Executive Summary

Achievements
Thirty-seven of the country’s 81 municipalities responded to the call by UNICEF and the Ministry of Decentralisation and Local Development to make commitments for children and promote youth participation in local governance forums. Using the Child-friendly Cantons (CAI) framework, participating municipalities completed in-depth assessments and committed to three-year action plans.

For the first time in five years, Costa Rica reviewed, modified and updated its National Children and Adolescents’ Well-being Index (IBINA). It is hoped that it will serve as the principle point of reference for canton-level analysis and promote re-prioritisation of resources to address persistent inequities.

Costa Rica’s High Council of Education agreed to abolish the practice of failing Grade 1 students as of 2014, which, in 2012, represented 11 per cent of children not being promoted to Grade 2. UNICEF-supported South-South collaboration from Argentina helped to accelerate advocacy and share practical experiences in terms of the roll-out of this important educational reform.

Critical steps to strengthen the much-needed System of Information on Children and Adolescents (SINA) were taken. Supported by UNICEF, the National Institute of Statistics and Census (INEC) led a comprehensive review of all child- and adolescent-related statistical information produced by 25 institutions. A web-based platform for SINA was to be built in 2014.

Shortfalls
UNICEF and partners failed to advocate sufficiently to safeguard the country’s social investment for children and position them as a priority concern for political parties in the elections. Ensuring that investments in children are not further relegated, and that they figure prominently in the new government’s four-year plan, was to be the critical challenge in 2014.

UNICEF did not advocate sufficiently or provide the necessary technical support for government counterparts to undertake critical evaluations of such important programmes as Convivir, Red de Cuido and the National Child Protection System (SNPI). Consequently, the impact of these programmes on the lives of children remains unclear and required areas for improvement unknown. In 2014, UNICEF hoped to support the new government to address this gap.

Collaborative partnerships
The cornerstone foundation was laid for what is hoped would be a long-term a partnership with nine of the most important child and youth-focused non-governmental organisations (NGOs). The launch initiative is a youth-designed on-line survey to capture young people’s opinion on priorities for the country. This initiative succeeded in bringing the NGOs together on a common theme and, it is hoped, will serve as an entry point for developing a common medium-term advocacy strategy.

UNICEF expanded it partnerships with the private sector. The Association of Businesses for Development (AED) became a key partner in the CAI programme, in addition to its role in the dissemination and roll-out of the Children’s Rights and Business Principles. Likewise, the companies ICE, Banco Popular and Etipress participated in the Children’s Rights and Business Principles global validation process and were in the process of piloting and applying the tools to their businesses.
Country Situation Affecting Children and Women

Children and adolescents represent nearly one third of Costa Rica’s 1.3 million population. This group, which has dropped significantly since 2000 (8 per cent), lives mostly in urban areas, with only one third living in a rural environment. The group is mainly comprised of children and adolescents from Costa Rica, with migrants representing 9 per cent and indigenous 2.5 per cent. Nationally, 3.6 per cent of children are classified as disabled, but the percentage rises to 4.7 per cent for 14-to-17 year olds.

Poverty is a persistent problem for Costa Rica, with over one fifth of households living in poverty and 6.4 per cent in conditions of extreme poverty. Children and adolescents are impacted to a greater degree, with 34 per cent living in poverty and 11 per cent in extreme poverty. However, the good news is that the degree to which children and adolescents are disproportionately affected by both poverty and extreme poverty is falling: each of these measures has come down since 2011 (34 per cent vs. 36 per cent and 11 per cent vs. 18 per cent).

Income inequality is visible in Costa Rica, with the bottom quintile of the population accounting for just 4.2 per cent of the national revenues, whilst the top quintile holds over 50 per cent. Inequality of opportunities is also clear across geographies, as the highest poverty and lowest employment rates continue to be found in the Brunca (35.3 per cent and 46.9 per cent) and Chorotega Regions (34.1 per cent and 47 per cent). At the same time, the Central Region, home to the capital city of San Jose, has the lowest poverty (16.1 per cent) and the highest employment (56.8 per cent) rates.

Non-attendance, repetition of grades and disparities between ethnic groups continue to represent important challenges in the education sector. In 2011, whilst 68.54 per cent of all children and adolescents attended school, 45.5 per cent of children aged 3 to 6 years are not in school. Likewise, only 26.79 per cent of children aged 3 to 4 attend school.

In the secondary school bracket of 13-to-17 years of age, the non-attendance rate is 18.4 per cent. However, when we look at the attendance rates for immigrant children—67.9 per cent, compared to those of Costa Ricans at 81.7 per cent—the disparity becomes evident. Furthermore, school attendance amongst indigenous children and adolescents is 60 per cent, well below the national average of 68.54 per cent. On top of this, within the indigenous population the illiteracy rate is 7.7 per cent, a full five percentage points higher than the national average.

In 2012, 14.5 per cent of students failed and had to repeat Grade 7 (down from 15.3 per cent in 2011) and a further 11 per cent had to repeat Grade 1 in primary school. However, the likelihood of children and adolescents attending school as they get older falls significantly. Data from the Ministry of Public Education (MEP) indicate that, whilst 93 per cent of 12 year olds attend school, only 86 per cent of 14 year olds do. Further, by the age of 16, the number drops down to only 78 per cent.

Whilst the national infant mortality rate was down in 2012 compared the previous year (8.51/10000 vs. 9.6 in 2011), the under-five mortality rate continued to reveal vast regional inequalities. Compared to a national average of 10.4/10000, the following cantons failed to progress significantly: León Cortés (22.5), Los Chiles (21.8), Esparza (19.6) and Limón (18.5).

The neo-natal mortality rate was 6.34 per 1000 births and post-neo-natal was 2.17. The Maternal Mortality Rate was 3.00 deaths per 10,000 births. During the 2002-2012 period, the reduction in the number of cases was one woman for every ten thousand births.

Only 32.5 per cent of children below six months of age are exclusively breastfed and 46.3 per cent of children aged 0 to 5 months are predominantly breastfeed. A scale-up of national efforts to promote exclusive breastfeeding in the first six months is imperative.
Reports from the National Children’s Hospital indicate that, from 2006 to 2012, suspected cases of violence against minors nearly doubled, from 930 to 1,714. Boys are slightly more affected than girls (on average, 55 per cent compared to 45 per cent). Negligence related to violence has been an area of concern over the last seven years. It is important to note that, historically, violence has been concentrated particularly on children under 5 years of age. Echoing this statistic is the findings of the Multiple Indicator Cluster Survey (MICS4), which showed that 46 per cent of children aged 2 to 14 reported to being subjected to at least one form of psychological or physical punishment by their mothers/caretakers or other household members.

Half of the boys were subjected to violent discipline (52 per cent), whereas amongst girls the percentage was somewhat lower (39 per cent). Extreme punishment is more prevalent amongst children in homes where the head of household has no education (8 per cent), compared to those homes where the family leader at least has primary education (3 per cent).

Three per cent of women between the ages of 15 to 49 reported being assaulted by their spouses for the following reasons: leaving the house without warning, neglecting the children, arguing, letting food burn or refusing to have sex with their husbands. Nearly 14.2 per cent of women aged 15 to 19 are currently married or living together out-of-wedlock.

The percentage of children between 5 and 11 years of age engaged in an economic activity is 5 per cent, whilst 1 per cent begs for money on the streets. Amongst 12-to-14-year-old children, the child labour rate dropped to 3 per cent. At the same time, 72 per cent reported helping with household chores less than 28 hours a week.

### Country Programme Analytical Overview

By the end of 2013, focus had shifted to the Presidential election campaign. Socio-economic inequity and inefficient and poor governance were the two principal issues on the agenda. Poor economic performance and tremendous budget deficits buttressed the government’s arguments for not delivering on its social commitments. The government announced that it would not pay the committed 8 per cent of Gross Domestic Product (GDP) for education.

Unable to satisfy the scale of demand, the progress hoped for in education and protection was not met. Pre-school coverage remained low and poorly-maintained infrastructure and restricted access continued to exacerbate drop-out rates. When it came to protection, a recent report revealed that one in three domestic violence complaints go unattended (15,900 in total), due to PANI’s limited capacity and resources.

UNICEF and civil society partners failed to position children as a central and priority theme with the political parties in the run-up to the election. Ensuring that it not be further relegated was to be the critical challenge in 2014. Investing in children and adolescents must figure prominently in the new government’s four-year National Development Plan. More specifically, UNICEF will:

- Monitor levels and changes in social investment and its impact on such key issues as education and child protection;
- Advocate for a national dialogue to tackle such intransigent issues as early childhood development and care, which has seen little national level impact despite the highest political support over the last few years;
- Advocate for a review and strengthening of the protection services at the local, regional and national levels to address increases in violence and child abuse, including an adequate functioning of the SNPI
and the implementation of the National Plan against Violence;

- Ensure that the gains achieved in education are maintained and that key curriculum changes and policies such as the abolishment of Grade 1 repetition remain; and

- Advocate for an empowerment of the National Council of Childhood and Adolescence (CNNA) so that it can adequately assume the role of providing a forum for political co-ordination and debate to promote the execution, monitoring and evaluation of child protection policies and plans.

Similarly, the SINA should be consolidated in order to provide adequate attention and to guarantee that it will reach the regions and population that need it the most.

In the coming year(s), UNICEF must increase its efforts to strengthen youth participation, involvement and decision-making, especially at the local level. New partnerships and use of technologies and networks is essential if this is to be successful. To meet our objectives, we also need to expand and consolidate our fundraising efforts, re-thinking how we mobilise both expertise and resources.

**Humanitarian Assistance**

UNICEF chaired the UN Emergency Team Group (UNETE) in 2013. As a group, UNETE sought to re-define its relationship and added-value proposition with respect to the National Emergency Committee (CNE). The CNE was in the process of transitioning from an implementing agency for the country’s emergency operations to a committee with a normative and oversight function. This shift created an opportunity for both UNETE and UNICEF to re-evaluate their technical support to the CNE.

UNICEF partnered with the CNE and the National Council of Rehabilitation and Special Education (CNREE) to advocate for the inclusion of persons with disabilities in emergency preparedness standards. A joint project between the three partners will review current norms and practices, and propose concrete changes that can be made to assure that the needs of persons with disabilities, and children in particular, are met in emergency responses. UNICEF Costa Rica thus hoped to build sufficient good practices to advocate for common standards across Central America via the regional emergency body of the Co-ordination Centre for the Prevention of Natural Disasters in Central America.

**Effective Advocacy**

*Fully met benchmarks*

In 2013, UNICEF focused its advocacy efforts on collecting evidence and strengthening its and partners’ analysis of key socio-economic inequities in preparation for the new government in the first quarter of 2014. Activities and results included an updated IBINA. For the first time in five years, Ministry of National Planning and Economic Policy (MIDEPLAN) reviewed and modified the much-needed index. It is hoped that it will serve as the principal point of reference for canton-level analysis and promote re-prioritisation and modification of policies and programmes to address persistent inequities.

With the support of the Regional Office (RO), Costa Rica’s President led the Heads of States in Ibero-American Summit in a call to action to end the institutionalisation of children under three years of age. National advocacy efforts equally bore fruit, with the key protection service providers (PANI and NGOs) committing to establishing a national system for the prevention of and care for children separated from their parents by the end of 2014.

Using the CAI framework, 37 of the country’s 81 municipalities responded to UNICEF’s call to local governments to make commitments for children and promote youth participation in local governance forums.
Participating municipalities completed in-depth assessments and committed to three-year action plans to address key child-related concerns. An independent panel, comprised of government institutions and private sector associations, oversees the validation and certification process.

Costa Rica became the second country in the region, and tenth globally, to ratify the Third Optional Protocol to the Convention on the Rights of the Child, due to extensive lobbying of parliamentarians by child-focused NGOs, the Special Representative of the Secretary General (SRSG) on Violence against Children and UNICEF.

The Development of an Inventory and Diagnostics for the Improvement of Statistics related to Children and Adolescents study was completed in order to address the lack of a national strategy and plan to produce, analyse and disseminate quality statistical data related to children. Undertaken in conjunction with INEC, the MIDEPLAN and PANI, the study actively integrated 25 institutions and initial findings were presented to the CNNA.

UNICEF continued its advocacy support for the introduction or consolidation of on-going education-related reforms. With the dual objective of informing and mobilising support for future sustainability, UNICEF supported a campaign titled Education has Changed (http://www.mep.go.cr/noticias/archivo/201309). Similarly, more than 4,200 students mobilised their community to strengthen peaceful co-existence and reduce violence (http://www.mep.go.cr/noticias/caravana-estudiantes-aguirre-se-unen-convivencia, http://www.mep.go.cr/noticias/plaza-cultura-se-lleno-colour-sonrisas-dia-nino). UNICEF visibly supported the more contentious reforms of concerning relationships and sexual education (http://www.nacion.com/opinion/editorial/Aceptacion-educacion-sexual_0_1343465756.html).

UNICEF convened and facilitated a core group of civil and government organisations to prepare the groundwork and analysis of existing gaps and challenges related to early childhood development. The aim was to submit a proposal for key required actions to the new government and propose the need for a comprehensive national policy on early childhood.

**Capacity Development**

*Fully met benchmarks*

In 2013, UNICEF’s capacity-building efforts focused on strengthening institutional capacities for development of information systems and ensuring that government employees and teachers could effectively apply and deliver institutional reforms.

Decentralised government employees in 31 of the 80 cantons began a three-year process of learning how to assess and create community programmes for children and adolescents, with an emphasis on the most disadvantage of their constituents. A toolkit, developed in collaboration with PANI and the Institute of Municipal Development and Assistance (IFAM), provides a practical guide to promoting the participation and inclusion of children and adolescents (http://www.cantonesamigosdelainfancia.go.cr/).

As mentioned above, the country has a new IBINA, which can be independently updated annually by MIDEPLAN. Staff from the latter were trained to use Geographic Information Systems, which allows them to produce the IBINA thematic maps and improve social development index maps, which are key reference benchmarks for national planning.

With UNICEF support, MIDEPLAN led the process of elaborating the National Plan for Violence against Children (PNCV), a process that served to strengthen their negotiation skills when working with community groups and government institutions in child-related matters.

INEC undertook a comprehensive review of the production and relevance of all child- and adolescent-related
statistical information produced by the 25 institutions that comprise the National Statistics System, thanks to UNICEF support. Having built the capacity, periodic reviews can be undertaken to continue to improve the pertinence of information gathered and its dissemination to decision-makers.

The MEP can independently manage its public strategic education indicators system (InfoMEP) platform as a result of UNICEF’s on-going support, including the design of new results-monitoring indicators and the roll-out of future versions of DevInfo (http://www.info.mep.go.cr/web/). Twenty-six thousand educators were trained on the series of newly-adopted (2012 - 2014) educational reforms and, building on the success of InfoMEP, DevInfo introductory training was provided to PANI, the Ministries of Health and Justice, as well as municipal governments.

UNICEF and MEP jointly developed a mobile application (MEP Mobil) to allow the Ministry to deliver multi-media education content to students, parents, teachers and administrative staff. The application is developed for iOS and Android platforms, and expected to reach one million users.

The evaluation of PANI pinpointed some of the principal institutional deficiencies with respect to management, monitoring and child protection care. The findings became a critical input for the elaboration of the institution’s five-year strategic plan (PEI 2014-2018). Strengthened links between shelters and communities, with a particular emphasis on foster care, were additional institutional capacity-strengthening themes.

Communication for Development (C4D)

Mostly met benchmarks

The Country Office (CO) lacked the knowledge and information to design a Communication for Development (C4D) strategy in 2013. Consequently, emphasis was placed on building internal capacity; its communication office received extensive external training. In 2014, the priority was to design and deliver two C4D strategies: one on domestic violence and the other on early child development. Likewise, the CO was to invest in building staff and counterpart knowledge and skills.

In 2013, UNICEF explicitly set out to explore possibilities and remedy its and its partners’ limited participation of children and adolescents, as well as partnerships with youth organisations. Collaboration with public institutions, communities and the private sector resulted in the following activities:

- A national mapping of youth-led/youth-related organisations/groups and a web-based platform to facilitate the organisations and their members to share experiences. The platform will be integrated into the National Youth Council.

- In partnership with the nine-most important (outreach, impact and membership) child- and youth-focused NGOs, an on-line survey was launched, aimed at getting the young to express their priorities for the country in the run-up to and following the elections. Youth organisations will be supported to propose an agenda for dialogue and action to the new government.

- In support of the MEP Living is Sharing programme and the Education Has Changed and Co-existence” initiatives, more than 6,000 young people were provided with an opportunity to share their creative talents, promote non-violence and co-existence as well as demonstrate the impact of the educational reforms on the classroom and in their lives.

- The University of Costa Rica "Youth Week: Youth Researching Youth" focused on the themes of childhood and disability. Supporting the State of the World's Children (SOWC) report, university students with various disabilities were provided with a forum to share experiences. Similarly, the focus
of the International Day for Disaster Reduction was disability, children and emergency risk reduction and response. Recognising the lack of programming and information to address the needs of this population, the CNE, CNREE and UNICEF organised a forum and launched a process to address this critical gap.

**Service Delivery**
*Fully met benchmarks*

The CO did not undertake any service delivery activities in 2013.

**Strategic Partnerships**
*Mostly met benchmarks*

UNICEF continued to strengthen its strategic partnerships with the government, NGOs, UN agencies and the private sector. Whilst a number of new partnerships were established, considerable additional effort is still required. In particular, UNICEF efforts to increase partnership and meaningful collaboration with private-sector companies remained nascent and insufficient. Likewise, joint partnership strategies with civil society organisations to strengthen their capacity for monitoring and advocacy for children's rights require strengthening.

On a positive note, UNICEF did establish three important private-sector partnerships: with the Costa Rican Institute of Electricity (ICE), Costa Rican Bank and a label-printing firm named Etipress. All three companies participated in the Children’s Rights and Business Principles global validation process and are now in the process of piloting and applying the tools to their businesses. In addition, ICE and UNICEF joined forces in a three-year fundraising campaign targeted at the company’s four million mobile clients. Similarly, the partnership with the AED further expanded in 2013 with the Association becoming a key partner in the CAI programme, in addition to its role in the dissemination and roll-out of the Children’s Rights and Business Principles.

The foundation was laid for what is hoped will be a long-term a partnership with nine of the most important (outreach, impact and membership) child- and youth-focused NGOs. The launch initiative is a youth-led and -designed on-line survey in the lead-up to a new government. This initiative succeeded in bringing the NGOs together on a common theme and, it is hoped, will serve as an entry point for developing a common medium-term strategy for youth participation and programming.

The conjunction of the SOWC, the Human Rights Council's Universal Periodic Review of Costa Rica on the rights of persons with disabilities and the theme of children, disability and disaster risk response (DRR) for the International Day of DRR, meant that UNICEF’s partnership with the CNREE was considerably strengthened in 2013. Recognising an important lack of information, a situational analysis was commissioned. Funding opportunities to support regional programming for inclusion of disabilities in emergency preparedness was being explored.

Given the opportunity of a new government and interest in further prioritising new partnerships with the private sector and youth organisations, UNICEF was to review its country programme partnership strategy in the first quarter of 2014.

**Knowledge Management**
*Fully met benchmarks*
In terms of ensuring the necessary and adapted dissemination of existing information to key decision-makers, in 2013 UNICEF supported the analysis, release and dissemination of the long-awaited 2011 MICS4 survey results. An adapted presentation of the results was to be made by Ministry of Health and the Technical Guidance Committee to the new government, political parties and parliamentarians in 2014 so as to garner support for addressing the inequities exposed (http://www.unicef.org/costarica/media_26343.htm).

The MEP and INEC mined the 2011 Census data and published indicators specifically tailored for ROs of the MEP, thereby strengthening the quality of the context analysis and diagnostics undertaken by both Ministry ROs and schools.

The MEP provided timely and reliable education-related information, in a transparent and user-friendly manner, by launching InfoMEP. It is hoped that the tool will meet students’ needs and facilitate internal institutional processes and programmes (http://www.mep.go.cr/infomep).

When it came to strengthening analysis of the most disadvantaged, UNICEF supported MIDEPLAN in reviewing and updating IBINA. The index was to be officially launched in February 2014 and a mechanism established to assure yearly updating of the information. The index had already served to reveal persistent disparities that would guide re-prioritisation in future programmes.

UNICEF also supported the development of PNCV, completing a Presidential commitment to the United Nations Special Representative Marta Santos Pais in 2013. The plan was to be presented in 2014.

Three situation analyses in the key areas of early childhood, protection and disability were completed. All three studies were to be published in 2014, providing us with a more detailed analysis of the main bottlenecks impeding results and effectiveness of national programmes.

To support better policies and programmes, both for UNICEF and its partners, the following analysis was completed:

- A Mapping of Action Groups and Organisations, Comprised of Children and Adolescents in Costa Rica, as part of a strategy to strengthen youth and child participation;
- The 2013 Summary Diagnostics of the Juvenile Criminal Justice System was published with the Supreme Court, providing a key input to inform the on-going national debate on the situation

**Human Rights-based Approach to Co-operation**

*Fully met benchmarks*

Municipal action plans, elaborated as part of the CAI initiative, were reviewed and the prioritisation on the most disadvantaged children emphasised. Furthermore, in order to guarantee the right to participation and community involvement, the creation of local Councils for Participation and Involvement were supported in several cantons.

Similarly, the IBINA, reviewed and updated by MIDEPLAN, sought to identify the districts with the worst child well-being indicators and to highlight the situation of indigenous populations, migrants and Afro-descendant children.

In order to begin to address the critical situation of children in institutional care, UNICEF joined forces with PANI to advocate for the de-institutionalisation of children. UN Guidelines for the Alternative Care of Children (2009) and global best practices on the prevention of family separation were presented to PANI and their implementing NGO partners. Upon UNICEF’s request, the President of Costa Rica led a regional call to action
for the de-institutionalisation of children under three years of age.

In matters related to the protection of children’s rights in humanitarian situations, the Minimum Standards for the Protection of Children in Humanitarian Action (2012) were presented to National Committee for emergency. UNICEF, CNE and CNREE also joined forces to highlight the need to address the gap of guidelines and norms for persons with disabilities in emergency preparedness and response. The focus on the rights of disabled children in emergencies was to see continued emphasis in 2014.

Gender Equality

Mostly met benchmarks

The Municipality of San Jose, in particular the Office of Women’s Affairs decided to continue and expand the activities begun in 2012 under the Safer Cities programme, despite the non-continuation of the global initiative. Culture, art, recreation and sports remain important entry points for violence prevention; consequently, they were equally incorporated into the CAI. The Local Violence Prevention Network in San Jose was strengthened, neighbourhood parks that were once considered dangerous were cleared and the city held its first Youth Participatory Council. As part of the Inter-institutional Gender Group (GIG), the Secretary General's Campaign to End Violence against Women was promoted. However, the scope remains limited.

In the lead-up to the election, the GIG invited all female Vice-President candidates to debate the critical issues facing the country and women. Unfortunately, the meeting failed to produce a concrete and critical analysis of the major challenges related to gender equality and the relevant international commitments.

The critical partnership between the two networks led by National Women’s Institute—Local Child Protection System and Domestic Violence Prevention—was strengthened. The plan was for a domestic violence prevention model to be introduced in high-risk cantons in 2014. A baseline of knowledge, attitudes and practices was in development.

Environmental Sustainability

Initiating action to meet benchmarks

UNICEF did not undertake analysis and programming related to environmental sustainability in 2013. The issue was to be part of the concerns UNICEF will seek to review with the new government in 2014.

South-South and Triangular Co-operation

UNICEF supported MIDEPLAN to begin development of a model for South-South Co-operation focused on child- and adolescent- related best practices. The objective was to strengthen the country’s technical capacity to transfer these practices and experiences trans-nationally. Inversely, the country will also identify areas where it would benefit from receiving co-operation in order to improve its own policies and programmes. The work, which runs into 2014, includes the creation of a catalogue for South-South Co-operation on issues related to children and adolescent systematisation of best practices, standards and methodologies; one or two South-South Co-operation pilot initiatives; and development of exchange programmes between UNICEF and other countries according to topics identified in the catalogue.

In 2013, UNICEF supported the following two South-South exchanges:
• A Dominican Senator and Chairman of the Committee on Justice and Human Rights completed a fact-finding mission related to better understanding of Costa Rica’s juvenile justice legal frameworks and their actual application. The exchange between the two countries translated into immediate impact, with the Dominican Republic reviewing the proposed law on increased juvenile penal terms (http://www.diariolibre.com/noticias/2013/06/18/i388848_senado-marcha-atras-aumento-penas-los-menores.html).

• Argentina shared its experience of abolishing the practice of Grade 1 repetition, supporting Costa Rica to accelerate the design of similar educational reforms.
Narrative Analysis by Programme Component Results and Intermediate Results

Costa Rica - 1020

PC 1 - Comprehensive Development and Protection of Children and Adolescents

On-track

PCR 1020/A0/05/001 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.

Progress:

The strategies of UNICEF were aimed at touching on the main problems in the Costa Rican educational system in regard to attrition, school coverage and quality, which were the subject of extensive debate during the election campaign. Candidates criticised the slow progress and the widening of the nation-wide education gap. Similarly, the issue of under-investment in early childhood and the failure to allocate the mandatory 8 per cent of GDP were issues that remain unresolved.

With UNICEF South-South technical assistance, a new reform was approved and was to be implemented in 2014 to cease the practice of failing Grade 1 students and re-direct the focus on to facilitating students’ reading and writing learning processes, thereby overcoming one of the key bottlenecks to addressing the 11 per cent repetition rate.

UNICEF supported the approval of the reforms to the Ethics, Aesthetics and Civic Education curriculum for primary school. Pre-school as well as Grades 1 and 2 curricula reforms were also consolidated and evaluations of Grade 1 students and teacher trainings undertaken nation-wide. Ninety-seven per cent of all high school students participated in sex and relationship education classes, following a successful and long-fought battle that culminated in the Constitutional Court endorsement to teach the subject matter.

Increased student access to academic and educational resources was facilitated with the co-design and financing of a MEP mobile application, which was to be launched with the new school year in February 2014. To create safer learning environments and strengthen schools’ capacity to address violence in its multitude of forms, the Peaceful Co-existence programme was rolled out nationally, reaching 55 per cent of all schools by the end of 2013.

Little progress was made in the expansion of early childhood services, which remain critically insufficient. However, assistance was provided to the various initiatives launched by the National Network of Child Care and Development (RedCUDI) at the national and community levels. In partnership with NGOs and government institutions, UNICEF promoted an updated situation analysis, with the goal of promoting a dialogue, providing input to the new administration and garnering support for a national policy on early childhood as well as a comprehensive childcare system.

The principle challenge will be to ensure that current and needed reforms figure prominently on the new government’s agenda.

On-track

IR 1020/A0/05/001/001 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 inequalities that complete primary and secondary within the standard timeframes.

Progress:

UNICEF provided assistance for the consolidation of reforms that curb high-drop-out and grade repetition rates, improve the quality of the education system and promote safe school environments through the following actions:

- UNICEF supported South-South technical assistance between Argentina and the MEP to design a policy and programme for the abolition of Grade 1 repetition. Policy and Grade 1 reforms approved by the Superior Council of Education in June and roll-out supported with the training of 10,766 (54.2 per cent) teachers. The reform will benefit approximately 240,291 students.
- The MEP reported that 69 per cent of schools were implementing the programme and 9,374 teachers had been trained on protocols for the prevention of violence in schools. However, the monitoring process needed improvement. Thirty-seven per cent of the total ROs had their capacity strengthened to implement and monitor programme roll-out. As a medium- to long-term programme, a strategy for monitoring and tracking was to be built in conjunction with the MEP in early 2014, within the Peaceful Co-existence initiative. 10,590 students and teachers were mobilised, along with community actors, to strengthen cultural, educational and artistic activities.
- With the recent approval by the Superior Council of Education, UNICEF supported the implementation of the new Music, Fine Arts and Physical Education curriculum. 4,623 teachers were trained, benefiting 354,654 students.
- The new sex and relationships education was rolled out. Ninety-seven per cent of all students were taught the subject matter in 2013; the remaining 3 per cent (10,939 students) chose not to participate. Additionally 1,415 teachers received training on this subject.
• MEP on-line Teacher At Home learning resources became more accessible as a result of the development of a mobile device application for students, teachers and parents.

The challenges for 2014 were to continue teacher training, support the implementation of these reforms, continue supporting the pre-school reform process and promote completion and improvement of the Regulation of Learning Assessment.

**IR 1020/A0/05/001/002 1.1.2** By 2017, in regions of greatest social exclusion, a targeted integrated early childhood development policy is applied and implemented by the relevant government agencies granting access to child care services for the most vulnerable children aged 0 to 7.

**Progress:**

RedCUDI, despite being a national priority, remained extremely limited. The involvement of municipal governments in the provision of child care was also encouraged, as have public commitments from Presidential candidates in order to garner on-going support for this important issue in the new administration.

In collaboration with municipalities and the Red de Cuido, 15 new CECUDIs (child care centres) were opened in vulnerable areas, benefiting approximately 945 children. To achieve some kind of large-scale coverage, new approaches were urgently required. Short-term strategic interventions directed at families and communities were also needed to address the immediate gap of minimal early childhood development practices.

UNICEF focused its support on facilitating advocacy processes with civil society and government institutions in order to complete an analysis of the situation of early childhood and promote the need for a national dialogue. It is hoped that this analysis and dialogue will serve as inputs to the new government.

Together with various international organisations, an international seminar on policies, best practices and lessons learnt from early childhood programmes in both Latin America and Europe was undertaken. As part of a community mobilisation strategy, various child development fairs were held in vulnerable communities, reaching an estimated 6,000 participants.

In the least-developed area of the country, where over 15,000 indigenous Ngäbe and Buglé migrants from Panama migrate every year, the UN Human Security Fund joint programme was launched. UNICEF’s component aimed to create culturally-appropriate models for infant care services.

To address regional disparities in child mortality rates, UNICEF supported a University of Costa Rica study seeking better understanding of the causes of under-five mortality and to identify strategies to introduce adequate care in the five worst affected cantons.

**PCR 1020/A0/05/002 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 schools, families and the community.

**Progress:**

The following results were noted with respect to strengthening protection systems:

Forty-six per cent of Costa Rica’s municipalities have new child protection plans as a result of the CAI strategy. The plans were being promoted and strategies for implementation devised. Additionally, five municipalities institutionalised Culture, Arts, Recreation and Sport to prevent violence against children.

Likewise, the country has the PNCV, which, it is hoped, would be validated by the new government in 2014. To support the design and monitoring of new plan, the entire information system and indicators (of nine institutions) related to violence were reviewed. The plan suggested solutions for overcoming the historical institutional silos and building the much-needed stronger integrated response, beginning with advocating for the eight concerned governmental institutions to form a single commission. Information systems were also to be strengthened as part of the National Plan in 2014.

The evaluation of PANI pinpointed some of the principal institutional deficiencies with respect to management, monitoring and child protection care. The findings become a critical input for the elaboration of the institution’s five-year strategic plan (PEI 2014-2018).

With UNICEF’s financial and technical support, PANI and NGOs initiated a dialogue for the creation of an alternative national system of care to prevent the institutionalisation of children under three years of age.
The key challenge for the first quarter of 2014 was to be effective advocacy with the new government to reinforce the initiative that began in 2013. This will include key strategies, actions and corresponding budgets into its plans.

**IR 1020/A0/05/002/001 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, community and school.

**Progress:**

To address the challenge of non-existent or ineffective application of national violence prevention strategies at the community level, UNICEF focused on the 12 cantons with the highest levels of vulnerability and domestic violence. The following results were noted:

1. A PNCV was completed and was to be validated by the new government in 2014. With the elaboration of the plan, the indicators and information systems related to violence of six institutions were reviewed and strengthened.
2. In collaboration with PANI and IFAM, and the active involvement of municipalities, protection networks were strengthened in the 12 targeted cantons.

Five hundred adolescents and 350 parents in five cantons joined Culture, Arts, Recreation and Sport activities under the auspices of a Ministry of Justice violence prevention programme. In the same communities, 22 schools and 1500 students took part in a training-of-trainers programme to learn and teach about the risks and consequences of small arms. Six thousand other students benefited from the training.

**IR 1020/A0/05/002/002 1.2.2** By 2017 the SNPI has an established mechanism to monitor and evaluate its performance and results.

**Progress:**

The following support was provided to PANI in order to strengthen its institutional capacity:

- An evaluation of PANI’s five-year strategic plan, which included a participatory analysis of its protective services.
- Planning for the elaboration of the new five-year strategic plan.
- Dialogue between PANI and NGOs to promote a national child care and protection system to prevent institutionalisation of children under three years of age and avoid extended periods of institutionalisation for all children.
- Costa Rica is willing to start a permanent evaluation process in regard to child protection matters and implicit actions. An action plan for the 2009 Policy for Children and Adolescents was drafted and approved by the technical committee of the SNPI.
- Agreement reached with the MIDEPLAN and related government institutions to undertake assessment of the SNPI in 2014. The challenge remains to solidify support for this and other agreements with the new government and the intention to propose a new strategic plan and evaluation mechanism for the 2015–2023 period.

**PC 2 - Monitoring and analysis of respect for children’s rights**

**PCR 1020/A0/05/003 2.1** By 2017, increased national and local capacities to monitor and generate quality information systematically, ensuring that disadvantaged children and adolescents are prioritised by social policies and programmes.

**Progress:**

The lack of harmonisation, availability, disaggregation and the poor quality of information on children and adolescents greatly impedes the formulation, monitoring and evaluation of policies and programmes as well as monitoring the country’s compliance with its international commitments. Seeking to address this critical gap, UNICEF supported the following:

- INEC to lead relevant government institutions in the formulation of an over-arching conceptual model: SINA. The creation of a sub-system will ensure greater sustainability and quality assurance of collected information. Integral to SINA, protection-related information (such as the Ministry of Justice's Domestic Violence Information System, SISVI, and PANI's INFOPANI) were reviewed.
- MIDEPLAN to develop and update IBINA, a tool that allows ranking of cantons and districts according to welfare conditions of this targeted population. The index already served to make adjustments and re-focus attention and resources. The Ministry agreed to update this index yearly, thereby transforming it into a tool for monitoring progress.

- A national study focusing the diagnosis of the incidences of violence against children and adolescents so as to understand better the phenomena and provide a stronger baseline for the development of strategies, policies and processes of national advocacy.

- In partnership with the National Council of Rehabilitation and Special Education, and as part of the Action Plan of the National Policy on Disability (PONADIS) (2011-2021), a study on the situation of the disabled child. The study hoped to identify actions aimed at children and adolescents that can be included in the National Disability Policy Action Plan, currently under development, and was based on the analysis of determinants and bottlenecks that impede the implementation of an inclusive model.

**IR 1020/A0/05/003/001 2.1.1** By 2017, SINA generates information that informs policy-makers for the formulation and revisions of legislations, public policies and programmes targeted at reducing inequities.

**Progress:**

To begin to address the lack of a national strategy and plan to produce, analyses and disseminate quality statistical data related to children, a study for the development of inventory and diagnostics for the improvement of statistics on children and adolescents was completed. Undertaken in conjunction with INEC, the MIDEPLAN and PANI, the study actively integrated 25 institutions, and initial findings were presented to CNNA.

Likewise, UNICEF supported the INEC to lead relevant government institutions in the formulation of an over-arching conceptual model: SINA. The creation of a sub-system will ensure greater sustainability and quality assurance of collected information. Integral to SINA, protection-related information systems, such as the Ministry of Justice’s Domestic Violence Information System (SISVI) and PANI’s INFOPANI, were reviewed.

Of particular note was the re-design and updating of IBINA. The index had served to make adjustments and re-focus attention and resources. The Ministry agreed to update this index yearly, thereby transforming it into a tool for monitoring progress. The index was to be officially launched and disseminated in February 2014.

To address specific information gaps that impede appropriate prioritisation and programming, UNICEF supported two specific situation analyses: one related to children and adolescents with disabilities and the other targeting the protection issue of domestic violence.

UNICEF and the Ministry of Health disseminated the 2011 MICS4 results that largely re-iterated the country’s positive indicators, but which also identified a series of challenges when it came to the attainment and progress of certain MDG indicators. A strategy for dissemination and incorporation of the information into the regional planning processes of the country was being designed.

**IR 1020/A0/05/003/002 2.1.2** By 2017, Costa Rican social sectors and civil society organisations have increased capacity to monitor equity-based results and undertake evidence-based advocacy.

**Progress:**

UNICEF updated a 1994 mapping of all child-related civil society groups and their mechanisms for tracking and monitoring the situation of children and adolescents. Complementing this mapping of civil society organisations, UNICEF also commissioned a mapping of all youth-led associations/initiatives in which children and adolescents are the principal actors in advocating for change in their communities.

UNICEF partnered with the Ministry of Culture and Youth’s Young Persons Observatory to explore opportunities to improve existing tools and create a monitoring network. Using the latter institution’s on-line platform, the network will be accessible to all those interested, including children and adolescents.

As a result of the continuous follow-up of a consortium of civil society organisations, Costa Rica became the 10th country globally to ratify the 3rd Optional Protocol to the Convention on the Rights of the Child, thereby paving the way for the historic entry into force of the Protocol on 14 April 2014.

UNICEF partnered with the ten of the largest youth-focused NGOs to promote greater child participation. It is hoped that the survey of young people’s perception in regard to what should be the priorities for the country in the coming years will be a first entry point for greater engagement with youth on the part of all the concerned organisations. The survey results were to be presented to major political candidates in the electoral period.

In conjunction with the University of Costa Rica (UCR), UNICEF conducted “Youth Week: Young People Researching Youth,” in which...
teenagers and adolescents had access to various opportunities to reflect on issues such as disability, sexuality and the exercise of their rights.

**PC 3 – Inter-sectoral**

**On-track**

**PCR 1020/A0/05/004 3.1** By 2017, the programme of co-operation will have incorporated a gender perspective, C4D and preparedness and response for children and adolescents in emergencies.

**Progress:**

The CO lacked the knowledge and information to design a C4D strategy in 2013. Emphasis was placed on building internal capacity. To that end, the communication office received extensive external training. In 2014, priority was to be given to designing and delivering two C4D strategies: one on violence and the other on ECD. Likewise, the CO will invest in building staff and counterpart knowledge and skills.

New partnerships with both the National Rehabilitation Commission and the CNE initiated a process to generate further evidence and joint advocacy for children with disabilities. In particular, the objective is to address the gap of having children with disabilities specifically referenced in the National Policy Action Plan for persons with disabilities; likewise, mainstreaming disabilities and children, specifically in regional emergency preparedness and response guidelines. An action plan was to be developed to build capacity at the institutional and local levels as well as encourage greater involvement of people with disabilities in municipal governance structures.

A long-term partnership was established to work with the CNE and the UCR for the design and implementation of a strategy to promote disaster preparedness with communities and schools in highly-vulnerable areas, in the event of a tsunami.

In 2013, the UN Task Force on gender issues began the revision of internal policies and good practices with the aim of drafting a technical proposal to train staff on a comprehensive gender approach in 2014.

**IR 1020/A0/05/004/001 3.1.1** By 2017, the programme will contribute with integration initiatives and programmatic co-ordination to raise awareness about populations that have been excluded and promote changes in behaviour and knowledge.

**Progress:**

In the initial years, focus was placed on generating critical information related to excluded and marginalised populations. Two situation analyses were in the process of being completed: one related to children and disabilities and the other on early child development and care. A baseline for intra-family violence was under development.

A communication strategy for indigenous populations related to specific health issues, including hand washing, oral health and parasitism, was carried out. A more comprehensive programme for culturally-adapted early childhood care was also in the investigation and design phase, and was to be implemented in 2014.

A strategy to work with migrant and Afro-descendants, aimed at strengthening the institutional capacities of these groups and promoting community processes for the construction of a two-way dialogue, was to be designed in 2104.

Using the entry point of a national survey of youth in the run-up to the national election, a partnership with ten of the most important NGOs was established to explore opportunities for youth involvement, communication and participation.

**PC 4 - Support**

**On-track**

**PCR 1020/A0/05/800** Effective and efficient governance and systems to manage risks and achieve programme results.

**Progress:**

The Annual Management Plan (AMP) set-out the priorities and indicators related to the Country Programme and office management and performance. Progress was monitored by the Country Management Team (CMT) through the Manager's Dashboard in order to identify weakness and implement corrective measures.
Operations assumed the implementation of actions and measures for effective and efficient use of resources and management of support.

**IR 1020/A0/05/800/001 Effective and efficient governance and systems to manage risks and achieve programme results.**

**Progress:**

The CO updated its Risk and Control Self-Assessment in 2013. The CMT monitored its oversight indicators to be in line with the global standards in terms of management and quality assurance. The revised indicators were shared with the RO. All CO statutory committees were established promptly and functioned according to UNICEF rules and regulations. The composition of the committees was reviewed with the preparation of the AMP. The Contracts Review Committee included colleagues from other UN agencies (UNFPA, UNDP) to ensure transparency in bidding processes and contribute to strengthening inter-agency collaboration.

**IR 1020/A0/05/800/002 Effective and efficient management and stewardship of financial resources related to office administration.**

**Progress:**

The CO monitored and tracked the budget and results on a weekly basis, which, over time, created a model to monitor progress, identify challenges and make decisions. Consequently, all target measures of effective financial management were met.

Measures adopted include:

1) weekly budget monitoring in all work areas;
2) agreement to adjust 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; and
5) UN House agreement with UNFPA and UNDP to improve efficiency and effectiveness of services for premises, travel agencies, driver and supplies services.

**IR 1020/A0/05/800/003 Effective and efficient management of human capacity including staff development and learning and staff well-being.**

**Progress:**

The CO managed a reduction of staff and implementation of a new financial and HR system starting in 2012, using management co-ordination and an annual training and development plan, covering both staff and the organisation’s learning opportunities.

All staff members completed the required performance evaluation steps on time.

The CO has an updated Business Continuity Plan and staff are aware of their responsibilities.

The CO designated a peer support team. The staff were trained and worked on topics such as communication techniques, stress management, crisis intervention, change management, identification of resources and professional support networks. All staff had access to counselling resources as well as the support of the staff association and HR.
Effective Governance Structure

Since 2013 was the first year of the new Country Programme, the CO’s structures were aligned to the new objectives and priorities. Likewise, the oversight structure was in place and functioned efficiently. The CMT met regularly and key office management indicators were reviewed. Committee terms of reference and membership were also reviewed and updated in February (CMT, Joint Consultative Committee, Programme Co-operation Agreement, Contracts Review Committee-, Local Property Survey Board, etc.). The CO had no outstanding audit recommendations and is due to undergo an audit in 2014.

Strategic Risk Management

As required by the organisation’s Enterprise Risk Management framework, risks and opportunities were identified, assessed and managed across programmes and operations. The principal risks identified included the lack of predictable funding; reduced and/or inappropriate alignment of implementation capacities due to the CO restructuring in a resource-constrained environment; and a possible shift in political priorities during the electoral period and the transition to the new government.

The CMT regularly monitored the implementation of an action plan to address these risks and ensure that actions were sustained.

Evaluation

The CO’s Integrated Monitoring and Evaluation Plan outlined the principal programme evaluations and evidence and knowledge generation commitments to inform policy advocacy and systematise good practices.

PANI’s 2008-2012 Institutional Strategic Plan was independently evaluated, identifying the strengths and weaknesses of the plan itself (the institution’s first) as well as its implementation. The role of key departments and offices within PANI were also reviewed and stakeholders were consulted, including the principal target population of vulnerable children. After PANI’s Board unanimously approved the evaluation’s recommendations in December, the new Institutional Strategic Plan could be completed. The challenge going forward will be to support PANI to translate this analysis into tangible improvements for stakeholders. UNICEF will prioritise certain recommendations to target its future support to PANI and look to improved management practices and processes, and evidence-based decision-making, programming and monitoring.

Effective Use of Information and Communication Technology

Building on last year’s work, the MEP opened its InfoMEP to the public, thereby overcoming one of its previous bottlenecks of publicly-accessible data. The DevInfo web-based platform was fully transferred to the Ministry.

UNICEF and MEP jointly developed a mobile application (MEP Movil) to allow the Ministry to deliver multi-media education content to students, parents, teachers and administrative staff. The application is developed for iOS and Android platforms, and was expected to reach one million users.

The office ICT platform experienced a few hardware problems, all which were successfully detected and controlled. Equipment rotation was performed, allowing for fully stable and operational (local and HQ-hosted) systems.

As of mid-2014, the CO is scheduled to transition to outsourced ICT support as well as join the global pilot and become a sever-less office.
Fundraising and Donor Relations

In 2013, 100 per cent of donor reports were submitted on time.


At the end of 2013, the CO had a 69 per cent funds utilisation rate. Discounting the 15 per cent of funding that arrived in the final quarter, the CO’s utilisation would have been 81 per cent at year-end.

In 2013, the CO did not request any grant extensions.

In 2013, the CO mobilised US$ 33,302 of funding from the private sector. The Human Security Trust Fund selected a Costa Rica’s UN Joint project focused on cross-border migratory indigenous populations, of which UNICEF received $163,503. Costa Rica also received financing as part of the Sida regional project on violence.

UNICEF’s efforts in mobilising funding from the new sources, in particular the private sector, did not produce the desired resources. However, two important steps were taken to position UNICEF to be more successful in 2014:

1. The ICE, a state-owned company and the leading provider of telephone services in the country, with more than four million subscribers, agreed to run three fundraising campaigns a year targeting its mobile telephone customer base. The first quarter 2014 campaign, focused on the theme of music for development, was expected to generate between US$ 100,000 and $ 150,000.

2. The Costa Rica, Dominican Republic and Panama COs pooled resources to contract an Argentinian company to complete assessments of the respective fundraising opportunities and partnerships in each of the three countries. To ensure that the recommendation were translated in action, Costa Rica hired a full-time fundraising expert to help design the strategy and get it up and running.

Management of Financial and Other Assets

The CO was to undergo an audit in 2014.

Given the limited resources, the CO continues to ensure that resources mobilised are matched to planned results. Given the scarcity of resources, funds are naturally closely monitored.

Financial management indicators are reviewed during CMTs.

Key performance indicators were as follows:

- 99.9 per cent RR utilised
- 100 per cent of grants used with the original grant life.
- The office received no OR-E.
- After finally being able to address a technical issue with Vision regarding two outstanding Direct Cash Transfers (DCTs), the CO maintained 0 per cent outstanding DCTs over nine months.
- Re-negotiation of the cleaning contract for the common services resulted in a 30 per cent cost saving.
Likewise, the three agencies that share the common premises sought to explore re-location or re-negotiation of the current rental contract. The outcome was a potential 25-35 per cent cost saving, depending on the option selected. The decision was to be made in January 2014.

As recommended by the 2008 Macro-Assessment, UNICEF does not make direct transfers to government counterparts in Costa Rica. Alternatively UNICEF enters into a tri-party agreement with the relevant government institutions and a partners (typically a foundation), which assure the funds administration. The majority of partners were classified as low risk in terms of financial management and all partners have prior evaluations. Training on fund management was completed according to HACT guidelines and programme visits were completed. This practice could be reviewed as part of the 2014 audit.

**Supply Management**

Given the technical and advocacy focus of the CO’s programme, supplies in 2013 were limited to the below:

- Programme (15 PO): $11,703
- Operational (80 PO): $34,124
- Services (123 PO): $635,310

**Human Resources**

The CO implemented the Staff Training and Development Plan. Two staff members were trained as Peer Support Volunteers.

Both guidance and external support, in the form of a career transition course offered by the RO, was provided to staff on abolished posts. The RO also provided funding for office training on fundraising and strategic communication, which was to be carried over to January 2014 due to competing priorities.

Based on the results of the 2011 staff survey, a work plan was developed to address the following concerns: job satisfaction, work-life balance, working with supervisors, work efficiency and career development. As the CO will outsource its operational functions and join the Panama hub in 2014, priority was given to providing support to colleagues on abolished posts. The one-and-a-half day staff retreat focused on stress and change management, and those themes were to be further reinforced in a more in-depth stress management course scheduled for February 2014.

In order to source additional capacity in a resource-constrained environment, the CO actively sought to identify opportunities for volunteers and interns. Fundraising and communication, e and community participation all benefit from additional support (two volunteers, one intern and the use of seven university students, each collaborating with 300 hours). The CO was to seek to increase these types of contributions in 2014. A Procter and Gamble Employee is already scheduled to provide three months of support to communications.

**Efficiency Gains and Cost Savings**

Cost-saving and efficiency measures produced the following results in 2013.

- A 17 per cent reduction in the common services reception and cleaning costs due to re-negotiation of contract.
- An anticipated 25-35 per cent reduction of premises rental costs due to an exploration of alternate options and re-negotiation of contract. The decision regarding moving premise was to be taken in January 2014.
Re-negotiation of the banking agreement in order to earn interest on both current dollar and colones donation balances.

Sixty-five per cent reduction in taxes for the purchase of the CO’s new vehicle, due to careful tracking of a pending Ministry of Finance resolution.

Elimination of annual office furniture storage costs.

**Changes in AMP & CPMP**

The Programme Budget Review approved the CO’s inclusion in the Panama hub by August 2014. The transition will imply the abolishment of four positions: one in communications, two operations and the ICT officer function, the latter of which was to be outsourced. A new operations office position will be created to manage the CO’s interaction with the hub. A detailed review of the governance structure and segregation of duties will be required, given the implications of a small office.

**Summary Notes and Acronyms**

AED - Association of Businesses for Development  
C4D - Communication for Development  
CAI - Child-friendly Cantons  
CECUDI - Centres for Child Care and Development  
CMT - Country Management Team  
CO - Country Office  
CNNA - National Council of Childhood and Adolescence  
CNE - National Emergency Commission  
CNREE - National Council of Rehabilitation and Special Education  
CPMP - Country Programme Management Plan  
DCTs - Direct Cash Transfers  
GDP - Gross Domestic Product  
GIG - Inter-institutional Gender Group  
HIV - Human Immunodeficiency Virus  
IBINA - National Children and Adolescents’ Well-being Index  
ICT - Information and Communications Technology  
IFAM - Institute of Municipal Development and Assistance  
INEC - National Institute of Statistics and Census  
InfoMEP - Strategic Education Indicators System  
MEP - Ministry of Public Education  
MICS4 - Multiple Indicator Cluster Survey  
MIDEPLAN - Ministry of National Planning and Economic Policy  
NGO - Non-Governmental Organisation  
OR - Other resources  
PANI - National Child Welfare Institute  
PEI - Institutional Strategic Plan  
PNCV - National Plan for Violence against Children  
RedCUDI - National Network of Child Care and Development  
RO - Regional Office  
RR - Regular Resources  
SINA - System of Information on Children and Adolescents  
SNPI - National Child Protection System  
SOWC - State of The World’s Children  
SRSG - Special Representative of the Secretary General
UNICEF Annual Report 2013 — Costa Rica

UCR - University of Costa Rica
UN - United Nations
UNETE - UN Emergency Team Group

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## Document Centre

### Evaluation

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