MSP - Ministry of Health  
NGO - non-governmental organization  
OR - Other resources  
PAHO/WHO - Pan American Health Organization/World Health Organization  
PANI - National Child Welfare Agency  
PFP - Private fundraising and partnerships  
PND - National development plan  
RAM - results assessment management  
REDLAF - Latin American network of foster families  
RR - Regular resources  
SDG - Sustainable Development Goals  
SEN - National system of statistics  
SP- Strategic Plan  
SNPI - National integrated child protection system  
UCR - University of Costa Rica  
UN - United Nations  
UNCT - United Nations Country Team  
UNDAF- United Nations Development Assistance Framework  
UNESCO - United Nations Educational, Scientific and Cultural Organization  
UNICEF - United Nations Children's Fund

## Capacity development

As a central component of the Families in Action (FAMA) strategy, community leaders' competencies were developed through a capacity-building process that allowed them to obtain a "family facilitator" certification from PANI. FAMA, in 2017, increased by more than 100 per cent the number of social organizations involved in the programme (from 120 in 2016 to 234 in 2017) and the number of certified facilitators from 1,200 in 2016 to 2,011 in 2017, with an overall total of 21,800 participating families. This strategy is pivotal to strengthening community-based actions to protect children and adolescents and to impart healthy childrearing practices.

Concerning evidence generation, together with the National Institute of Statistics and Census (INEC), UNICEF Costa Rica supported the social maps on childhood and adolescence platform, presenting it to more than 200 government officials and training more than 40 institutions in its use. Jointly with INEC and the Ministry of Health (MSP), UNICEF supported the design and initial implementation of the MICS-6 survey, which is of great significance due to its contribution to information-gathering on the situation of women, children and adolescents, to improve public policy and programme development.

With UNICEF HQ support, UNICEF Costa Rica organized the first national training workshop on C4D. More than 35 staff members of seven public institutions involved in the weaving development programme participated.

Key activities in education included: the 'leaders forum', with participation by 88 students and 30 teachers from different parts of the country, who discussed experiences and actions to prevent educational exclusion; the first and second forums on best practices of the I'm All In programme, with participation by more than 400 teachers; and training workshops for early childhood education advisors, which were attended by national advisors and staff of the MEPs Preschool Education Department.

### **Evidence generation, policy dialogue and advocacy**

UNICEF Costa Rica implemented several initiatives to generate evidence for public policy and advocacy purposes. One salient example was the implementation of a situation analysis of indigenous populations; specifically the Cabécar community, which has a high percentage of children and adolescents living in extreme poverty. Based on the results of the analysis, an advocacy strategy will be launched in coordination with faith and indigenous leadership organizations, providing information and evidence about the importance of developing culturally pertinent public services and protecting children and adolescents' rights in indigenous populations.

Active involvement in and support of the national early childhood education strategy, which includes an analysis of available evidence, opened up an opportunity to advocate for the enrolment of children in preschool education in eight educational regions, raising awareness among approximately 3,540 families about the benefits of sending their children to preschool.

Documentation of the 'I'm All In' strategy developed in 2017 also generated useful analytical and quantitative inputs, which will be used to strengthen the programme and promote its institutionalization by MEP.

Sustained evidence-generation and advocacy strategies were instrumental in the development of two key policies: the National Plan for Developing Strategies to Prevent and Eradicate Violence, 2017-2019 and the National Policy for Early Childhood, 2015-2020.

In cooperation with the MSP and INEC, implementation of the national survey on women, children, and adolescents (EMNA) was begun, as a part of the global MICS6 programme. The survey will permit measurement of crucial indicators on children and adolescents, and will also be instrumental to: monitoring SDG achievement, generating updated baseline data to inform public policy and programme development and monitoring the new CPD results.

### **Partnerships**

In 2017 UNICEF promoted an increase in the number of organizations and institutions with which it forged and consolidated alliances on behalf of children and adolescents. This increase was necessary not only to broaden the reach of programmatic activities, but also to reduce the risk associated with too few partners capable of receiving financial assistance in the HACT framework.

The bulk of partnerships were continued with public institutions. With the National Council on Childhood and Adolescence (CNNA), violence prevention policies were promoted, while the alliance with INEC and the MSP contributed to implementation of the EMNA, as part of the MICS6. Collaboration with the MEP and the MSP facilitated implementation of the weight and height census, and the alliance with the Vice-Ministry of Peace helped to consolidate the innovative civic centres without walls (CCsP) model. Regarding emergencies, UNICEF Costa Rica worked with the CNE in alliance with the University of Costa Rica, Red Cross, and U.S. Agency for International Development.

UNICEF led the inter-agency communications working group, resulting in stronger coordination among UN agencies, strengthening the UN's communication outreach and streamlining core messages, especially on behalf of Agenda 2030. It also maintained active participation in various other interagency working groups, especially around programme coordination, gender and emergencies.

Although Costa Rica is not a private fundraising and partnerships (PFP) country, UNICEF helped to finalize the regional agreement with BAC Credomatic – with support from UNICEF Latin America and the Caribbean Regional Office (LACRO) –and maintained continuity of the Music for Children programme with EPA hardware stores, an initiative with the potential for regional replication.

In 2017 UNICEF reached out to at least 15 new strategic civil society partners to forge initiatives supporting the most vulnerable children and adolescents, prioritizing actions in the areas of: indigenous communities, children with disabilities, comprehensive protection measures for children with no family, psychosocial attention and child neglect, among other issues.

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

UNICEF's social media footprint continued its healthy increase throughout 2017. On Facebook, the number of fans grew from 53,840 to 67,109, outreach grew from 40,000 to 120,000 and engagement registered an increase of 5.36 per cent. On Twitter, all 11,033 followers were reached, while the web site experienced user growth of 14.9 per cent. In the press, 204 articles were published about UNICEF, representing an estimated monetary value of US\$418,124.

The highly interactive strategy preschool education: a right and an opportunity had an outreach of 680,000 and influenced the passage of public policy reforms that reduced the mandatory age for preschool enrolment.

On World Children's Day, workshops were held with 40 adolescents, during which policies related to solidarity with children and adolescents living in vulnerable and excluded conditions were discussed. Likewise, media and cultural activities were held to allow children's and adolescents' voices to be heard (<http://bit.ly/2BK96f4>). With LACRO, UNICEF Costa Rica launched the 'Leaders of the Americas' campaign and the child take-over initiative, with BAC Credomatic <http://bit.ly/2kJkiOy>

The Zika prevention campaign continued to target 10 communities with higher incidence and risk; media and social networking efforts outreached around 1 million people. <http://uni.cf/2fKQLR1>

The end violence against children and adolescents strategy (<http://uni.cf/2wPhCGm>) and the 'don't neglect them - even for a second' campaign to prevent burns and accidents in children both began in 2017 (<http://bit.ly/2Bb1eny>), and UNICEF took part in the March to protest violence against children's.

In cooperation with the MEP, the 'opportunities start in the classroom' (<http://bit.ly/2Bcgd0A>) and 'I'm All In' (<http://bit.ly/2kHgxtD>) campaigns were launched, to reduce educational exclusion.

UNICEF Costa Rica provided support to the Ministry of Public Education for implementing the first "TedEx Pura Vida for Education" (<http://bit.ly/2BLxv4g>). For the third year, the world's biggest lesson was held to position the SDGs in educational centres (<http://bit.ly/2BEREc7>), in close collaboration with UNESCO and the Office of the Resident Coordinator.

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

UNICEF and the Ministry of National Planning and Economic Policy presented to more than 100 institutions the "Catalogue of Costa Rica's Technical Cooperation on Children's and Adolescent's Programmes", which documents policy and project initiatives focused on the compliance with children's rights. <https://www.unicef.org/costarica/OfertaTecnicaNNA-julio2017.pdf>

The catalogue is an innovative and useful instrument for encouraging child-focused technical cooperation among countries. Based on existing and proven initiatives, it promotes South-South and triangular exchange of successful experiences chosen on the basis of efficiency, relevance, pertinence, sustainability and viability. The catalogue includes case studies from 15 public institutions, representing a total of 49 initiatives in health, education, justice and child protection, among others. The next step will focus on national and international dissemination of the catalogue, support and promotion of cooperation missions and coordinating with Costa Rican institutions to keep the catalogue up-to-date.

As a result of a South-South exchange with Belize in 2016, efforts are underway in that country to ensure the continuity of the programme, establish a broad platform for child and adolescent participation and sustained creation of policies, services and monitoring

of children's rights. Both the Ministry of Labour and Local Development and the mayors that participated in the exchange are active in developing the sustainable and child-friendly municipalities of Belize programme. In Costa Rica, the focus has been on continued dissemination of good practices from Belize among participants in the child-friendly municipalities programme implemented by PANI and the Institute of Municipal Development and Assistance (IFAM).

<https://www.dropbox.com/s/p84x290vf8dx3qg/Child%20friendly%20%20Documentary%2016.mp4?dl=0>

### Identification and promotion of innovation

In 2017, UNICEF Costa Rica promoted four programmatic innovations:

**Civic centres without walls (CCsP).** This is an innovative community-based model for preventing violence against children and adolescents in high social risk zones. The model promotes sports and cultural activities with the community's support, and applies nonviolent alternative conflict resolution techniques and values. CCsPs operated in seven communities and engaged some 1,800 adolescents and young people.

Throughout the year, more than 300 training sessions on subjects related to art, sports, recreation, technology, communication, life project, teamwork and empathy were organized.

**TEDx Pura Vida for Education.** UNICEF supported the first-ever TEDx of this kind under the premise that educational innovation can be driven by learning and successful experiences from best practice models and policies, new trends, international and national research and debates regarding education needs and future challenges in Costa Rica.

**Community teachers.** The initiative was implemented by hiring 'community teachers' who joined the faculty at selected educational centres with the specific purpose of enhancing the process of reintegration, continuity and academic success of students especially vulnerable to being excluded from the education system. This intervention model stands out as an innovation to confront educational exclusion in Costa Rica.

**Viewer of childhood and adolescence social maps.** INEC, with support from UNICEF, developed the social map viewer system, which offers online geo-referenced demographic and socioeconomic data. The viewer responds to a national need to access quality information to identify and respond, through policies and programmes, to the challenges faced by children and adolescents. As a public platform, it promotes transparency, citizen participation and accountability, both at national and local levels. It will also be useful for monitoring international commitments and for construction of new CPD data baselines.

### Support to integration and cross-sectoral linkages

Weak inter-institutional coordination has been identified as an important bottleneck. In response to the results of the 2016 national height and weight census, the MSP and MEP, with UNICEF and PAHO/WHO support, led the development of the first

comprehensive national plan for the reduction of excess weight and obesity in school children. The plan, which contemplates coordinated action by public institutions, local governments, civil society and the private sector, proposes intersectoral actions to reverse the national tendency of overweight and obesity incidence in children, which increased from 21 per cent in 2008 to 34 per cent in 2016.

With the objective of furthering the UNICEF-supported national policy for early childhood 2015-2020, additional technical assistance was provided for the construction of an early childhood action plan, consolidating the efforts of a broad range of institutions that will coordinate different aspects of the policy.

Within the framework of the child-friendly cities initiative, UNICEF strengthened local platforms for public/private inter-sectoral work and consolidated conditions for the sustainability and growth of the programme.

Following technical support by UNICEF Costa Rica to the National Council on Childhood and Adolescence, the national plan for the development of strategies to prevention and eradicate violence against children and adolescents was approved, proposing a broad institutional platform and integrated approach to the problem.

UNICEF, in cooperation with PANI, the Latin American Network of Foster Families (REDLAF), and NGOs sponsored a forum on the right to live as a family, as the first step in a process that will strive to offer alternatives to the institutionalization of children and adolescents in Costa Rica. Opening the dialogue and information-sharing spaces between these public and non-governmental institutions is crucial to building integrated solutions for strengthening protection measures and non-institutionalized childcare services.

## Service delivery

Given Costa Rica's upper-middle-income status, and the country's efforts to achieve universal social service coverage, UNICEF does not directly support service delivery, concentrating instead on strengthening local and national institutional capacities through advocacy, evidence generation, training and technical assistance, with a rights-based approach and a focus on sustainability and equity. Support is offered for the development of innovative service delivery pilots and models capable of reaching the most disadvantaged.

UNICEF continued to support the delivery of social services specifically for migrant Ngabe-Buglé indigenous children, who require protection while their parents work on coffee plantations. For the third consecutive year, IMAS continued to ensure childcare at 17 houses of happiness by providing food, care, early stimulation, education and protection services. Additionally, UNICEF leveraged support from other institutions to provide health and nutrition services. Following formalization of the houses of happiness care facility model through an Executive Decree in 2017, the focus in 2018 will on replication in other municipalities throughout the country.

UNICEF cooperated in the process of installing a 'listening home' in Talamanca Municipality, directed to the Bribri indigenous population. In collaboration with the Mente Sana Foundation, this model provides psychosocial services, mainly to indigenous youth, in response to recent studies that indicate that Talamanca has one of the highest adolescent suicide rates in the country. Based on this experience, in 2018 support will be given to launch a similar 'listening classrooms programme.

UNICE Costa Rica continued to work with the UCR's School of Public Health, strengthening capacities of local health services in various municipalities, to reduce infant mortality rates by developing comprehensive care modalities, based on the prior identification of key bottlenecks.

### Human rights-based approach to cooperation

In 2017 UNICEF Costa Rica simultaneously promoted greater engagement with some of the most vulnerable groups and populations, and organizations that work on behalf of their human rights, whilst also incorporating lessons from these experiences in the development of the new CPD. Following the guidelines set by the Convention on the Rights of the Child, the Convention on the Elimination of all Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities, UNICEF led the following processes:

- Inclusion of children and adolescents with disabilities: a process was started to strengthen their capacities and empowerment as leaders who can advocate for their own demands. Particular importance was given to improving curricula and student participation in MEP's educational centres.
- Situation analysis of indigenous populations: starting as a pilot model in the highly vulnerable Cabécar community, a participatory situation analysis got underway in 2017 to provide evidence that can serve to define effective policy and programmatic actions for the fulfilment of indigenous children's rights.
- Situation analysis of protection measures for children with no parental care: the study focuses on children and adolescents who spend extended periods of time in institutions, depriving them of their right to live in a family. The study is one of the first steps toward building an interinstitutional process that will lead to new protection measures to reduce the practice of institutionalization.
- Communication for development in situations of violence due to negligence: negligence is a frequent breach of the right of all children and adolescents to responsible care, and this manifestation of violence, recognized by the National Children's Hospital, is the basis for a project to generate a higher level of social awareness about child neglect.
- Inclusion of child and adolescent participation with a gender perspective: Although adolescents tend to be discriminated against because of their age, they are regularly called upon to participate in identifying their problems using a gender and human rights

perspective. For example, through participatory processes, UNICEF worked with groups of adolescents to construct strategies for the prevention of teenage pregnancy and promoted the prevention of juvenile violence in high-risk communities.

## Gender equality

UNICEF Costa Rica focused its advocacy and capacity building on reducing the elevated levels of violence and inequality experienced by girls throughout the country. In close coordination with the gender inter-agency group, Office of the Vice-President and MEP, UNICEF supported Costa Rica's celebration of the International Day of the Girl Child, promoting messages elaborated with girls and adolescents that advocate for a change in social norms and attitudes about gender and their empowerment as leaders. Support was also provided to the campaign 'human rights to leave no one behind', which promoted the fulfilment of the rights of women frequently ignored by society.

Support was provided for a new educational policy that incorporates guidelines on equity and gender equality and attention to gender violence in educational centres. Technical advice was provided for the creation of the action plan for the development of strategies to prevent and eradicate violence against children and adolescents, which includes violence prevention through sexual education and the development of healthy lifestyles. Support was also provided for the creation of the national plan against commercial sexual exploitation, which includes a gender perspective that: renews inter-institutional work and evidence-generation mechanisms, calls for greater allocation of financial resources and details public policy actions. As part of FAMA, UNICEF supported a gender focus in family education processes to promote knowledge, attitudes and practices that are inclusive towards girls and women, such as inclusive upbringing patterns and new masculinity roles.

The new 2018–2022 CPD includes a robust, six-pronged gender strategy, which includes: the generation of gender-disaggregated data that illustrate disparities affecting boys and girls; awareness-building on the different manifestations of gender inequalities; incorporation of a gender focus in different protection systems; strengthening policies and programmes, with a focus on eradicating gender inequalities; capacity strengthening to incorporate gender dimensions; and monitoring compliance with gender-related national laws and international treaties and conventions regarding girls and boys.

## Environmental sustainability

UNICEF Costa Rica promoted several actions to promote climate change mitigation and environmentally sustainable development, with a focus on building awareness among children and adolescents about the dangers associated with climate change.

Through the child-friendly municipalities program, 15 municipalities held events and activities related to environmental education, reforestation, watershed protection, recycling in educational centres, hydroponic agriculture, solid waste management, rescue of animals in extinction and protection of water sources. These activities built

understanding of the idea that children should satisfy their presents needs and fulfil their rights, while at the same time protecting the environment for future generations.

In the new UNDAF (<http://bit.ly/2BX0tOv>) and UNICEF CPD, both for the period of 2018–2022, strategic priority was given to fulfilment and diffusion of the SDGs, which include environmental objectives and goals <http://uni.cf/2kxSL3C>

Also abiding by UNICEF's institutional policy on green offices, UNICEF Costa Rica implemented several internal measures to reduce its environmental footprint. The Office participated in the inter-agency recycling initiative (traditional and electronic), minimizing printing and paper use, and promoted the use of digital technology for the sharing of materials and publications, resulting in a 90 per cent reduction in printing. Additionally, obsolete electronic equipment is taken to a company that specializes in its recycling.

### Effective leadership

The country management team (CMT) executed timely managerial decisions, both strategic and administrative. By following programmatic and operational indicators on the manager's dashboard, the performance management scorecard and the results assessment module, risk-reduction control was exerted for managing programmes and operations. The CMT also monitored the operations and key recommendations of statutory committees, developed an action plan to follow up on the results of the global staff survey 2017, kept close tabs on budget execution, monitored contract status, developed a recruitment strategy for posts related to the new CPD and prepared monthly cash flow forecasts, among other tasks. All of these actions contributed to more efficient management of UNICEF's human and financial resources.

The country management team led a highly participatory process for the development of the new 2018–2022 CPD and CPMP, and coordinated the visits of MCSF human resources and operations colleagues, which were very valuable for the strengthening internal controls and procedures.

The role and impact of programme coordination meeting was strengthened in 2017. As a weekly workspace, it has concentrated on promoting synergistic actions between different programmatic components and, in so doing, enhanced results and more efficient use of resources. By strengthening the coordinated processes of planning and monitoring with clearly defined programmatic and operational objectives and goals, and by turning the meeting into a valuable space for the fluid exchange of learning and pertinent knowledge, these meetings have prompted the development of an excellence-based organizational culture that is better prepared to manage the constant changes the institution and the national context face towards the delivery of results for all children and adolescents.

The country office has no pending recommendations from its last audit.

### Financial resources management

UNICEF Costa Rica's budget monitoring committee, established in 2016, continues to play a strategic role in identifying risks and making timely decisions related to the use of funds in accordance with programmatic and operational priorities and donor conditions. On a monthly basis, the CMT monitors budget execution and the performance of the different contracting and fund-transfer methods, including direct cash transfers (DCTs), long-term agreements and service contracts, among others. At the time of this report, the office had no open DCTs greater than six months.

While the Office had no reported savings in 2017, overall operational costs increased by 12 per cent in comparison to 2016. Specifically, the furniture and equipment category showed an increase of 38 per cent due to the acquisition of new equipment to replace equipment that had completed its lifespan and/or was outdated by the organization's standards on information and communication technology (ICT), and the office had to acquire laptop computers for the new personnel starting in 2018 (approved in the new CPMP organizational structure). Other operational expenses that rose (by 9 per cent) were those for Internet service, due to an increase in bandwidth and mobile telecommunications. Additionally, the costs of advertising increased by 400 per cent due to recruitment ads.

Execution of funds for 2017 was: 100 per cent for RR and 96 per cent for OR; OR grants still open during 2018 will be transferred for use during the coming year. Bank reconciliations were completed on time through a highly collaborative process between UNICEF Costa Rica, the MCSF and the Global Shared Service Centre.

### Fundraising and donor relations

Due to its status as an upper-middle-income country, Costa Rica does not receive significant amounts of bilateral or multilateral donor aid, thus the Office's resources come principally from RR, OR and thematic funds.

Since 2016, in alliance with UNICEF LACRO's private fundraising and partnerships team, the Office has been carrying out a strategic fundraising plan for emerging countries, that produced a sub-regional alliance with BAC Credomatic and strong possibilities with Banco Davivienda. The partnership established with EPA Hardware Stores, which was also extended to include Guatemala, continued, and negotiations are underway for it to be extended to more countries.

BAC Credomatic and UNICEF organized the official launch of the partnership with participation of the Regional Director (<http://uni.cf/2wFS1AI>), the Bank's Board of Directors and the media. Additionally, two training sessions for cashiers (who offer customers different donation options) were held, and the first phase of the fundraising campaign on the bank's 'I'm All In' platform (<http://bit.ly/2p7252T>) was initiated. During the first phase, approximately US\$19,000 was collected; the second phase is programmed for May 2018. The BAC Credomatic partnership was innovative for both partners, generating a series of very valuable results and lessons learned.

In 2018 UNICEF Costa Rica will ensure ongoing execution of the strategy with UNICEF LACRO, emphasizing multi-country agreements, since it has shown to be an efficient way to benefit upper-middle-income countries like Costa Rica. With LACRO's support, new fundraising opportunities with other companies/sectors will continue to be explored.

Within the framework of World Children's Day, a company "take over" with Costa Rican children (<http://bit.ly/2kJkiOy>) was also organized by BAC Credomatic.

### Evaluation and research

No evaluation was carried out during 2017. However, the Office received a 'mostly satisfactory' rating for the evaluation reported in 2015 on the "Avancemos" cash transfer programme for high school students, led by IMAS. UNICEF Costa Rica continued to monitor implementation of the actions recommended in the evaluation's management response. In addition, a partnership was developed with the UCR Statistics School to develop an integrated monitoring system for IMAS's socio-educational development area. This initiative responded to the recommendation for optimizing information and technological systems aimed at monitoring programme achievements and generating the data needed to support evidenced-based decision-making at the local, regional and national levels.

As part of the new CPD, UNICEF Costa Rica will promote actions to achieve more thorough evaluation techniques and results-based management, which will serve as a basis for better decision-making, development of improved childhood policies and replication of innovative models. All of this will be complemented by efforts to strengthen capacities for programme monitoring, research and evaluation methodologies and gender- and equity-focused analyses.

### Efficiency gains and cost savings

UNICEF Costa Rica had no significant savings in 2017, but operational costs increased by 12 per cent globally in comparison to 2016. Spending on salaries decreased by 12 per cent in the RR budget (since the new programme manager did not begin until April and the new driver in June), and increased by 69 per cent for OR salaries for senior programme assistants, mostly because during 2016 these posts were occupied intermittently, but were completely filled in 2017. Overall, total spending on salaries in 2017 remained similar to that in 2016.

The amount of resources committed through DCTs more than doubled (from US\$196,500 in 2016 to US\$445,000 in 2017), reflecting a successful effort to increase the number of implementing partners and funding through this mechanism. But the quantity of resources executed through service contracts also increased this year – from US\$495,924 to US\$818,836 (65 per cent) and the number of service contracts from 40 to 63 (57.5 per cent). This latter situation, observed during the programme budget review led to higher financial and institutional risks and an increase in the requirement for in-house administrative monitoring, oversight and quality control. On this basis, UNICEF held discussions with the ministries of national planning and economic policy

and finance to identify potential mechanisms for transferring resources directly to public institutions associated with the CP. No clear solution had emerged by end-year.

In 2018 the Office will review implementation strategies for the pursuit of maximizing financial and administrative efficiency, which will mean reinforcing the existing strategy of identifying still more partners.

### Supply management

In an upper-middle-income country context, with little engagement in social service delivery, UNICEF Costa Rica did not manage supplies in a warehouse.

The total amount of supplies for 2017 was US\$818,836, of which programmes accounted for US\$7,123 (three purchase orders); Operations US\$35,984 (14 purchase orders); and service operations US\$775,727 (63 institutional and individual consultancy contracts).

UNICEF Costa Rica was not engaged in any construction projects in 2017.

Programmes	Operations	Services	Total
US\$7,123 (3 purchase orders)	Operations US\$35,984 (14 purchase orders)	US\$775,727 (63 institutional and individual consultancy contracts)	US\$818,836

### Security for staff and premises

The office complies with the majority of security-related criteria, having received a score of 85 per cent. Some requirements were not fully met. The CMT conducted a comprehensive analysis of the results and identified action areas and deadlines to respond to the shortcomings identified. In accordance with the country's prevailing safety levels, no additional measures were taken regarding staff safety; however, both the CMT and the UNCT will have to monitor this issue since 2017 has been one of the most violent years in recent times.

The Office held a first-aid training for all staff, and three emergency call chain exercises were conducted. At the UNCT level, a call chain exercise was triggered during Tropical Storm Nate, and two office evacuation exercises (due to smoke or earthquakes) have been performed in 2017.

### Human resources

The Office received visits from MSCF human resources and operations colleagues, which resulted in strengthening relations between the two entities and bolstering the business partner concept. The missions focused on reviewing staff benefits and

regulations and on developing standard operating procedures for relevant administrative, financial and technical processes, among other topics.

With the Representative's leadership, the 2018–2022 CPMP was elaborated with broad staff participation. During the process, various scenarios for the new personnel structure were openly discussed, leading to an agreement on the best organizational structure to respond to the challenges and results of the new CPD. This methodology was highlighted as a best practice at the annual staff association meeting. The new structure strengthens the office via five new and one upgraded functions.

The programme manager joined the team in April, the driver in June, and temporary support was received from an executive assistant and communication assistant during the last trimester. These additions strengthened the programme, communication, and representational areas. Concerning the vacant administrative assistant post, after analysing different options for covering the position until the end of the year, it was decided to hire a retired UNICEF employee through a consultancy that began in August. Despite this support, the operations assistant sustained a significant work overload.

This year 90 per cent of the activities established in the training plan were completed satisfactorily, including the office retreat, which was held in June. The CMT followed up on the completion of the staff performance evaluations in ACHIEVE, and all milestones were achieved by the established due dates. With broad participation from all staff, a 2017 GSS follow-up action plan was prepared.

### **Effective use of information and communication technology**

As a best governance practice regarding information technology, UNICEF Costa Rica only acquired open source IT products (as part of programme support). For example, contracts for the development of the FAMA online monitoring system for PANI and the MEP's "I'm All In" programme webpage included a provision that PHP coding and the MySQL databases had to be openly provided, thus optimizing the sustainability and institutional appropriation of the processes. This bodes well for the office's incursion into ICT for Development as part of the new CPD.

Reports on social networks were presented to the communication team, providing statistics to justify UNICEF's contribution to promoting not only programme topics, but also demonstrating the potential broad reach for recruitment processes, since this channel allows savings advertising, compared to more traditional communication channels.

The Office's hardware and software were kept up to date in accordance with organizational standards, with support by the information and communication technology (ICT) team.

Finally, the Office continues to take advantage of cloud information systems, not only working with tools like Outlook for Messaging, but also for sharing calendars and joint tasks among peers. Similarly, Skype for Business was used to hold meetings with

colleagues and/or counterparts, saving valuable time and resources. In its last ordinary meeting of the year, the CMT held a virtual meeting with UNICEF Nicaragua, during which the new enterprise content management platform was presented and the paradigm changes and other requirements for its implementation analysed, based on Nicaragua's experiences as a regional pilot. The team that will lead the process in 2018 has been identified.

## Programme components from RAM

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** 1.1 By 2017, children will have greater access to pertinent and quality education and integrated early childhood development care leading to a reduction of social disparities and inequalities.

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

During 2017 UNICEF's education programme concentrated on consolidating the strategic objectives planned for the 2013-2017 cooperation cycle, specifically in the areas of education quality, educational exclusion and early childhood.

Particularly relevant milestones included: the elaboration and approval of a new national education policy (not updated since 1994), the first action plan for the early childhood policy and the first curricular framework for education of children aged 0 to 6 years, all of which received technical and other support from UNICEF.

UNICEF continued advocating for education and ECD as national priorities. Technical assistance on ECD provided to the MEP proved instrumental in universalizing preschool education and modifying the minimum age of admission for preschool education (from 5.2 to 4.2 years). Support to the music for children programme continued in 2017, in coordination with the CEN-CINAI, facilitating quality musical education for children living in poverty.

UNICEF has also promoted the reduction of exclusion in the third educational cycle by supporting the 'I'm All In' programme, which has encouraged approximately 1,000 students at risk of exclusion to continue their studies through a close, personalized and innovative approach to responding to their multi-faceted challenges.

**Quality education:** Of particular importance for improving educational quality in Costa Rica was UNICEF's technical assistance for formulating the new national education policy. UNICEF also supported the MEP by elaborating a concept note that contributed to the debate over curriculum content and guidance for students aged 0 to 6 years, and participating in the design of the first pedagogical guide for the 0 to 4 age group, which was a successful milestone in South-South cooperation between the governments of Costa Rica and Chile (without UNICEF's triangulation). Also of great impact was the capacity-building process offered by UNICEF on ECD for staff of the Department of Preschool Education and national advisors.

**Educational exclusion.** Educational exclusion continues to be one of the great challenges faced by adolescents: only four of every 10 students who enrolls in the third cycle of education (7<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup> grade) graduates. To address this issue, during 2015 and 2016 the MEP developed the “I’m All In” strategy and during 2017, with the help of UNICEF, its consolidation and documentation was advanced. The objective of this strategy is to address student exclusion during the third cycle of basic and diversified education, through the promotion of continuity and reincorporation of students, thus further positioning education as a right and a responsibility of society. As a result of this strategy, educational exclusion declined by 1.80 per cent, representing more than 1,000 adolescents who achieved continuity in educational centres. UNICEF’s support was critical to the success of this strategy, which is concentrated in 196 educational centres prioritized for the high levels of vulnerability faced by young people. UNICEF also promoted a festival of singer and songwriters (against exclusion and in favour of the development of artistic and vocal abilities), the ‘greatest lesson of the world’ and the pilot “community teachers” programme and supported workshops for parents to discuss the determinants of educational exclusion.

**Early childhood.** In 2017, the MEP’s ECD strategy was strengthened by reinforcing institutional capacities; specifically, UNICEF contributed valuable scientific information and case studies about the impact, potential and constraints of holistic development during the first years of life. UNICEF’s advocacy and capacity building led to adoption by the MEP of universal preschool education as an institutional norm.

UNICEF boosted its technical assistance and impact by hiring a team of 16 early childhood facilitators. Concentrating on 43 districts prioritized for their levels of vulnerability, the team worked to sensitize more than 3000 families about the importance of enrolling their children in preschool and the potential of early childhood education. Linked to this process, in 2018 a national mass media campaign to promote preschool enrolment will be carried out.

Moreover, through its membership in the interagency committee for early childhood, UNICEF actively participated in developing the action plan for early childhood policy launched in March 2017.

In recent years, the music for children programme has fostered childhood development by offering music classes in three regions of the country (central east, central north, central pacific), covering 41 CEN CINAI and an estimated 1,500 children between the ages of two and eight. During 2017, UNICEF contributed to the programme’s continuity by hiring new musical facilitators, who will carry on the work with a new methodological focus beginning in 2018.

**OUTPUT 1 1.1.1** By 2017, an enhanced education system resulted in an increased number of children and adolescents living in regions with the greatest social/education inequities that complete primary and secondary within the standard timeframes.

### **Analytical statement of progress**

In the context of the I'm All In strategy, with the participation of more than 400 teachers and students from throughout the country, UNICEF supported the MEP's second meeting of leaders and a national meeting on best practices. Both events were very valuable for the dissemination of methodologies and tools to promote the reduction of educational exclusion and fostering of school success in high schools, concentrating on the most frequent challenges faced by educational centres.

UNICEF also conducted the new pilot 'community teachers project', implemented at 13 regional education offices. This initiative concentrated on offering a selective, focused approach to the problem of exclusion of students from vulnerable or impoverished households through personalized attention for more than 200 students with low school performance. This effort demonstrated that in many cases low academic performance is only the tip of the iceberg of larger personal, family and social issues that result in educational exclusion. This process offered several lessons about the importance of initiating this type of support from the start of the academic year and of having community teachers who can provide support and guidance, given the complexity of the circumstances and environments faced by many Costa Rican adolescents. As part of this initiative, sensitization activities were also held for parents on the importance of school success and the causes and risks of educational exclusion.

UNICEF supported a festival of singer-songwriters 'against exclusion and for the development of artistic and vocal abilities', in which 450 students from 11 educational centres participated, as part of World Children's Day commemorations, as well as the celebration of the 'world's largest lesson', in which 13 educational centres actively participated, along with UNESCO and the Office of the Resident Coordinator.

Of great importance was the creation in 2017 of a new education policy ('the individual: centre of the educational process for transforming society', presented on 7 December 2017. UNICEF promoted, financed and monitored the consultancy that contributed to: analysis of the educational context, review of the legal framework, documentation of inputs and consultation with key actors, in a process that created the base document for the policy. Costa Rica's national educational policy had not been updated since 1994,, thus incorporating a focus on rights, sustainable development and 21<sup>st</sup> century skills into the new policy was a great accomplishment that will have profound impacts in the short and long term.

**OUTPUT 2** 1.1.2 By 2017 in regions of greatest social exclusion, a targeted integrated early childhood development policy is applied, implemented by the relevant government agencies granting access to child care services for the most vulnerable children ages 0-7

### **Analytical statement of progress**

Continuing its efforts to universalize preschool education, UNICEF supported MEP during the second stage of the ECD facilitators initiative implemented in 43 priority districts, reaching 3,000 families with preschool-age children who were not attending educational services for various reasons. This work played a crucial role in the development of strategies for reaching fathers, mothers and caregivers on the general topic of early childhood. UNICEF will also support the documentation of this strategy in 2018.

In addition to these efforts, UNICEF began preparing a national campaign for comprehensive ECD.

Another milestone for UNICEF was the creation of a new curricular framework for children aged 0-6 years. The framework offers updated guidelines to be applied both within the MEP as well as by other organizations that offer care services for boys and girls.

UNICEF organized two ECD training workshops for all staff of the Department of Preschool Education and national advisors of MEP, highlighting the concept and importance of comprehensive development during early childhood.

As part of UNICEF's technical assistance and advocacy, it also played an active role in the Interagency Committee for Early Childhood (with the participation of PANI, the MSP, CCSS, CEN-CINAI, MEP, IMAS and the civil society organization (CSO) Aldeas SOS. UNICEF participated actively in the creation of the action plan for early childhood policy, which among many other objectives promotes coordination between the MEP and CEN-CINAI to standardize ECD guidelines.

To further efforts begun in 2016, UNICEF coordinated continuation of the music for children programme with CEN-CINAI and extended its coverage to regions not yet included. In 2017 assistance was through introduction of a methodology that includes not only music classes for boys and girls between two and eight years, but also training for instructors, centre facilitators and parents.

**OUTCOME 2 1.2** By 2017, the capacity of the child protection system is increased to implement innovative strategies to prevent and protect children against the various forms of violence within the schools, families and the community

### **Analytical statement of progress**

In 2017 UNICEF continued to strengthen the National Council of Childhood and Adolescence, promoting actions that contributed to better defining its strategies and methodologies. With the approval of the national policy for early childhood 2015-2020 the CNNA, with UNICEF support, prioritized the formulation of two new protection policies directed toward school-age children and adolescents. It is anticipated that both policies will be approved in 2018.

At the national level, municipal representation and participation was strengthened through the official incorporation of IFAM as a member of CNNA. In 2017 UNICEF advocated for developing a close working relationship between CNNA and local protection subsystems, through alliances with municipalities and tutelary committees, which are required by law as a part of community development associations.

UNICEF Costa Rica supported the consolidation and institutionalization of the child-friendly municipality initiative (CAI) and houses of happiness programmes; provided technical assistance to IFAM (for preparing the second phase of CAI) and CNNA (to legally formalize houses of happiness as specialized childcare centres for the protection of indigenous migrant children).

After four years of accompanying CNNA in its formulation, the national plan for the development of strategies for the prevention and eradication of violence (2017 -2019) was launched in 2017. The first challenge will be to establish the operational unit created in PANI for implementation, monitoring and evaluation of the plan. The national plan against commercial sexual exploitation was also finalized and published, guiding actions to improve the overall functioning and outreach of the National Committee against Commercial Sexual Exploitation.

UNICEF's support for models to prevent violence against children and adolescents was continued. These models, started in 2015, address problems within families, high-risk communities, educational centres and child care institutions.

One of the strategies introduced in 2017 was the creation of new partnerships with CSOs. Collaboration with the Tree of Justice Association, in support of protecting the rights of indigenous Cabécar children and adolescents, was achieved through the elaboration of a situation analysis that identified the highest priority actions to be addressed through inter-agency approaches in 2018. This process will generate a very valuable methodological approach for replication during the new CP in other indigenous communities.

Alliance with the Fundamentos Association enhanced the provision of psychosocial support services (listening houses) to children with psycho-affective problems, especially in indigenous populations. From this experience, an initiative to offer psychosocial support services at MEP educational centres emerged as a tool for preventing violence in classrooms.

Other partnerships, such as with the Desamparados Inclusivo Association, strengthened actions for protecting children and adolescents with disabilities. In alliance with the National Children's Hospital and SOS Children's Villages, UNICEF undertook C4D and advocacy processes to uphold these children's right to a family and to be free from accidents caused by child neglect.

To guarantee children's right to a family, UNICEF and PANI collaborated to develop a method for identifying the country's various types of child protection services. Currently,

almost 2,000 boys and girls live in diverse institutional modalities, without a family. PANI and UNICEF created a working committee, with participation of several NGOs, that brought to the forefront new alternatives and specialized approaches for these children and adolescents. Additionally, the alliance was incorporated into (REDLAF), which upon learning of the process chose Costa Rica to develop a pilot programme for the application of monitoring tools that permit measurement of advances toward implementation of the *Guidelines for the Alternative Care of Children* approved by the United Nations in 2009.

During the next cooperation cycle, capacity-building processes for protecting child rights will also be directed to community development associations, in coordination with CSOs, local governments and central Government institutions.

**OUTPUT 1 1.2.1** By 2017, 20 cantons with the lowest welfare indicators have improved protection services against the different forms of violence for children and adolescents, in the family, the community and the school.

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

At the local level, ongoing promotion of different models to eradicate violence was reinforced, concentrating on:

a) **Families.** UNICEF continued to enhance the national network of formation of fathers, mothers and caregivers, to promote new forms of childrearing and education without violence between couples. The FAMA programme reached more than 150 local organizations, training 1,200 certified facilitators and approximately 15,000 families.

b) **Communities.** Working with the Ministry of Justice and Peace, UNICEF strengthened the CCsP model, of which the main aim is to prevent violence in communities. The model provides Civic Centres for Peace (physical infrastructures) with a working strategy for strengthening capacities in the most remote and vulnerable communities. In 2017, the Ministry intends to formally implement and institutionalize the model at the country's seven 7 civic centres.

c) **Institutions.** Through alliances with PANI, the Latin American Foster Care Network, RELAF and other NGOs, UNICEF promoted a strategy of sensitization and training for PANI and NGO employees. In 2017, a forum on right to a family was organized to research, analyse and construct new proposals for protection of children without parental care, avoiding institutionalization to the extent possible.

d) **Education.** Through coordination between the Ministry of Justice and Peace and MEP, guidance for facilitating training and implementation processes related to the action protocol on bullying. The guide will be completed in 2018.

e) **Municipalities.** Consolidation of the child-friendly municipalities programme was advanced by strengthening its conceptual directionality and developing an online

system for enrolment and certification. For other municipalities that want to join, this will be a valuable opportunity to enhance their policies on children and adolescents. For municipalities already certified, it will provide an opportunity to deepen their work plans related to the wellbeing of children and adolescents.

CAI is a comprehensive protection strategy developed during the current CP. During the first phase, protection services and the approach to diverse forms of violence in 32 municipalities were improved. It is hoped that the number of local governments will increase during the second phase, during the 2018-2022 cooperation programme.

In all these areas, UNICEF continues to serve in an advisory capacity, supporting systems of knowledge transfer and coordination among institutions, private businesses, municipalities, academia and CSOs.

**OUTPUT 2 1.2.2** By 2017 the National Integrated Child Protection System (SNPI) has an established mechanism to monitor and evaluate its performance and results.

### **Analytical statement of progress**

As part of actions to improve the functioning of the national integrated child protection system (SNPI), UNICEF supported the monitoring and evaluation of its results during the period 2015-2017, resulting in a demonstrated need to strengthen its internal capacity, reorganize processes and better define the changes desired in the short term.

Since then UNICEF focused its actions on the CNNA, defined by the code on children and adolescents as a venue for deliberation, dialogue and coordination among public institutions and representative community organizations.

Specifically, in 2017, UNICEF supported CNNA efforts, through different approaches, to meet several objectives:

- Improve links with municipalities, promoting the incorporation of IFAM as one of the members of the Council and advocating for the inclusion of local childhood policies in accordance with the required standards of the Office of the National Comptroller
- Analysis and redefinition of the Council's functions, thus improving internal coordination and contributing to the decentralization of actions by its technical secretariat
- Capacity building of the working committees, distinguishing and prioritizing between permanent and temporary committees, to avoid overlapping of functions and wasted resources. With the creation of the new national plan for the development of strategies for prevention and eradication of violence, some committees were reviewed as part of the prioritization process
- Advocacy for compliance with defined and agreed upon strategies in the framework of the national agenda for childhood and adolescence.

- Technical assistance for the formulation of ECD policies and prevention of violence against children and adolescents
- Technical accompaniment for: prioritizing strategies associated with the analysis of determinants of violence against children and adolescents; formalization of the local subsystems of protection and of the participative councils; participation and scope of community development organizations; and improvement of SPI's structure, financing and coordination mechanisms.
- Development of decrees and institutional guidelines to strengthen and consolidate protection models such as: the child care system for indigenous migrant children (houses of happiness); the FAMA educational model; strengthening community coexistence and peace through CCsP; and the model for constructing and implementing CAI local child rights policies..

**OUTCOME 3 2.1** By 2017, increased national and local capacities to systematically monitor and generate quality information, ensure that disadvantaged children and adolescents are prioritized by social policies and programs.

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

In 2017 UNICEF worked with INEC, MEP, IMAS, PANI, the MSP, CCSS and CSOs to strengthen follow-up and monitoring of programmes, plans and policies directed toward children and adolescents. Support was offered for the design and implementation of monitoring systems and the design of instruments to evaluate: a) the 'I'm All In' strategy and, with the MEP, the 'we're with you' programme; b) AVAMCEMOS, the program of conditional cash transfers for secondary students; c) enhancement of the national statistics system (for the national agenda for childhood and adolescence); d) development of mechanisms for reporting civil society advances, such as elaboration of the alternative report to the committee on the rights of the child; and e) for the health supervisions system on overweight and childhood obesity.

Additionally, as part of actions to strengthening capacities to produce information on childhood and adolescence, and by using information from forums on decision-making, UNICEF helped to design instruments for collecting information and generating data, such as the:

1. National survey on nutritional supervision and physical activity in secondary school, to be implemented in 2018
2. Survey on women, children and adolescence (EMNA 2018)/MICS-6, whose implementation began in November 2017 and finalizes in November 2018;
3. National inquiry of the perception of violence in adolescents, with results expected in 2018
4. Indicators for the social map of childhood and adolescence viewer.

Regarding the generation of information and evidence for improving decision-making processes related to childhood and adolescence, specifically on the theme of childhood obesity for which little information is available, UNICEF helped in the following areas:

- Regarding implementation of the first school census on weight and height, UNICEF contributed to the elaboration of the comprehensive approach to overweight and obesity in childhood and adolescence, with the objective of halting trends in overweight and through coordinated and joint inter-sectoral actions by public institutions, municipalities, civil society, academia and the private sector.
- To address the need for information about obesity among adolescents, UNICEF also worked with the MSP, MEP and CCSS to design and implement a national survey on nutritional supervision and physical activity in secondary schools, as a baseline for knowledge about the food consumption and physical activity habits of the population aged 13 to 17 years, facilitating the establishment of strategies to improve the lifestyle of this population group.

**OUTPUT 1 2.1.1** By 2017, the Children and Adolescents' Information System (SINA) generates information that informs policy makers for the formulation and revisions of legislations, public policies and programs targeted at reducing inequities.

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

The social map viewer of childhood and adolescence, generated jointly with INEC, shows the 75 priority districts in the framework of the bridge to development programme addressing extreme poverty in 484 districts in the country. The platform provides information on areas of interest, and supports research and teaching. In addition, it facilitates detailed analysis of the characteristics of these areas, supporting evidence-based public decision-making.

This tool is also very useful for the public because it provides information in support of requests for help to cities or public entities, and knowledge about these locations and social actions that contribute to their well-being.

UNICEF also collaborated on the development of geographic information system and a thematic atlas for the follow-up of results of the 'we're with you' and 'I'm all in' programmes of the MEP. This platform includes a set of management indicators that permit monitoring of programme progress and provide regular reports.

With the University of Costa Rica, UNICEF finalized the proposal for elaboration of the State Report on the Rights of Childhood and Adolescence. The report will contribute to improving the quality and information generated through a focus on gap analysis, which is expected to strengthen decision-making on policies, programmes and projects of institutions and social organizations that work on issues of childhood and adolescence in Costa Rica.

Additionally, in 2017 INEC and the MSP started to design and implement the MICS6, known in Costa Rica as the survey of women, children and adolescents (EMNA 2018). The process began in November with activity related to housing; in late February 2018 information-gathering will commence, and data processing and analysis will take place starting in June. Dissemination of results is expected in November.

**OUTPUT 2 2.1.2** By 2017, Costa Rican social sectors and civil society organizations have increased capacity to monitor equity-based results and undertake evidence-based advocacy.

### **Analytical statement of progress**

During 2017 UNICEF Costa Rica worked with civil society through the Network of Social Organizations for the Defence of Children and Adolescents Rights (COSECODENI) and in alliance with other NGOs, to elaborate the alternative report to the Committee on the Rights of the Child. The report consists of four chapters validated by 17 NGOs that work on the theme of children's rights. Some 45 people with expertise in the field were also consulted to generate inputs, both from the Government and civil society, offering valuable insights from their experience working on the well-being of children and adolescents in the country. The document is in its first stage of editorial review; the final version is expected to be released in March 2018.

UNICEF's assisted COSECODENI to launch a website ([www.cosecodeni.org](http://www.cosecodeni.org)) where information can be made available to all those working on the report. A complementary input was the elaboration and application of a survey instrument to be used at the national consultation on the perception of adolescent violence. The survey was designed by 77 adolescents, with support from COSECODENI, and, with MEP support, disseminated to 1,200 students around the country. Results are expected in March 2018, and should provide insight into one of the most common concerns of the adolescent population: violence against children and adolescents.

**OUTCOME 4 3.1** By 2017, the program of cooperation will have incorporated a gender perspective, communications for development and preparedness and response for children and adolescents in emergencies.

### **Analytical statement of progress**

On Facebook, the number of fans grew from 53,840 to 67,109, outreach grew from 40,000 to 120,000 and engagement registered an increase of 5.36 per cent. On Twitter, all 11,033 followers were reached, while the web site experienced user growth of 14.9 per cent. In the press, 204 articles were published about UNICEF, representing an estimated monetary value of US\$418,124.

The campaign 'preschool education: a right and an opportunity' had the greatest reach (680,000) and generated much interaction; it also contributed to the approval of public

policy reforms related to the age of enrolment and financing of preschool education. (<http://bit.ly/2BNDO7m>). Early childhood occupied an important space on the Government agenda, with the approval of the national policy on early childhood 2015-2020 (<http://uni.cf/2Bi7vxC>). To complement national efforts, UNICEF supported several related campaigns, such as: 'early childhood matters', 'super parents', 'maternal nursing', 'I'm All in-BAC Credomatic' and '1000 days of love'.

The result of joint work between UNICEF and the MEP, the video and educational guide for the care of children under 4 years of age was released: <http://uni.cf/2Bhkm3q>. The guide is key for teacher training and positioning of the theme in MEP's educational policies. <http://bit.ly/2D2c9x3>

On World Children's Day, the partnership with the Vice President of the Republic, PANI, Ministry of Public Education (MEP) and the Children's Museum had workshops about rights and communication with 40 adolescents, activities with the press and cultural events to showcase the voice and the capacities of children and adolescents regarding the themes that most concern them in the follow up to the 'your voice matters' initiative (<http://bit.ly/2oEhlnP>). Messages elaborated by adolescents were disseminated widely on social networks and other means of communication. <http://bit.ly/2BK96f4> and <http://bit.ly/2kgPTrL>. In alliance with LACRO, the Leaders of the Americas initiative was supported <http://bit.ly/2BJcyXC>, as did the 'children's takeover', with BAC Credomatic <http://bit.ly/2kJkiOy>.

With support from UNICEF HQ, a workshop was offered for about 30 staff of institutions that form part of the local development programme 'weaving development', with the aim of strengthening its capacities to design and formulate strategies from a C4D perspective. Sessions were also held with UNICEF and UN System communication staff.

The State of The World's Children Report 2017 had high visibility on major media (television, radio and press), as well as social networks (<http://bit.ly/2BzadvO>). The theme "children in a digital world" will be a central axis of the third regional symposium "Connected to the South: Costa Rica" planned for early 2018, through an alliance with the School of Communication of the University of Costa Rica (ECCC) and the Berkman Klein Centre for Internet & Society of Harvard University.

In the realm of knowledge generation, UNICEF supported dissemination of the social map viewer, a tool that encourages transparency and accountability in the use of public resources and citizen participation in decision-making <http://uni.cf/2CEpZEU>. Additionally, to further exchanges of experience, the South-South cooperation catalogue was promoted among the national and international public: <http://uni.cf/2kknIYX>

At the time of hurricane Nate UNICEF, in alliance with PANI, CNE and the National Council for Persons with Disabilities (CONAPDIS), UNICEF produced and disseminated a series of messages related to the protection and care of children and disabled persons in emergency situations <http://bit.ly/2BMlIT9> y <http://bit.ly/2By3Fxm>

Additionally, the process of validating and producing alternative communication materials, to promote the protection and inclusion of persons with disabilities in emergencies, was continued. New materials for use by people with visual disabilities and cognitive disabilities were elaborated. Elaboration of a guide to train instructors was started, and through coordination with CONAPDIS and CNE, training should start in 2018. The materials and campaign will also be disseminated next year throughout Costa Rica. This material was shared with UNICEF offices in El Salvador, Guatemala, Honduras and Panamá for local adaptation and dissemination.

With the inter-agency gender and communication groups, UNICEF took part in commemoration of the International Day of the Girl Child and the 16 days of activism against violence toward women ('colour the world orange') - to highlight the violence and inequality faced by girls and women in Costa Rica. (<http://bit.ly/2oQoMlw>) and <http://bit.ly/2BB6nSV>. The celebration contributed to positioning the voice of vulnerable adolescents and advocating for the situation of girls on the national agenda: <http://bit.ly/2D8NCGM> and <http://bit.ly/2D5rywR>. Additionally, the dissemination of the UN Women campaign, 'HeforShe', received UNICEF support: <http://bit.ly/2oH1gxx> and <http://bit.ly/2oOvyi2>

Studies on perceptions about the rights of children and adolescents and on UNICEF's work in Costa Rica were undertaken. They demonstrated that the population recognizes the importance of children's rights and is aware of the importance of working on programmes and policies related to violence, obesity and the appropriate use of technology. The surveys show that UNICEF is recognized for its support and research quality.

**OUTPUT 1 3.1.1** By 2017, the program will contribute with integration initiatives and programmatic coordination to raise awareness about populations that have been excluded and promote changes in behaviour and knowledge.

### **Analytical statement of progress**

In the context of the global strategy for ending violence and World Children's Day, UNICEF disseminated the national plan for the prevention and eradication of violence against children and adolescents and the study carried out with the Innocenti Centre on determinants of violence: <http://uni.cf/2wPhCGm>

With the National Children's Hospital, the campaign Don't neglect them -- even for a second was disseminated to prevent childhood burns and accidents. (<http://bit.ly/2Bb1eny>) (<http://bit.ly/2kNz4nE>). In addition, UNICEF was part of the March against Childhood Violence and signed the Pact for Tenderness, promoted in alliance with World Vision and other partners <http://bit.ly/2kmJRWy>. These strategies achieved wide dissemination in the media and on social networks.

Additionally, UNICEF supported the production of videos and human interest stories on the results and impacts of the FAMA <http://bit.ly/2yY8ehx> and CCsP methodologies for preventing violence in families and communities and promoting peaceful coexistence and opportunities for boys, girls and adolescents: <http://bit.ly/2kMMd0h> and <http://bit.ly/2kl0bac>. The national plan of action against commercial sexual exploitation was also published: <http://uni.cf/2oPRYiX>.

With the MEP, the campaigns ‘Opportunities begin in the classroom’ (<http://bit.ly/2Bcgd0A>) and ‘Count me in for education’ (<http://bit.ly/2kHgxtD>) were fostered to diminish educational exclusion and promote continuity, reintegration and academic success. Diffusion of the second national encounter on best practices, involving more than 400 teachers nation-wide, was also supported, to reduce school desertion. <http://uni.cf/2klnJeV>

For the third year, the ‘world’s biggest lesson’ was promoted, as a key action to position the theme of the SDGs in Costa Rica’s education system: (<http://bit.ly/2BEREc7>). UNICEF and the MEP were also present at the first “TedEx Pura Vida of Education”, in which high-level national and international experts and more than 1,500 teachers from all over the country participated. An information stand was created to promote UNICEF’s work in the country: <http://bit.ly/2BLxv4g> and <http://bit.ly/2oOE1BO>. On World Children’s Day, involvement by children and adolescents in the children’s festival of singer-songwriters was encouraged to display the talent of more than 450 students from public and private high schools: <http://bit.ly/2BJINGa>

With the Presidency of the Republic, MEP, MSP and PAHO, UNICEF collaborated in a national drive to prevent dengue, chikungunya and Zika, reaching about 1 million people through the media and social networks. <http://uni.cf/2fKQLR1>

UNICEF and the rest of the UN System advocated at the highest political level and produced communication campaigns on the themes of SDGs (<http://bit.ly/2D5AQbT>) and human rights of indigenous and migrants children, the disabled, women and children and the LGBTIQ+ populations <http://bit.ly/2BeyjPI>, <http://bit.ly/2AZRjNm>.

**OUTCOME 5** Effective and efficient governance and systems to manage risks and achieve programme results.

### **Analytical statement of progress**

The annual management plan set out the priorities and indicators related to the CP and office management and performance. Progress was monitored by the CMT, through Manager’s Dashboard, to identify weakness and implement corrective measures. The Operations team implemented actions and measures for the effective and efficient use of resources and management support.

**OUTPUT 1** Effective and efficient governance and systems to manage risks and achieve programme results.

**Analytical statement of progress**

The CMT monitored indicators to ensure alignment with global standards for management and quality assurance.

All Office statutory committees were established promptly and functioned according to UNICEF rules and regulations. The composition of the committees was reviewed during preparation of the annual management plan.

Effective technical support and maintenance of ICT infrastructure ensured full connectivity by all systems during the year. A reliable and stable connection to UNICEF HQ contributed to proper implementation of VISION.

In 2017 the Office finalized preparation of the CPD 2018-2022.

**OUTPUT 2** Effective and efficient management and stewardship of financial resources related to office administration.

**Analytical statement of progress**

UNICEF Costa Rica monitored and tracked the budget and results on a weekly basis, which over time created a model for monitoring progress, identifying challenges and making decisions. Consequently all targets measuring effective financial management were met.

Measures adopted included: 1) weekly budget monitoring for all areas of work; 2) adjustments to the office schedule to speed up implementation; 3) liquidation of all funds by counterparts according to HACT standards; 4) agreements with the suppliers of goods and services to reduce the number of transactions and to accumulate bills until the total amount due exceeds \$500; 5) UN-House agreement with UNFPA and UNDP to improve efficiency and effectiveness of services for the premises.

**OUTPUT 3** Effective and efficient management of Human capacity including staff development and learning and staff well-being.

**Analytical statement of progress**

UNICEF Costa Rica managed recruitment processes for four positions, which should all be completed during the first quarter of 2018. All staff members completed required performance evaluation steps on time.

Staff members were trained and worked on topics such as planning, project management and social networks. All staff had access to counselling resources, as well as support from the staff association and HR.

## Other publications

Title
6 Short Videos of International Day of the Girl Child
6 videos of experiences of Civic Centres for Peace
5 videos of best practices of Child Friendly Municipalities initiative.
8 videos of World Children's Day "take over"
Pedagogical guide for boys and girls from birth to 4 years
Early Childhood Policy 2015-2020
Roadmap for the inclusion, protection and care of people with disability in emergencies and disasters
Executive summary of standards for inclusion, protection and care of persons with disabilities in emergencies and disasters
Standards for inclusion, protection and care of people with disabilities in emergencies and disasters
National Plan of Action against Commercial Sexual Exploitation
A systematic review of the determinants of violence affecting children and adolescents: Costa Rica
National Action Plan for the development of strategies for the prevention and eradication of violence against children and adolescents

## Lessons learned

Document Type/Category	Title
Lesson Learned	Community teachers against adolescent educational exclusion
Lesson Learned	First School Census of Weight and Height
Innovation	Social Map Viewer of Children and Adolescents: a management tool for monitoring the situation of children and adolescents
Innovation	Civic Centre without Walls (CCsP) "Engaging Communities for Youth Violence Prevention"

## Programme documents

Document Type	Title	Name
Reference Documents	State of Rights of Children and Adolescents in Costa Rica	COSTA RICA STATE OF RIGHTS OF CHILDREN AND ADOLESCENTS 2015.pdf
CPD	UNICEF Costa Rica 2018	2017-PL16-Costa Rica CPD-EN-

	2022 Country Programme Document	2017.07.25-FINAL.pdf
Reference Documents	Costa Rica GSS 2017 Action Plan	Costa Rica GSS 2017 Action Plan.pdf
CPAP	Country Programme Action Plan (2013-2017)	CPAP_Costa Rica_6 diciembre 2012_Firma.pdf
CPD	Country Programme Document (2013-2017)	CPD_Costa Rica-2013-2017-final_approved-English-14Sept2012.pdf