

## Ecuador

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### Executive Summary

Ecuador continued to reduce income poverty and inequality in line with the National Development Plan. However, inequality persists as a significant challenge, along with an important divide in income poverty between provinces, rural and urban areas and ethnic groups. The sharp reduction in oil prices could impact social spending in 2015.

#### Achievements versus Country Programme

Technical support was provided to national Government institutions in the production of evidence and analysis and its use to inform public policy and planning, social awareness and sensitisation. Noteworthy are the latest Situation Analysis of children and adolescents in the framework of an upper-middle income country; the Atlas of socio-economic inequalities, which shows trends on social indicators based on censuses; and the National Survey on Health and Nutrition. The latter two also provided inputs for the elaboration of the National Development Plan, the central and most important national planning instrument.

UNICEF supported the Ministry of Education in the scale-up of an innovative programme of flexible, accelerated education modalities for children and adolescents who are severely over-age for their grade. The programme started as a successful demonstration experience in the capital city, Quito, and is now in the process of being scaled-up to the national level by the Ministry. Accelerated and flexible education puts vulnerable adolescents back into the education system, and links them with other services such as special protection. Additional technical assistance and supplies to the Ministry of Education strengthened emergency preparedness and response capacities.

UNICEF supported the National Assembly in reforming the New Organic Penal Code, to align with international instruments; for instance maintaining the age of criminal responsibility at 18 and including provisions to ensure implementation of non-custodial measures. Furthermore, a model for overall development of adolescents in custody, was developed with the Ministry of Justice to ensure access to education, health care and social inclusion. Ecuador has devoted economic and technical resources to implement both models at national level.

In collaboration with the Pan-American Health Organisation (PAHO), UNICEF supported the Ministry of Health to implement an innovative food “traffic light” labelling mechanism to promote healthy eating and reduce child obesity, following the alarming statistics on this growing phenomenon revealed by the National Survey on Health and Nutrition. A new joint programme to improve food security and nutrition in the province of Imbabura started in 2014, along with FAO, WFP and PAHO/WHO.

As a Contribution to the equity approach, UNICEF Ecuador carried out two bottleneck analyses, on child labour and birth registration. Results from both exercises will serve as inputs for public policy planning and UNICEF upstream advocacy strategies.

### Significant shortfalls

Whilst significant progress was made in supporting the development of national policy, there is evidence that demonstrates the need to strengthen local capacities, articulation and coordination with the national level to ensure effective implementation of public policies at sub-national level, with particular emphasis on communities at the bottom of the equity scale, such as the Sierra, Amazonian and Northern Border regions.

A coordinated focus is required from national to local authority level, but also with communities, to promote social and behavioural changes to address important challenges that, despite significant efforts, prevail in Ecuador, such as child violence and teenage pregnancy (both of which show increasing trends), and for chronic malnutrition, where the rate persists at double the regional average.

### Collaborative partnerships.

Beyond working closely with our permanent partners, the line Ministries, UNICEF has strengthened ties with the Technical Secretariat for International Cooperation (SETECI) and the UN Country Team to elaborate cross-cutting programme plans for the new UN Development Assistance Framework (UNDAF) cycle 2015-2018, aligned with the priorities of the National Development Plan. Cooperation was also strengthened with the Ministry of Social Development Coordination, for multi-sectoral programmes, and with the National Assembly on child-related issues of the legislative agenda.

UNICEF Ecuador continues to contribute to bringing together efforts by the private sector, non-governmental organisations and public institutions to reduce child labour and promote breastfeeding.

### Changes in focus

In collaboration with national authorities, UNICEF has begun to refocus efforts for the next programme cycle on increased public advocacy, local capacity building and communication for development (C4D) work with communities in geographical areas at the bottom of the equity scale.

## Humanitarian Assistance

Ecuador is highly exposed to multiple, cyclical natural hazards, from floods to landslides, volcanic eruptions, earthquakes and tsunamis. The Northern Border area is also affected by the spill-over from the conflict in Colombia, including displacement and illicit cross-border activities.

UNICEF Ecuador provided support to the Government for prevention of and preparations to combat Chikungunya and Ebola, and provided technical assistance to build Government institutional capacity for emergency prevention, preparedness and response, as part of the national disaster risk reduction and disaster risk management strategies (DRR/DRM).

UNICEF, with other UN agencies, supported the Government to develop a National Decentralised System for Risk Management (NDRMS) which defines the responsibilities of national and local governments and Communities.

UNICEF contributed to Government efforts to build disaster risk reduction capacity in the Ministry of Education over the programme cycle from 2010-2014. A national DRR policy and agenda was established, along with a dedicated unit in the MoE to coordinate education on disaster risk reduction and disaster management. In addition, methodologies and tools for

community participation were designed, validated and implemented at national and local levels for emergency prevention, preparedness and response.

The last two Disaster Preparedness ECHO programme (DIPECHO) Action Plans 2011-2014 were crucial for UNICEF and partners to strengthen preparedness capabilities and resilience in schools and promote DRR in the education sector, helping to ensure child rights in emergencies. In 2013 and 2014, together with the MoE and National Risk Management System (NRMS), UNICEF supported the strengthening of policy, legal and institutional frameworks and partnerships to promote preventive approaches in vulnerable communities.

Specific technical assistance for the development of Standard Operating Procedures at national level was provided to the MoE and the Metropolitan City Council of Quito. Education school-in-a-box kits for 32,000 children were provided and a humanitarian situation room was established in the National Directorate for DRR and Risk Management of the MoE.

In the last quarter of 2014, PAHO-WHO and UNICEF provided technical assistance to the Government for the elaboration of National Ebola (EVD) and Chikungunya Preparedness and Response plans. UNICEF focused in C4D and supported PAHO-WHO in the training of trainers of approximately 50 health care workers; immigration/ port officials were trained on how to respond to potential cases of Chikungunya and the early detection of Ebola in airports and border entry points. Journalists from 49 different media outlets (TV, newspapers and radio) were sensitised on responsible reporting related to key facts, figures and messages for Chikungunya and Ebola.

UNICEF provided technical support for the development of a Communication Strategy for the prevention and detection of Chikungunya, and the development and dissemination of key messages. In addition, UNICEF supported the preparation of awareness-raising campaigns in key institutions of the health sector, schools and communities focusing on vector control, hand-washing and appropriate water, sanitation and hygiene practices.

Despite significant progress at the national policy level, particularly in the education sector, critical capacity gaps remain in other sectors for disaster risk reduction and disaster risk management (DRR/DRM); it is necessary to continue supporting many local governments and communities with DRR/DRM capacity building for the implementation of policies, strategies and tools to minimise the impact of such events and mitigate the vulnerability of the population. Thus for the next cooperation cycle 2015-2018 there is a need to assess local capacity to implement national policies and further develop methodologies for local governments to increase their response capacities, improve resilience and reduce risks through locally developed agendas for their inclusion into local policy, annual planning and budgeting.

Finally, important efforts and progress will be needed to further consolidate the scaling-up of the Education in Emergency (EiE) situations management facility, and replicate the experience with a stronger local approach in order to establish similar capacity in other priority sectors (such as WASH, Protection, Nutrition, Shelter and Camp Management and Logistics), all of which are currently less well-equipped than the education sector.

## Equity Case Study

Ecuador suffers from deep, historic inequality in education, particularly among the indigenous and Afro-Ecuadorian populations. According to 2010 Census data, indigenous populations above age 24 had an average of 7.6 years of schooling, while the country average was 10.4

years. The illiteracy rate for indigenous women was 26.7 per cent, as compared with a country average of 6.8 per cent.

Although investment in the education sector and net school enrolment increased significantly, almost 400,000 children aged 5-17 were out of school in 2010. Of these, about 80,000 were Indigenous and Afro-Ecuadorian children and adolescents. Minorities (including Montubio), indigenous peoples and Afro-Ecuadorians had lower net upper high school enrolment rates than the Mestizo population, and the difference between rural and urban net upper high school enrolment rate was notable (43 per cent vs. 61 per cent, respectively). At the national level, school dropout rates and the rate of children who fall behind their grade level increase at age 11. In the province of Esmeraldas, where 23 per cent of population are Afro-Ecuadorians, many adolescents have fallen behind grade level by age 12.

Barriers to the implementation of inclusion policies include insufficient funding, management capacity, poor-quality pedagogy and teaching materials not adapted to local culture. Access to public schools, adaptation to local culture and quality of education in rural areas are other important factors to review during the next cooperation period.

Between 2010-2014 an inter-cultural, bilingual education (IBE) system and a participatory action-research project (as part of UNICEF's Global "Out of School" initiative) was undertaken to advocate for and support the Government in the reduction of these inequities by mobilising duty-bearers to guarantee culturally relevant, high-quality education for indigenous communities. Within 14 months of programme initiation, 1,100 of the 1,200 "target" indigenous children and adolescents originally identified as excluded were enrolled and attending school. The results of this project have drawn the attention of the MoE for rollout in other parts of the country; the project also has the potential to be applied in other middle-income countries. The scheme developed within the initiative can be transformed and applied in various contexts, from community to national level. The methodology has been systematised in the Inclusion Toolkit and can be shared easily. Based on the positive results of the first two phases, the MoE intends to ensure scaling-up of the initiative and to transform it into a mainstream education policy.

The primary strategy was to develop a model laying out the main steps, instruments and procedures to identify the children and adolescents excluded from education and to analyse the root causes of this exclusion at the local level, in order to implement appropriate short- and medium-term actions to reinstate them in the education system.

In Esmeraldas and Sucumbios provinces, UNICEF supported the IBE units in the design of a scheme based on an HRBA framework, and developed joint planning based on shared resources and capacities. This implied concrete commitment of the main actors: the education, child protection and health sectors and local, decentralised government (provinces, municipalities and parishes).

Based on the results of situation analyses, data collection was conducted in a variety of indigenous settings and communities by IBE indigenous staff and results shared with communities and stakeholders. This generated joint analyses, actions and lessons learned focused on advocacy for strengthening national/decentralised education policies.

The Education sector's leadership in inter-institutional strategy development for joint planning, tools design and implementation guaranteeing education rights was strengthened. This included participatory action-research, implementation of immediate actions, permanent monitoring and systematic documentation of the process and the results. Results attracted media attention and

the interest of national authorities, which helped build commitment to the project and effective participation of other duty-bearers (child-protection and health systems, local and central governments).

Detailed information enabled follow-up on individual cases, as well as a collective approach in terms of strengthening institutional practices from a rights-based perspective. Among other concrete actions, new grades were opened for those in need, conflicts between families and schools were resolved, teachers and parents were sensitised on their role as duty-bearers, local governments provided school transport and inter-institutional groups in local monitoring committees were established and formalised.

These strategies have created inter-sectoral benefits within the inter-provincial IBE and child protection systems, and have contributed to a more integrated approach to analysis, planning and monitoring.

The lessons learned from the process supported advocacy for scale-up and enhanced education policies in similar situations.

The main strategies promoted for scale-up involve:

- Emphasising the importance of gaining commitment from a wide range of duty-bearers (the main duty-bearer being the education system at the provincial and community level).
- Engaging parents of the children and adolescents as being 'co-responsible', but not as duty-bearers. The parents' role is to make education a priority for their children.
- Ensuring targeted and strategic technical and financial assistance to continue building public sector capacity to implement HRBA at the local level.
- Establishing local concrete commitments between inter-sectoral actors, in order to expand territorial responses and coordinate monitoring of education rights.
- Maintaining permanent policy dialogue at the national level between UNICEF officials and national decision-makers and relevant public institutions to promote inclusion strategies and integrate monitoring indicators and to develop tools for continuity and scale-up of the strategy.

## Summary Notes and Acronyms

AMP - Annual Management Plan  
APR - Committing to Child Survival: A Promise Renewed  
AWP - Annual Work Plan  
BCE - Central Bank of Ecuador  
C4D - Communication for Development  
CAI - Centre for Adolescents in Conflict with the Law  
CBO - Community-based organisation  
CMT - Country Management Team  
CNII - National Inter-generational Equality Council  
COOTAD - Organic Code for Territorial Planning, Autonomy, and Decentralisation  
CP - Country Programme  
CPAP - Country Programme Action Plan  
CPD - Rights Protection Centre  
CPMP - Country Programme Management Plan  
CRB - Central Review Body  
CRM - Cause-Related Marketing  
CRC - Convention on the Rights of the Child

CSR - Corporate Social Responsibility  
DCT - Direct Cash Transfer  
DNRC - National Civil Registry  
DRM - Disaster Risk Management  
DRR - Disaster Risk Reduction  
DyA - Development and Self-Management (NGO)  
ECLAC - Economic Commission for Latin America and the Caribbean  
ECOSOC - United Nations Economic and Social Council  
ECUARUNARI - Confederation of Kichwa Indigenous Peoples of Ecuador  
EFA - Education for All  
EIBAMAS - Intercultural Bilingual Education for the Amazon Region  
ENSANUT - National Health and Nutrition Survey  
ERM - Enterprise Risk Management  
EWEA - Early Warning/Early Action  
FEPP - Fondo Ecuatoriano Populorum Progressio  
FUNDIC - Foundation for the Child and Community  
GAD - Decentralised Autonomous Government  
GDP - Gross Domestic Product  
HACT - Harmonised Approach to Cash Transfers  
HR - Human resources  
HRBA - Human Rights-Based Approach  
HRBAP - Human Rights-Based Approach to Programming/Cooperation  
IBE - Intercultural Bilingual Education  
ICMBMS - International Code of Marketing of Breast-Milk Substitutes  
INEC - National Institute of Statistics and Census  
INFA - National Child and Family Institute  
JCC - Joint Consultative Body  
JDP - Programme Board  
LACRO - UNICEF Latin America and the Caribbean Regional Office  
LASA - Local Staff Association  
LPSB - Local Property Survey Board  
MCDS - Ministry of Social Development Coordination  
MDG - Millennium Development Goal  
MDY - Mid-Year Review  
MoE - Ministry of Education  
MF - Ministry of Finance  
MI - Ministry of the Interior  
MIC - Middle-income country  
MIES - Ministry of Economic and Social Inclusion  
MINTEL - Ministry of Telecommunications  
MJDHC - Ministry of Justice, Human Rights and Religion  
MoU - Memorandum of Understanding  
MRL - Ministry of Labour Relations  
MoH - Ministry of Public Health  
MoREs - Monitoring Results for Equity system  
MTR - Mid-Term Review  
M&E - Monitoring and evaluation  
NGO - Non-governmental organisation  
ODNA - Observatory for the Rights of Children and Adolescents  
OHCHR - Office of the High Commissioner for Human Rights

OR - Other Resources  
PAHO - Pan American Health Organisation  
PBR - Programme and Budget Review  
PCA - Programme Cooperation Agreement  
PCARC - Programme Cooperation Agreement Review Committee  
PCR - Programme Component Result  
PFP - Private Fundraising Partnership  
PNBV - National Development Plan for Good Living  
PSFR - Private-Sector Fundraising  
RBM - Results-Based Management  
RC -Vital Statistics Office  
RED NNACE Network of Child and Adolescent Communicators of Ecuador  
RELAF - Latin American Foster Care Network  
RO - Regional Office  
RR - Regular Resources  
RRD - Reduction of Risks and Disasters  
RSSC - Regional Shared Service Centre  
SLA - Service Level Agreement  
SENPLADES - National Secretariat for Planning and Development  
SETECI - Technical Secretariat for International Cooperation  
SIISE - Integrated Social Indicators System of Ecuador  
SNGR - National Secretariat for Risk Management  
UNAIDS - Joint United Nations Programme on HIV/AIDS  
UNDAF - United Nations Development Action Framework  
UNDSS - United Nations Department of Safety and Security  
UNFPA - United Nations Population Fund  
UPR - Universal Periodic Review  
WHO - World Health Organisation

## Capacity Development

UNICEF supported capacity development in policy building, establishing mechanisms and tools for implementation and monitoring systems with a wide range of partners. A few specific examples from 2014 are described below.

UNICEF Ecuador contributed to strengthening the analytical capacity of the National Institute of Statistics and Census (INEC) regarding child labour data. The latest situation analysis provides information to national and local authorities on advances and equity gaps in covering the rights of children and adolescents in all provinces in Ecuador.

In promoting exclusive breastfeeding UNICEF applied a C4D strategy, first by installing a breastfeeding room at the UN House, and also by developing, together with the MoH and National Secretariat for Planning and Development (SENPLADES), a guide to promote the installation of similar rooms in public and private institutions, in addition to elaborating materials for training health professionals and community members. In partnership with an indigenous community-based organisation (ECUARUNARI), UNICEF carried out a series of community sharing events called “Meetings on food wisdom and traditions” in three geographical zones to promote the recovery of traditional nutrition habits through the sharing of inter-generational knowledge between indigenous traditional leaders and younger generations, including children. In coordination with PAHO, UNICEF is working with the Ministry of Health to prevent the Chikungunya virus by producing educational materials and organising workshops for

professionals from schools and community social centres called Centros Integrales del Buen Vivir (Integrated Well-Being Centres).

At the national level UNICEF has worked to build the capacities of social services to adopt an adolescent-friendly approach for services related to pregnancy prevention and protection from violence by producing knowledge, materials, and workshops on positive adolescent development, and also by providing technical assistance to improve management models and inter-sectoral coordination protocols at the territorial level related to implementing the National Strategy on Pregnancy and Violence Prevention. UNICEF also worked with Yupana and FUNDIC NGOs, offering guidance and innovative methodologies to strengthen adolescent participation and direct support to autonomous youth networks (Jovenes positivos, Adolescentes Afroecuatorianas) to improve their mobilisation and advocacy strategies.

For information on the development of capacity for disaster risk reduction and disaster risk management, please refer to the section “Humanitarian Assistance”.

### **Evidence Generation, Policy Dialogue and Advocacy**

Together with Plan International and the Observatory for the Rights of Children and Adolescents, UNICEF Ecuador supported the National Inter-generational Equality Council to produce an updated situation analysis of the rights of children and adolescents. This document examines the challenges faced by Ecuador as an upper-middle income country where important advances have been made but where gaps have to be overcome in order for all children and adolescents to exercise their rights. In response to one of the recommendations the Committee on the Rights of the Child made to Ecuador in 2010, and considering one of the determinants of the enabling environment (budget/expenditure), the situation analysis devotes one of its chapters to an analysis of social investment. This section examines social budgeting as a whole – including regional comparisons – and determines the degree of progressiveness of certain investments in social programmes. This allows decision-makers to determine whether children in vulnerable situations are benefiting disproportionately more than other children in certain programmes such as early childhood development and school feeding programmes.

This situation analysis has supported the Congressional working group on children and adolescents to convene the ministries of Education, Health, Social and Economic Inclusion, and Finance, as well as other entities, to present their programmes and coordinate to achieve better results for children and adolescents.

Regarding teenage pregnancy, UNICEF supported the Ministry of Social Development Coordination (MCDS) to develop an in-depth analysis of the causes of this growing phenomenon in Ecuador, which is amongst the countries with the highest prevalence in the region, underlining the need for sound research and evidence to direct future programming to effectively decrease teenage pregnancy.

Another area where evidence generation has played a significant role is nutrition (stunting and overweight), where UNICEF supported the Ministry of Public Health with the latest survey of health and nutrition, thus contributing to the setting of specific objectives in the National Development Plan “Buen Vivir”.

## Partnerships

Strategic alliances were established with several UN System agencies in order to identify and establish common cooperation priorities in the context of elaborating the UNDAF action plan, in a systematic process led by the SETECI; this was a unique experience under the UN Guidelines for “Delivering as One”.

Also, in a joint effort with PAHO, UNICEF signed a common cooperation agreement with the National Assembly to support the preparation and monitoring of legislative measures related to promoting children’s rights and ensuring harmonisation with human rights principles and international instruments.

Working mainly with the Ministry of Justice and Human Rights, an alliance with justice sector actors was also fundamental during this cooperation period, for strengthening children’s and adolescents’ adequate access to specialised justice and linking the work of specialised police with other actors responsible for guaranteeing their protection.

Under the public and private alliance promoted and supported by UNICEF since 2012, which includes a consolidated network of 30 businesses from different productive sectors – the Business Network for a Child Labour Free Ecuador – a new management model was created to align its work plan and objectives with UNICEF’s Children’s Rights Business Principles.

In the context of the global “A Promise Renewed” initiative, UNICEF Ecuador strengthened its partnership with the Ministry of Health and extended this initiative to the National Assembly and Social Coordination Ministry, leading to the publication of the new National Health and Nutrition survey and national nutrition chart.

A direct partnership with adolescents was another priority, through the provision of opportunities for their direct participation in institutionalised and non-institutionalised spaces, in order to influence the public policy agenda.

## External Communication and Public Advocacy

In this important 25th anniversary year of the Convention on the Rights of the Child (CRC), UNICEF strengthened public advocacy programmes in 2014 to draw attention to the main achievements and challenges for children and adolescents in contemporary Ecuador.

Key events of the year were used to attract stakeholder and media attention: National Children’s Day, Day of the Girl Child, launch of the Situation Analysis of Children in Ecuador and the 25th Anniversary celebration itself. A series of high-level events and community activities were held, and media interviews, press conferences and media workshops were organised to communicate on the need for reducing inequities and ending violence against children.

Moreover, as a result of organising a series of high-level events, UNICEF in Ecuador had the opportunity to talk publicly about the situation of children and restate our commitment to supporting stakeholders. For instance, in the National Assembly, UNICEF talked about prohibiting under-18 marriage; launched the “Hidden in Plain Sight” analysis on domestic violence and promoted the UNICEF-EU Child Rights Toolkit, as well as receiving formal recognition from the Parliament for its work over the past 25 years.

UNICEF will continue to use evidence-based advocacy to attract attention and commitment to addressing the main priorities of children and adolescents in Ecuador for the new programme

cycle from 2015 to 2018.

Social media networks were used as a strategic channel to engage Millennials in UNICEF's work in Ecuador. The number of fans on Facebook and Twitter increased (by 4 per cent and 10 per cent, respectively), reaching 21,930 fans (70 per cent in the 18-34 year age bracket), and 16,731 followers by year-end. YouTube had 274,906 views and 88 videos uploaded, while in Flickr 257 photos were uploaded. The webpage has received 199,910 visits and 3,414,202 hits (hits have grown by 92 per cent since 2013).

Communications also supported programmes in C4D-related actions (i.e. breastfeeding, Ebola & Chikungunya outbreak prevention) and supported UNICEF's Partnerships and Fundraising Unit in the production of information for donors and activities in public events.

### **South-South Cooperation and Triangular COoperation**

At the request of the MoE UNICEF Ecuador organised an exchange visit to Brazil to share experiences of complementary schooling and life-skills building for adolescents. The Minister and his advisor visited UNICEF-supported initiatives in Sao Paulo and Rio de Janeiro. In response to a request by the Ministry of Socioeconomic Inclusion for UNICEF to contribute to the technical content of the Third International Congress on Adoption (Ecuador, 29-31 July 2014), the Office facilitated the participation of two experts: the Latin American Foster Care Network (to present UN Guidelines for the Alternative Care of Children and the regional Call to Action to Eradicate the Institutionalisation of Children Under the Age of Three), and the Director of Alternative Care Services in Brazil to discuss recent progress on adoption issues.

UNICEF also supported the MCDS to systematise good practices within the Union of South American Nations (UNASUR) on special protection, focusing on indigenous children, children with disabilities and street children and on the eradication of all types of child exploitation.

The experience of the public-private business network to eradicate child labour, supported by UNICEF, was documented with the support from the UNICEF Regional Office (LACRO), to be consolidated as a model for public and private alliances and shared with other countries. Support was given for setting up a similar approach in Colombia.

UNICEF supported a delegation from MCDS to accompany President Rafael Correa to Brazil to learn about best practices in social information systems and health and nutrition policies.

With respect to social investment, UNICEF supported the participation of representatives from the Ministry of Finance and National Assembly and National Council for Equity (CNII) in the 'International Seminar on Investing in Childhood' organised by the Government of Peru, UNICEF and Save the Children. As a result the Government committed to organising and hosting a similar event in Ecuador in 2015. Content generated from both events will contribute to ongoing preparations of the Committee of the Rights of the Child's General Comment on this issue, and also feed into the post-2015 agenda.

### **Identification/Promotion of Innovation**

UNICEF Ecuador, jointly with the NGO Development and Self-Management (DyA), supported the development of a programme for out-of-school adolescents who have not finished basic education and over-age students, which allows them to finish basic education with flexible arrangements (accelerated basic education). Implementation of this programme was successful in the capital city of Quito for some years. In 2014 the Ministry of Education mainstreamed this

methodology and has begun to implement the programme nationwide with UNICEF and DyA's technical assistance. It is expected that about 50,000 adolescents will benefit from this initiative. As expected, scaling-up of the programme has presented some challenges, which are being addressed.

This programme has allowed vulnerable adolescents to exercise their right to education, and allowed over-age students to decrease the probability of being excluded from their right to education. Accelerated basic education not only addresses their right to education but also involves continuous follow-up of the students by their teachers in other areas, including social protection.

In health, UNICEF and PAHO/WHO supported the Ministry of Health in the implementation of "traffic light" labels on processed foods. These labels (following the traffic light pattern: red, yellow and green) alert consumers to the level of sugar, salt and fats, enabling them to make better informed purchase decisions for healthy eating. It is foreseen that in the near future new steps will be taken in relation to decreasing spending by fast food chains on advertising, which is expected to lower consumption of their products.

UNICEF Ecuador will continue to promote and support innovations during its next cooperation period – 2015 to 2018 – in all areas to address the disparities present in Ecuador, and also tackle the huge problem of child violence.

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

The National Development Plan, as well as the 2008 National Constitution and recently established National Equity Council, are all based on an inter-generational and equity agenda; UNICEF's Cooperation is therefore aimed at ensuring that children and adolescents, as a well-defined priority group, are considered and given priority attention in all relevant national strategies (such as the National Strategy for Equality and Poverty Reduction), by ensuring child-specific analysis and the production of information on child poverty, applying a multidimensional approach.

Inter-sectoral issues are included in the partnership agreement signed by UNICEF with the National Assembly, which includes as its main objective the monitoring of several legislative proposals on Health, Nutrition, Education, Social Protection, and Special Protection and, in particular, working closely with the Parliamentary Group on Children's Rights to ensure harmonisation of national laws with international human rights instruments.

In addition, the recently signed agreement by UNICEF, the MoE, and DYA, which focuses on the reinsertion of out-of-school adolescents with severe delays on their grade placement, has allowed us to work on inter-sectoral issues such as child labour, adolescent pregnancy and child violence, since school exclusion is related to many of these causes. UNICEF is also working to promote the issue of out-of-school adolescents in interventions of the Business Network for a Child Labour-Free Ecuador.

Sports for Development is another area in which UNICEF has developed a strategy, discussed in a first workshop at the end of 2014, with the participation of a wide range of sectors including education, sports, health and nutrition. The idea is to draft a common agenda that includes the promotion of the right to play and practice sports as a strategy to guarantee other rights – such as health, inclusive education and protection from violence, and to promote the overall development of children and adolescents through sports.

The Monitoring of Results for Equity System (MoRES) exercise, identifying barriers to eliminating under-registration of under five children, also allowed UNICEF to play a crucial role in fostering linkages amongst different sectors such as the National Civil Registry, MCDS, MoH, Ministry of Telecommunications and INEC, all identified as key stakeholders in the preliminary analysis.

## Service Delivery

N/A

## Human Rights-Based Approach to COoperation

The inclusion of child equality-related policies and goals with a human rights-based approach in the National Development Plan 2013-2017 was achieved through the preparation and dissemination of the “Atlas of Socio-economic Inequalities in Ecuador” to key decision makers. A joint collaboration of SENPLADES, the UN, and the academy, the Atlas served as a major input favouring inclusion of an equity and human rights focus in the new National Development Plan.

The capacities of the National Assembly were strengthened in relation to incorporating international human rights standards and principles. Close cooperation was established between the National Assembly and PAHO, UNFPA, UN Women and UNICEF to develop capacities of Congresspersons and legislative advisors to incorporate child rights and gender standards and principles in fundamental legislative reforms and laws (bill of law on Rights Protection System, Civil Code, “Codigo Orgánico General de Procesos”).

In the framework of the Agenda for Indigenous Children’s Rights, supported by UNICEF since 2005, the Kayambi and Pansaleo peoples (Kichwa peoples from Pichincha, Imbabura and Cotopaxi) have developed co-responsibility mechanisms with the MoE for local problem-solving, in coordination with the ECUARUNARI and an NGO (Social Contract for Education)..

Ecuador is contributing to the on-going preparation of a General Comment by the CRC Committee on Child Investment. By organising the international seminars on “Investing in Childhood” (in Peru in October 2014, with the next one planned for Ecuador in 2015), UNICEF is facilitating the results of those events to contribute to the General Comment development process.

The new National Councils on Equality, including the National Council on Intergenerational Equality (formerly the National Council on Children and Adolescents), have developed – with UNICEF’s support – a Rights Monitoring System proposal. This proposal will allow the Councils to better implement their respective Equality Agenda and apply their respective rights monitoring competency.

## Gender Mainstreaming and Equality

Gender actions were included in programme planning for the new Ecuador Cooperation Programme, although capacity should be strengthened for support to counterparts for implementation of a gender-based approach in all components of the Country Programme. A Gender Focal Point has been designated to promote and initiate the Gender Analysis and operationalise the Gender Action Plan.

Examples of initiatives implemented in 2014 include:

A reform to the Civil Code to raise the minimum age for marriage to eighteen for both boys and girls, in line with international standards, is under discussion in the General National Assembly.

Initiatives for the empowerment of adolescent girls were supported and promoted in Ecuador, in partnership with Plan International, during the Celebration of the Day of the Girl Child.

UNICEF also supported participation by representatives of Afro-descendant adolescent girls during the Second International Seminar on Girls Empowerment held in Brazil.

A working relationship has been established with PETROAMASONAS EP, the largest public enterprise in Ecuador, to advance its corporate responsibility policy on the prevention of sexual exploitation of children and adolescents in the company's fieldwork operations and value chains. UNICEF has supported the capacity building of key field operators through training sessions in themes of gender-based violence, masculinity and prevention of the sexual exploitation of children, which have reached more than 100 community service operators.

## Environmental Sustainability

N/A

## Effective Leadership

Despite a series of changes in senior management staffing, the core commitments were carried out on time, fulfilling the established guidelines and corresponding monitoring, and the UNICEF Ecuador team ensured that the results were achieved as planned; i.e., estimated global compliance rate of 90 per cent funds implementation as of end-November.

Decisions and agreements and their consequent actions are being tracked with a monitoring report based on percentage of implementation/ traffic-light report; this tool is used for Country Management Team (CMT) decisions and requests and recommendations from the Regional Office and UNICEF Headquarters. Also, revising InSight reports such as the Manager's Dashboard and the Funding Utilisation Analysis Cube (modified for UNICEF's Outcomes/ Outputs and Funds Implementation).

Another risk related to leadership face by the office during 2014 was related to human resources, specifically staff morale, mainly due to the abolishment of more than 80 per cent of posts in 2013. This risk was mitigated by transparent and participatory handling of the issue during Programme and Budget Review (PBR) preparations, informing staff members of the decisions and actions related to the PBR submission.

A challenge for the CMT and staff in general was the establishment of the Local Staff Association (LASA) on September 2014, since it was dismissed due to the abolishment of all posts held by LASA executive board members in 2013. With support from Operations and by explaining the implications of staff members' participation in UNICEF's core committees, the staff agreed to revise LASA statutes and rules in order to allow new staff members to be part of the executive board. Meanwhile a staff member was appointed to participate on behalf of the staff in key activities, such as PBR submission, and on other statutory bodies where a representative of the staff is mandatory.

Last quarter's CMT meetings ensured that managers consider tools and skills for creating an

environment that effectively contributes to improving accountability and performance, which has consistently received excellent feedback by staff and will be evaluated in 2015.

## Financial Resources Management

In May 2014 UNICEF Ecuador joined the LACRO Regional Shared Service Centre (RSSC) by signing a service level agreement (SLA) that establishes the scope of services to be provided by the RSSC. Based on this, most financial transactions (such as bank reconciliation), were transferred to the RSSC. Simplified processes and practices were managed in-house and by the Hub, through the use of technology and an adequate segregation of duties.

Several procedures including travel, direct cash transfers (DCTs), deposits and payments were reviewed and established based on the new office structure, to follow the policies and procedures as well as the SLA. At the end of November, UNICEF Ecuador had an adequate rate implementation (>90 per cent) and most open items resulting from financial transactions had been cleared.

UNICEF Ecuador keeps four bank accounts, three for the receipt of donations and one for both receipt of donations and disbursement; these accounts were reconciled monthly following organisational procedures, with no issues related to the flow of funds.

UNICEF Ecuador assures 100 per cent of payroll operations and timely payment to all of its partners and suppliers.

For the follow-up of donations and their implementation, the CMT uses InSight reports, mainly the Manager's Dashboard and the Funds Utilisation Analysis Cube. With those two tools, each month the Operations and Programme areas establish deadlines for the clearing of red flags, which are followed-up monthly by the CMT.

As of the end of November, the office of internal audit and investigation had closed 16 of 18 recommendations from the 2013 report; the activities for the closing of those audit recommendations strengthened the measures taken by UNICEF Ecuador when facing similar situations, by including a risk analysis of pertinent decisions and constant monitoring of its actions.

## Fund-raising and Donor Relations

The results obtained in the area of PFP, focused on resource mobilisation among individuals and the private sector were very positive. The funds raised locally accounted for 68 per cent of the annual ceiling of the current Cooperation Programme, or US\$4 million.

During the reporting period no specific resource mobilisation was undertaken with public donors. The fact that Ecuador is considered a middle-income country has affected the level of funding provided to UNICEF Ecuador by traditional donors, governments and UNICEF National Committees, which has been compensated by the positive level of local fundraising, particularly from individuals. At the local level, the legal framework and economic policies have resulted in an obligation on the part of the private sector to undertake Corporate Social Responsibility activities, which has limited their willingness and budget for contributions towards international cooperation.

This underlines the growing importance and urgency of mobilising local funding to provide sustainability to UNICEF's cooperation in the country. In this regard, UNICEF Ecuador has

designed a strategy for resource mobilisation whose main component is the promotion of actions for raising funds locally, largely geared to recruitment and retention of individual donors.

Local resource mobilisation initiatives have contributed positively to the development of the individual donors channel, with a 16 per cent increase in the number of donors between 2013 (27,652) and 2014 (31,972). Added to the funds raised locally through individual donors, corporate sector and license concessions in 2014, this has generated total revenues of US\$2.7 million, representing 106 per cent of the budget revenue estimated for the year.

With respect to donor relations, all reports were submitted on time.

## Evaluation

During 2014 UNICEF did not evaluate any national programme. However, it has worked on the last recommendation made in the management response to the child labour strategy evaluation, with the production of a report on the latest child labour survey. The final report was developed in partnership with the National Statistics Institute to contribute to strengthening its capacity to analyse child labour statistics. The release of the report is expected to take place during the first quarter of 2015.

The proposed Integrated Monitoring and Evaluation Plan for the Cooperation Programme 2015 – 2018 includes three evaluations on the issues of violence, early childhood development and nutrition.

## Efficiency Gains and Cost Savings

UNICEF Ecuador continues under the modality of UN House for common premises/common services, as per the Memorandum of Understanding put in place in 2000. It continues to yield substantial savings for contracts in services provided to the UN agencies, with average savings of at least 10 per cent compared to the local market prices.

Contracts for services rendered to UNICEF through the common services modality range from security and cleaning services to Value Added Tax reimbursement recovery and telecommunication services, like satellite telephony. For decisions related to contract renewal, the Operations Management Team makes decisions virtually, providing the members of the team with enough time for deliberation and decision making.

## Supply Management

UNICEF Ecuador recently made a purchase of “School in a Box” kits through Supply Division, in order to strengthen the Ministry of Education’s emergency response capacity. The amount of this purchase was more than US\$125,000, and the kits were donated to the Ministry.

In late 2014 and early 2015 UNICEF Ecuador will have a stock of emergency supplies to provide a prompt response in case of possible emergencies. This stock will consist of: water tanks, tarpaulins, blankets, mats, water purifying tabs and others. The quantities of this purchase are being calculated for 5,000 beneficiaries, with an estimated cost of US\$100,000. WFP allowed UNICEF to use its warehouse, with a minimal charge for maintenance, insurance and related costs.

Supply management at UNICEF Ecuador mainly consists of local procurement of day-to-day office requirements.

## Security for Staff and Premises

The CO benefits from the UN House arrangement of having UNDSS under the same premises, in charge of building security measures. With respect to staff security within UN house, evacuation drills are performed regularly, for instance simulating earthquakes or fire situations. These exercises favour staff training and keeping members prepared for any emergency. In 2014, two evacuation drills, one security training exercise and monthly radio checks were carried out by UNDSS; UNICEF staff members were also trained in first aid, satellite phone use and mandatory security courses.

All of the above allows the UNICEF staff to be prepared for emergency situations, like the earthquake that occurred in August with more than 20 repeat tremors.

In 2014 the warden and early warning systems were switched from UN coverage to agency coverage, retaining UNDSS as the system coordinator that selected and duly trained staff to carry out their duties.

Although the building foundations were reinforced structurally in 2010, in response to the more than 20 earthquake tremors, a new analysis of the building was performed by specialists, who reported that the building is not earthquake-compliant. Also, the emergency exit/stairs share a wall with the elevator shaft which could compromise the only evacuation route available. Alternative options are under review.

## Human Resources

The end of 2013 and all of 2014 were characterised by high staff turnover, with the abolition of more than 80 per cent of posts. 2014 began with 41 per cent of new incumbents in PBR-approved posts such as new posts, promotions, and downgrading. During the year, an additional 35 per cent of newcomers were incorporated to new posts and 23 per cent of staff members in abolished posts left UNICEF.

Because of the abolition of posts, meetings concerning employee rights, benefits and options were held to evaluate the options for each staff member's benefits, identifying individual requirements, and evaluating choices in terms of contributions to the pension fund and medical/life insurance. The key activities were:

- Internal discussions between Operations and Human Resources, as well as possible queries that would be required with the Regional Office based on the process, and some policies related to the liquidation of staff members' entitlements.
- Determination of compensation estimates for years of service, and estimated amounts corresponding to annual leave.
- Former staff members received their awards from the Executive Director's office in recognition of their work and the years of service.

Orientation for all newcomers was rolled out to develop a flexible and highly skilled and motivated workforce. Staff members received orientation and a structured and monitored induction plan organised by supervisors/HR/Operations.

The following learning activities were planned and carried out as part as the Office Learning Plan:

- A team-building training was rolled out to leverage synergies and efficiencies

- Competency-Based Interview training progressed in line with policy and procedures
- Ethics as part of the induction procedure rolled-out by the Regional Human Resources Chief and the UNICEF Dominican Republic Representative.

The performance appraisal closed with an estimated global compliance of 100 per cent, and six core UNICEF courses were chosen as mandatory this year. By year-end the accomplishment rate was: security I & II, 100 per cent; excelling as supervisor, 100 per cent; gender equality, 80 per cent; HIV, 90 per cent; harassment, 100 per cent.

Talent flow with new staff members was supported, and the gender ratio is 50-50.

## Effective Use of Information and Communication Technology

Due to the staff restructuring implemented by the Office during the first quarter of 2014, new UNICEF staff received personalised training in policies and procedures available to the organisation in the area of ICT. In May 2014, under the coordination of NYHQ, UNICEF Ecuador changed its e-mail platform from Lotus Notes to Outlook, in a process of change to Office 365.

This migration process was easily carried out, allowing staff not to lose e-mail connection with other offices around the world through a parallel use of Lotus Notes and Outlook during the process. The change to Office 365 permitted the use of new tools in daily work, like audio and video meetings and online chat via Lync; as well as the sharing of information through Sharepoint. These services can be accessed remotely by staff through the Internet from the office and from outside, thus permitting connectivity at all times.

UNICEF Ecuador was included in the piloting of various global-level ICT projects, such as the installation of a new version of Windows 7 and the Activation of DNS Root Hints for Office365 Performance Enhancement. In this regard, the projects were implemented within the timeframes set by Headquarters.

UNICEF Ecuador has two Internet links (each one with optical fibre and radio backup links), whose bandwidths were both symmetric 5 megabytes, increasing the size over the previous year. The constant monitoring of these links showed that the transactions generated in SAP have proper response times and that voiceover IP, video-conferences, transfer of archives via FTP and Internet navigation all operated at high speeds.

By the end of the year, all staff members had standard laptops, VHF radios and monitors, allowing them to start 2015 with high-performance working tools.

## Programme Components from RAM

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** Children, adolescents and women living in the provinces with greater exclusion, receive better nutrition, have access to mother- child health services and are protected from HIV/AIDS

### **Analytical Statement of Progress:**

UNICEF has provided strategic support to Ecuador's commitment to the achievement of A Promise Renewed and National Development Plan-related goals. To reduce child malnutrition and mortality, a strategy of multi-partner alliances was established with key ministries (Ministry of Health and of Social Development Coordination) and the legislature; public and private companies; Indigenous Peoples' organisations; and UN agencies (PAHO/WHO, FAO, WFP, UN Women, UNFPA). In this way, UNICEF is supporting Ecuador to address the main health concerns of the Committee on the Rights of the Child and implementing its recommendations (Report CRC/C/ECU/CO/4 of March 2, 2010, Recommendation No. 59).

Together with these multi-partner alliances, other key strategies implemented included the provision of high-level technical international expertise, knowledge management and dissemination, communication for development processes, promotion of corporate social responsibility, facilitation of South-South exchanges of experiences and cooperation and capacity building for the reduction of child malnutrition and mortality.

**OUTPUT 3** By 2014, the Primary Health Care (APS) model is applied, and the right to maternal breastfeeding is being promoted at the national level at the legislative, private and family level.

### **Analytical Statement of Progress:**

Main results achieved include:

1. As a result of the National Health and Nutrition Survey (ENSANUT) publication and dissemination supported by UNICEF, key policies and goals related to chronic malnutrition, breastfeeding and child obesity have been included in Ecuador's National Development Plan 2013-2017. UNICEF supported the inclusion of the highest international technical standards in this major national survey, developed by the Ministry of Health and National Institute on Statistics and Census, through the assessment of international experts in collaboration with PAHO/WHO and UNFPA. The first volume, on child nutrition, as well as the new national food composition chart, were published and disseminated to policy-makers, medical associations and the general public. The second volume, on child and maternal health, child mortality, and sexual and reproductive health, is being written.
2. UNICEF supported the development of a national mobilisation and communication for development process for the promotion of breastfeeding, which led to 1.3 million people having access to key messages on breastfeeding through social networks, and on 50 national and local TV, radio stations and newspapers in Quito, Guayaquil, Cuenca and Esmeraldas. National capacities for the evaluation and certification of child-friendly hospitals were strengthened. As a result, six hospitals have already been certified, and breastfeeding rooms established in two hospitals in Guayaquil, benefitting about 80,000 mothers and children. Through the Corporate Social Responsibility initiative, more than 20 public and private companies have been involved in the promotion of breastfeeding process, which has led to the implementation of breastfeeding rooms at two Government institutions and the Quito UN House building, as well the sensitisation of 350 private business employees. A UNICEF publication called "Alliances for child nutrition. Breastfeeding, an act of love" was recently released, and includes the details of the process results and lessons learned. Several other specific breastfeeding materials were developed and disseminated, including on the web page

<http://www.unicef.org.ec/micrositios/TLEA/> , through videos, a song and several leaflets and posters.

3. Ecuador has developed an innovative national policy to reduce rising child overweight and obesity, including by labelling food products. In August 2014, UNICEF and PAHO supported the organisation of a regional event on food labelling and fiscal policies for the reduction of overweight and obesity, together with the Ministries of Health and of Social Development Coordination, facilitating the exchange of key experiences with countries such as Mexico, Peru, Chile and Argentina. As another example of south-south cooperation, jointly with PAHO and UNICEF Peru, the lessons learned in the implementation of child nutrition policies from Peru and Brazil, as well as best practices from LAC Region, were shared during the First International Seminar on Early Childhood, organised by the Ministry of Social Development Coordination and held in Quito in February 2014.
4. The UN SDG Fund recently approved financial support to the UNICEF, PAHO, FAO, WFP joint food security and nutrition programme, "*Fortalecimiento de los sistemas alimentarios locales, Construcción de capacidades locales orientadas a mejorar la producción, el acceso a alimentos sanos, nutritivos e ino cuos y la nutrición de las familias*". This programme will begin implementation in Imbabura province in January 2015 for a period of two years, in close coordination with several partners, including the ministries of Agriculture and Health.
5. Healthy nutrition habits were promoted and local knowledge of community elders refreshed, in two Indigenous peoples' territories of the Central Highlands (Chimborazo and Cotopaxi) most heavily affected by stunting, through an alliance with ECUARUNARI (Ecuador's largest Indigenous peoples organisation).
6. To contribute to the reduction of neonatal mortality, specialised training sessions supported by PAHO and UNICEF were held in clinical care for 30 doctors and nurses of the Ministry of Health in Zone 3 (Cotopaxi, Tungurahua, Chimborazo y Pastaza), in coordination with the Hospital of Medical Simulation of the San Francisco University of Quito.
7. In relation to HIV prevention among adolescents, UNICEF support was provided - largely in coordination with other UN agencies - to strengthen the incidence and monitoring capacities of the National Network of Adolescents and Young People Living with HIV.
8. UNICEF also supported Ecuador's preparation plans to respond to possible Ebola and Chikungunya outbreaks. In close coordination with the Ministry of Health and PAHO, communication for development support was provided: several communication agencies, TV and newspapers (30 in Guayaquil and 20 in Quito) were informed about key questions and answers on both Ebola and Chikungunya. Key messages were also disseminated through the social media and web page.

**OUTCOME 2** Increase the access of boys, girls and adolescents (0 to 17 years of age) to a quality education in the early childhood development programmes, in pre-school, basic and upper-high school in prioritised provinces.

**OUTPUT 1** The country has a curriculum and applies quality standards for initial education and child development in various modalities with cultural relevance for at least 800,000 children benefiting from public services.

**Analytical Statement of Progress:**

UNICEF contributed to the documentation of experiences and evidence on the importance of the intercultural pedagogical institutes for the training of indigenous operators in the field of early

childhood. Based on these documents and the accompanying advocacy, there now is a three-year transition plan offering Child, Family and Community Education under the auspices of the National Secretariat of Higher Education, Science and Technology.

The national child development strategy continues to be a national priority. For this reason, during the MTR of the current Programme of Cooperation the Ministry of Social Development Coordination made plans to continue work on the theme of early childhood, especially through the strengthening of capacities of coordinating and service delivery institutions, and the identification of needs, priorities and good practices for the definition of a national early childhood strategy and plan.

### **OUTPUT 3** Monitoring and Management of the PCR

#### **Analytical Statement of Progress:**

The PBR 2014 accepted the proposal for upgrading this vacant position (previously NOA) to NOB. This will allow UNICEF Ecuador to better respond to the situation of children, to opportunities and commitments with public institutions and civil society organisations in the education area. This position is fully funded with RR.

**OUTPUT 4** The child development and early education strategy applies management standards and is working to improve cultural pertinence by 2014.

#### **Analytical Statement of Progress:**

Despite the absence of an Education/ECD Specialist throughout 2014, UNICEF managed to support the Government in the development and design of strategies for the promotion of human rights and prevention of violence in families and schools. The strategy involves family members, particularly parents, in improving nutrition, and includes educating young mothers and young parents, working with the coordinating Ministry of Social Development.

UNICEF supported the Ministry of Economic and Social Inclusion (MIES) to include a holistic approach to protection services for the prevention of violence since early childhood, mainly linked to work with families, and developed a toolbox for professionals and families using user-friendly language with a holistic approach on different types of violence (including child labour), guidelines for prevention and protection roadmaps (referral mechanisms).

Future actions: UNICEF plans, with the MIES Special Protection Secretary, to support the design and undertaking of training on prevention of violence for professional services MIES and families linked to their programmes. Particularly challenging will be the implementation of an information management system that could integrate information on violations of rights, as well as individual case management, to target services and policies to protect from and prevent violence.

**OUTPUT 5** By 2014, the country has indicators and instruction manuals for applying and monitoring the learning, professional performance (leadership and teachers) and school management standards, with differentiated strategies for groups in situations of high vulnerability.

#### **Analytical Statement of Progress:**

The programme for out-of school adolescents has allowed vulnerable adolescents to exercise their right to education again and for over-age students to decrease exclusion. Accelerated basic education not only addresses their right to education but also involves a continuous

follow-up of the students and continuous training and learning process by their teachers in these and other areas as well, particularly child/adolescent protection

Among the strategies for adolescent-positive development, promotion of resilience and training teachers and students in life skills, HRBA and a culture of peace and citizenship, the cooperation programme accompanied the Ministry of Education and the Metropolitan District of Quito to promote two strategies: the first centred on school life and the second on life in the *barrio*. In the first case the modality's coverage of student participation in training in citizenship capacities has been expanded. For the 2013-2014 period it included approximately 78 secondary schools, 70 (primary) schools, 10,000 adolescents and 20,000 preadolescents. Within this strategy an agreement with the ME and the DMCQ was signed.

Regarding social reintegration and resilience mechanisms in educational inclusion, the territories on the northern border were prioritised by decentralised education authorities, especially the provinces of Sucumbíos and Esmeraldas, as well as Carchi and Imbabura, for the strengthening of the educational modality for adolescents with unfinished schooling. The methodology of social mobilisation of educational inclusion on the Northern Border has a toolbox that has permitted the divulgation of the strategy in the four mentioned provinces. In this regard, during 2014's second semester alone, 869 teachers and education sector technicians and administrative staff of the four northern border provinces were trained.

The modality of accelerated basic education has been the object of assessment and adaptation in accordance with the Ministry of Education's new management model, providing permanent technical assistance to the directorate of education for youths and adults with unfinished schooling. (See the Equity Case Study). To accompany these efforts UNICEF has drafted a cooperation agreement with the Ministry of Education to offer a programme to include 50,000 children and adolescents who are severely overage for their grade in a flexible and accelerated model of basic education to be completed in 22 months.

**OUTPUT 6** By 2014, the country has a preliminary proposal for learning standards in the areas of Physical Education and Art Education for students of General Basic and Secondary Education, and for the professional performance of mentors, auditors and educational advisors.

#### **Analytical Statement of Progress:**

The programme continued supporting field-based demonstration experiences susceptible to be scaled-up and mainstreamed into nationwide policies. In this regard, as a part of an alliance with the Vicariate of Esmeraldas, the Pontificia Universidad Católica de Esmeraldas, the Ministry of Justice and the Judiciary council, the Nation of Peace experience, promoted in the province of Esmeraldas, has been reinforced through documentation and the presentation of the education for peace toolbox, including: Cinema for Peace, Music for Peace, and collaborative Games for Peace and Street Football. The latter two governmental institutions have partnerships with Nation of Peace to expand its work in the Reintegration Centres for Adolescents in conflict with the law and marginal urban neighbourhoods of Quito and other cities in Ecuador. In the same area, and within the framework of the regional 'Let's Play' programme, an initiative took place in Guayaquil with Fútbol Más (a Chilean NGO), supported by Good Will Ambassador Antonio Valencia (a popular Ecuadorian soccer player) and UNICEF to promote life skills among the participants.

In the framework of the implementation of the Nation of Peace and Street Football education modalities, it was possible to sensitise and train 4,000 adolescents and young people about a culture of peace in the province of Esmeraldas through workshops and festivals. To ensure the

sustainability of this initiative, a partnership was established with the Catholic University of Esmeraldas, the local government and the UNHCR.

The Municipality of Guayaquil and the Ser Paz (Be Peaceful) NGO applied the “Red Card against Violence Initiative” (Tarjeta roja a la violencia), involving 4,000 male and female adolescents and young people in three sectors of Guayaquil, from 10 different neighbourhoods. Thanks to this initiative, it was possible to build dispute-settlement capacities, promote the use of public spaces and improve the self-esteem of participants. UNICEF Nation of Peace and Street Football contributed with technical assistance to implement this process.

**OUTPUT 7** In 2014, Ecuador strengthens its capacities for preparation, response and resilience in the education sector, for execution of the Ministry of Education's Public Policy on Risk Management.

**Analytical Statement of Progress:**

During 2010-2014, UNICEF contributed to Government efforts to build disaster risk reduction capacity in the Ministry of Education (EiE-DRR). A national sectoral policy and agenda was established, and a dedicated specialised unit within the MoE was set up to consolidate DRR/DRM education community capacity. In addition, the design and validation of participatory development and implementation of methodologies and tools at national and local level in the fields of prevention, preparedness and emergency response was facilitated.

The last two DIPECHO Action Plans 2011-2014 were crucial for UNICEF and partners to strengthen preparedness capabilities and resilience in schools and promote DRR in the education sector, helping to preserve and ensure child rights in emergencies.

In 2013 and 2014, together with the MoE and National Risk Management System, UNICEF has been successfully strengthening policy, legal and institutional frameworks; partnerships to ensure education in emergencies and the promotion of preventive approaches in vulnerable communities.

Specific technical assistance for the development of national-level SOPs (*Paquete metodológico para Gestión de Riesgos en Instituciones Educativas*: MoE, Metropolitan City Council of Quito, Plan International and UNICEF, 2014) was provided to the MoE and the Metropolitan City Council of Quito. During 2014, the SOP and methodological tools were applied in 35 schools of 10 provinces, benefitting over 10,000 children, 2,500 teachers and education officers and other 400 adults from the educative community. Education school-in-a-box kits for 32,000 children were also provided, and a humanitarian situation room was established in the National Directorate for DRRR and Risk Management of the MoE.

**OUTPUT 8** By the end of 2014, the Ministry of Education has strengthened its capacity to improve the situation of over-age-for-grade adolescents in the education system.

**Analytical Statement of Progress:**

UNICEF Ecuador supported the development of a programme for out-of-school adolescents who have not finished basic education or for over-age students, which allows them to finish basic education with flexible arrangements (accelerated basic education). The implementation of this programme has been successful in the capital city of Quito for some years. In 2014 the Ministry of Education mainstreamed this methodology and started to implement it nationwide, with UNICEF and DyA technical assistance; it is expected that about 50,000 adolescents will

benefit from this initiative. As expected, scaling-up the programme presented some challenges, which are being addressed.

This programme has allowed vulnerable adolescents to exercise their right to education again and for over-age students to decrease the probability of being permanently denied their right to education. Accelerated basic education not only addresses their right to education but also involves a continuous follow-up of the students and continuous training and learning process by their teachers in other areas, particularly child/adolescent protection.

**OUTCOME 3** By 2014 boys, girls and adolescents living in cities and rural areas, determined as of priority and affected by violence and labour exploitation, will have access to the National System for Integral Protection, for the restitution and exercise of their rights

**Analytical Statement of Progress:**

UNICEF played a fundamental role during the process of reforming the New Penal Code (In force since August 2014) in ensuring harmonisation with international instruments – for instance maintaining the age of criminal responsibility at 18. Also within UNICEF cooperation on the issue of adolescents in conflict with the law, the Ministry of Justice has restructured the bodies responsible for coordinating the application of socio-educative measures, strengthening procedures and institutional arrangements to prioritise non-custodial measures. Both normative and institutional changes have played a significant role in the current tendency to decrease the number of adolescents in custody. UNICEF has also contributed to the linking of responsibilities between the Ministry of Justice and other key line ministries to increase access to services of education, health, social inclusion and protection for adolescents who have been in conflict with the law, to promote their overall development and efficient reinsertion.

UNICEF worked closely with the National Council for Equity, (formerly the Children Rights Council), and the Ombudsman's Office (Defensoria del Pueblo) to ensure specific mechanisms to protect children within the new protection system, which has been restructured to adopt an intergenerational approach and include other priority groups. Programmatic results related to protecting children against violence consisted of generating evidence and knowledge in order to include a holistic approach to violence on the public policy agenda (advocacy); ensure protective environments within families, schools and communities (capacity building); and promote changes in cultural patterns, behaviour and attitudes (C4D). Specific legislation to prohibit corporal punishment and raise the minimum marriage age from 12 (girls) and 14 (boys) to 18 for both, will be key legal advocacy priorities for the new cooperation cycle, as will ratification of the third Optional Protocol to the CRC. UNICEF has promoted a specialised dialogue with national authorities on the issue of deinstitutionalisation of children 0-to-3, and is working with competent bodies to review family reinsertion methodology and reorient services, as well as judicial and administrative adoption procedures.

During 2014 UNICEF conducted a bottleneck analysis on child labour in order to contribute to reaching the national goal of eradicating hazardous labour by 2017; and to generate new intervention models at the national and local level in specific sectors such as streets, mining, construction and fishing, building on the successful experience of eradicating child labour in garbage dumps in 2012. In the last couple of years UNICEF has supported the development, consolidation, expansion and institutionalisation of a private-public alliance to eradicate child labour, called the Business Network for a Child Labour Free Ecuador, comprised of 30 companies from the diverse productive sectors that have committed to adopt actions to eliminate child labour in their value chain. With support from the Regional Office this experience was documented, to be consolidated as a model for public and private alliance and shared with

other countries.

To promote adolescent development, UNICEF has contributed actively to accompanying both MCDS and MIES and the National Equity Council in their effort to integrate approaches of adolescent-positive development in their policies and inter-generational equality agenda. It has also supported adolescent participation in institutionalised and non-institutionalised spaces, such as Consultative Councils, autonomous networks, schools and parliament. In light of the Vamos Jugar ('Let's Play') regional initiative, UNICEF promoted the first national meeting on Sports for Development with national and local authorities, sports associations and adolescents, to discuss a national strategy to promote the right to safe and inclusive sports for every child.

In the area of birth registration the Ecuadorian Government, with UNICEF support, is committed to eliminating under-registration of under-fives (10 per cent of children under five are still not registered) and to positioning this issue as a priority on the public agenda. Evidence of this commitment has been the joint efforts made in the last few years by the National Civil Registry and the Ministry of Public Health, with support from UNICEF, to install registration and documenting agencies in health facilities, which allowed over 200,000 children under five to have direct and timely access, upon birth, to immediate registration in the health units. However, specific interventions remain necessary to achieve this goal with equity, considering the social, cultural and structural barriers that hamper access to birth registration for specific population groups. Some of these barriers were identified in the bottleneck analysis conducted by UNICEF during 2014, which pointed out the need for improving coordination amongst existing systems and services, as well as adapting them in accordance with cultural and social demands.

**OUTPUT 1** Judiciary proceedings in the cities of Quito and Guayaquil involving children and adolescents, whether as victims, witnesses or in conflict with the law, are governed by rights-guaranteeing legal frameworks and service protocols that abide by international instruments and domestic laws.

#### **Analytical Statement of Progress:**

The reform of the comprehensive Penal Code and Book IV of the Code for Children and Adolescents, containing material related to specialised criminal justice for adolescents, is undergoing the second debate in the National Assembly. UNICEF and its allies have played a fundamental role that has contributed to a body of laws, harmonised with the principles of the CRC and applicable international instruments.

Four guides were designed, with management indicators for the Centres for Adolescent Offenders covering violence, family ties, unfinished schooling and Life Plans for Adolescent Women with sentences depriving them of liberty. At the national level, 600 functionaries from 11 units were trained.

Following the MTR of the current Programme of Cooperation with the Government of Ecuador, it was agreed to continue work on the theme of adolescents in conflict with the law, especially with respect to increasing adherence of measures of deprivation and diversion/non-deprivation of liberty to national and international norms – all from a more comprehensive approach to issues of adolescence and special protection.

**OUTPUT 2** Adolescents promote healthy lifestyles and call for conditions for the good way of living and a public opinion trend has been built up promoting these lifestyles and conditions.

**Analytical Statement of Progress:**

In the framework of development of the education modality called 'Nation of Peace and Street Football', it was possible to have 4,000 adolescents and young people sensitised and trained about a culture of peace in the province of Esmeraldas by means of workshops and festivals. To ensure the sustainability of this initiative, a partnership was established with the Catholic University of Esmeraldas, local government and the UNHCR.

The Municipality of Guayaquil and the NGO Ser Paz (Be Peaceful) applied the Red Card against Violence Initiative (*Tarjeta roja a la violencia*), involving 4,000 male and female adolescents and young people in three sectors of Guayaquil, from 10 different neighbourhoods. Thanks to this initiative, it was possible to build dispute-settlement capacities, promote the use of public spaces and improve the self-esteem of participants. UNICEF contributed with technical assistance to implement this process.

**OUTPUT 4** By 2014, incarceration and non-incarceration measures for adolescents in conflict with the law and their adherence to national and international standards are institutionalised - at least in the cities of Quito and Guayaquil.

**Analytical Statement of Progress:**

Following the approved proposal in the PBR 2013, an international Special Protection and Adolescent Development Officer (P3 level) was successfully recruited. The new staff member joined the team in February 2014. This position is fully funded with RR.

A JPO Adolescent Development Officer (P2 level) supports the Protection and Adolescent Development programme component in several aspects, including gender, birth registration and participation matters.

**OUTPUT 5** By 2014, public institutions have the capacity to promote strategies for building children's resilience in the face of violence.

**Analytical Statement of Progress:**

Ecuador is currently in the process of restructuring the National Protection System in order to adopt an inter-generational approach and include other population groups defined as priorities under the national equity agenda. UNICEF has been working closely with the National Council for Equity (the former Children's Rights Council), and the Ombudsman's Office (*Defensoría del Pueblo*) to ensure specific mechanisms to protect children within the new system, based on the principles of absolute priority and best interest of the child, and also following the recommendations made by the Committee on the Rights of the Child for the country to adopt a monitoring and coordination mechanism to follow up on CRC implementation.

Under a C4D strategy for violence prevention, the launching of the National End Violence Campaign was postponed until 2015. A campaign proposal was designed and approved, and will be developed in four stages during the next cooperation cycle, calling attention to physical, psychological and sexual violence within families, schools and communities. Programmatic results related to Ending Violence Against Children were: finalising of the toolkit on violence prevention, including protection routes and protocols, to be disseminated and used by service and policy operators; drafting of a proposal, in partnership with the National Observer, for a new national household survey on the situation of children and adolescents, focusing on violence, for which data will be collected nationwide during the first semester of 2015; and developing and testing the instruments to build the first national baseline on bullying, in partnership with the

Ministry of Education and World Vision, with data to be collected nationwide in the first quarter of 2015. This information is intended to contribute to: orienting public policy to prevent and protect children from violence within families, schools and communities; and ensuring protective environments for children, promoting changes in cultural patterns that generate and/or tolerate violent behaviour towards children and adolescents. Physical, sexual and psychological violence against children is defined and sanctioned in the context of domestic violence in Articles 155 to 158 of the recently reformed Organic Penal Code, which addresses corporal punishment against children, but does not explicitly mention its prohibition, leaving a need for specific legislation. Another important legislative challenge is to secure a commitment to increase the minimum legal age for marriage from 12 (for girls) and 14 (for boys) to the age of 18 (for both girls and boys) in the reform of the Civil Code, which is in process. Therefore these will be key advocacy legislative issues for the new Cooperation cycle. Regarding children in alternative care, UNICEF has been working directly with the Special Protection Sub-Secretariat (MIES) to review family reinsertion strategies and methodologies. A new methodology was developed and validated through a training programme provided by UNICEF in six geographical zones of the country, in order to include technical teams from all public and private institutions providing alternative care. On this same issue, another methodology has been developed to support the work of technical teams for promoting the autonomy of institutionalised adolescents; the approval process is underway. UNICEF also supported experts' participation in the Third International Congress on Adoption, held in Ecuador, to promote the discussion with national authorities on the issue of deinstitutionalisation of children under the age of three. A specialised consultancy was developed to support the review of adoption procedures within the reform of the General Process Code being conducted by the National Assembly.

With regard to Child Labour, in 2013 the National Institute of Statistics and Censuses presented the first results of the National Child Labour Survey. The information was collected in November 2012 in all 23 provinces of the country's continental territory. The survey focused on three items: child labour, hazardous labour and domestic labour. UNICEF is working with INEC on a detailed report of the National Child Labour Survey, in order to find the factors that increase or decrease the probability of child labour and provide sound evidence to improve intervention strategies to achieve its eradication by 2017, as stated in the National Development Plan. Additionally, this study is a tool to prioritise certain provinces in order to decrease worst forms of child labour. The release of the report is expected to take place within the first quarter of 2015. Furthermore, during 2014 UNICEF conducted a bottleneck analysis of child labour aiming to generate new intervention models at the national and local level, in specific sectors such as streets, mines, construction sites and fisheries. This process involved participation by key line ministries in a national roundtable on child labour, along with subnational officials, the private sector and community members. Results from this process and a proposal for an intervention model were shared with the Ministry of Social and Economic Inclusion.

In cooperation with the Ministry of Labour Relations (MRL) UNICEF partners concluded the preparation of the action protocol to eradicate hazardous child labour in the decentralised autonomous governments, which will be disseminated by UNICEF's partners working with these decentralised structures. Furthermore, since 2012 UNICEF and the MRL, have been promoting the Business Network for a Child Labour Free Ecuador, which currently includes 30 businesses from the most diverse productive sectors that have committed to implement actions to eradicate child labour throughout their value chains. During 2014 UNICEF supported the development of an institutionalisation model for this network, and is encouraging its expansion among private and public partners, and the broadening of the scope of their interventions to target children and adolescents who are well over the established age for their grade – one of the major causes and consequences of child labour.

To accompany these efforts UNICEF has drafted a cooperation agreement with the Ministry of Education to offer a programme to include 50,000 children and adolescents who are sharply overage for their grade in a flexible and accelerated model of basic education to be completed in 22 months. The experience of the mentioned public-private business network was documented with the support from the Regional Office, for consolidation as a model for public-private partnerships and shared with several other countries. As a result, Colombia was the first country to build a similar Network based on this model. To encourage companies from this network and associated business partners to adopt and implement actions under UNICEF's business principles of social responsibility UNICEF developed a series of web training contents on human rights, violence prevention, gender and masculinities and online safety for children. Six specific, specialised trainings were provided to 200 Petroamazonas field personnel in measures for the prevention of sexual exploitation of children and adolescents, in conformity with their new thematic policies developed – also with UNICEF's support.

In promoting adolescent development, UNICEF has worked actively with both the MCDS and MIES and the National Equity Council in their effort to integrate approaches to adolescent-positive development within the inter-generational equality agenda, by: i) carrying out four local diagnoses to strengthen the capacity of local inter-sectorial National Strategy on Pregnancy and Violence Prevention teams; ii) reviewing protocols and reinsertion routes to increase school attendance of adolescent mothers and fathers; iii) conducting a national study on "Why adolescent pregnancy in Ecuador is increasing"; iv) in partnership with Universidad de Caracas, developing a training programme for policy operators from key line ministries and technical personnel, working directly with adolescents to increase protective factors, promote their skills and build positive relationships within families and communities, reaching six regions in the country and about 2,000 beneficiaries; v) designing a set of 10 Guidelines to work on positive adolescent development in social services, such as the 11 youth community spaces (MIEspacio Juvenil). With respect to adolescent participation, UNICEF: i) supported the activities and consolidation of two national networks – Youths Living with HIV (Jovenes positivos) and social and political participation schools for Afro-Ecuadorian adolescents (*Mi Abuelita me Decia*); ii) promoted the first national meeting on the "sports for development" strategy with national and local authorities, sports associations and adolescents, to discuss a national strategy to promote the right to safe and inclusive sports for every child; iii) carried out weekly adolescent radio broadcast programmes called "You say it, I say it" (*Lo dices tu. Lo digo yo*) as a permanent communication channel between children and adolescents and the members of parliamentary group for children rights; supported a national student participation policy aimed at generating citizenship skills in three geographical areas of the country, including 140 schools, 400 teachers, and 15,000 students aged 15 to 17.

**OUTPUT 6** Public institutions have capacities for the elimination of the under-registration of under-fives by 2014.

**Analytical Statement of Progress:**

Ecuador has made significant progress in increasing the birth registration rate at the national level; however approximately 10 per cent of all children under five remain unregistered, equivalent to approximately 144,000 children. However, national birth registration prevalence may be hiding significant geographic and ethnic disparities. Disparities on birth registration can be found mostly among children of different/minority ethnic backgrounds. The lowest registration rates appear among Afro-descendant children.

In the period between 2010 and 2013, and with UNICEF support, 33 Registration and

Documenting Agencies were installed in Health Establishments (ARCES), in order perform timely birth registration of new-borns; this made it possible to register 170,451 children. In 2014 39 ARCES were in operation, registering approximately 70,000 children per year in health units.

Under a new agreement reached between the national authority on birth registration and UNICEF, a bottleneck analysis exercise was carried out during 2014, aiming to analyse the most critical barriers and determining factors to be addressed in order to accelerate efforts towards universal, free and timely birth registration. The preliminary phase of the bottleneck analysis was completed, including fieldwork investigation, and the validation process, involving all the governmental actors, was underway in late 2014. Preliminary findings include: structural barriers in the inter-institutional management and coordination process among the government authorities responsible for birth registration; data systems are not properly linked and processes and procedures are not shared and harmonised; sensitive cultural issues, such as the stigmatisation and discrimination of single and adolescent mothers and distance to the nearest registration facility (which adds significant additional costs to the registration process), mainly in areas of difficult geographical access such as the Amazon region and northern and southern border areas. These preliminary findings were shared at a regional UNICEF meeting in Bolivia, where several LACRO countries presented the results of similar exercises in order to build alliances and identify and share best practices in birth registration in the region.

Considering these barriers, in the next programme cycle UNICEF will cooperate with birth registration institutions to i) promote technical exchanges among Ecuadorian authorities, and successful initiatives for eliminating the under-registration of under-five children in other countries in the region; ii) establish an inter-sectoral and inter-institutional agenda that includes coordination strategies, as well as an integrated information system among different governmental entities responsible for birth registration processes and services, contributing to reaching the goal of universal birth registration in Ecuador; iii) strengthen national and local capacities to improve birth registration services that are culturally sensitive, increasing access and quality of services in the priority geographical areas identified; and iv) design and launch a C4D strategy focused on eliminating cultural barriers identified as key bottlenecks to reducing under-registration of children under five.

#### **OUTCOME 4 Cross Sectoral**

##### **Analytical Statement of Progress:**

Successful cross-sectoral strategies have important for the programme's implementation. Fundraising has brought good results, allowing UNICEF to forecast self-sustainability in the near future. This is an important development given that according to the World Bank Ecuador falls within the category of upper-middle income countries, making it less attractive to external donors. In the area of communication, UNICEF continues to enjoy strong credibility; its presence has increased lately as may be confirmed by the free-press monitored. Monitoring and Evaluation provides continuous support to the programme section with the production of information and analysis for advocacy and policy-making processes.

Although the UNDAF document was ready towards the end of 2013, it was signed several months later. By late 2014 the United Nations in Ecuador was still negotiating products within each of the Results Groups defined in the UNDAF. Although this process has not been completed, UNICEF has approached the Government to advocate for the need to sign the CPAP 2015-2018 before the end of 2014, in order to begin implementation of the new programme of Cooperation smoothly.

Internally, UNICEF Ecuador underwent important changes during the period 2010-2014. In 2014 a major structural change took place following the previous year's PBR, including the abolition of several staff posts. At present it is still in the process of recruiting some officers and assistants. It is expected that during the first quarter of 2015 Ecuador will be fully staffed in accordance with the latest PBR decisions.

In the operations area, UNICEF changed to SAP as its administrative and financial system, bringing additional challenges in the beginning. These challenges were overcome as more experience was gained by the users, and with support from LACRO and other offices. The dashboards provided by Vision have proved to be extremely helpful in raising early warnings, monitoring implementation, and providing other elements of support for the CMT and JDP to take appropriate actions.

Additionally Ecuador has joined the regional operations hub from the middle of the year 2014.

## **OUTPUT 1 Advocacy and Communications**

### **Analytical Statement of Progress:**

Social media networks have been used as a strategic channel to engage millennials in the work of UNICEF in Ecuador. During 2013-14, the total number of fans on Facebook and Twitter reached 21,930 fans in Facebook (70 per cent 18-to-34 year olds) and 16,368 followers on Twitter. Furthermore, use of the webpage also increased; by the end of December 2014 there had been a total of 199,910 sessions (unique visits) and 3,314,202 hits.

Regarding media impact, the information on children and adolescents published during 2014 generated, at no cost to UNICEF, press coverage with an estimated value of US\$4,359,439, the news presented was either positive or neutral, none was negative.

### **Analytical Statement of Progress:**

Between 2010 and 2014, media impact and social media engagement have been increasing. The information on children and adolescents published between 2011 and 2014 generated a total of US\$17,697,184 in free press coverage. Within the framework of the partnership between El Telégrafo daily public newspaper and UNICEF, the estimated value of free press coverage was US\$65,412.21 between March and November 2014.

Social media networks have been used as a strategic channel to engaging Millennials in UNICEF's work in Ecuador. The numbers of fans reached 21,930 on Facebook (70 per cent among 18-to-34-year-olds), and 16,368 followers on Twitter. YouTube received 274,906 views and 88 videos uploaded, while in Flickr 257 photos were uploaded.

Visits to UNICEF's webpage also have increased: during 2010-2014 the total number of visits registered was of 635,593, with 1,086,691 page views and 6,273,002 hits. The virtual library was launched on 7 July for the internal use of UNICEF staff, and it has a total of 3,491 photographs, 280 videos, 459 publications and 316 artwork representations.

These numbers show that UNICEF in Ecuador has been permanently reinforcing its visibility and external communication through exposure in media outlets and social media, but also through the webpage.

Additionally, during 2014, key dates were used to organise high-level events and community activities to attract media attention, and to engage stakeholders in commitment for children.

Within this framework, media interviews, press conferences and media workshops were organised to communicate a clear and strong message for Ecuador about the need to reduce inequities and end violence against children. The result was that UNICEF's message was correctly and widely disseminated in 2014; for instance through press coverage with an estimated value of US\$4,359,439, and no negative coverage.

Organisation of and participation in high-level events, particularly in 2014, provided the opportunity for UNICEF to publicise the situation of children in Ecuador, and engage and commit stakeholders to work with UNICEF in the fulfilment of the rights of the child. For instance, the launching of the "Situation of Children in Ecuador" in 2014 provided the opportunity for UNICEF to talk about disparities and violence with data as evidence, and attracted the attention of the media and authorities.

Furthermore, in events in the National Assembly, UNICEF had an opportunity to talk about prohibiting marriage before the age of 18; launch the 'Hidden in Plain Sight' analysis, and present the publication "Child Rights Toolkit". Also, as a result of organising high-level events, UNICEF received formal recognition from the National Assembly for its work, and was asked to continue collaborating with the state in coming years.

Additionally, the organisation of Children's Day as a massive public event attracted hundreds of children and adolescents to the educational activities organised by UNICEF to promote the Convention on the Rights of the Child. Media channels and journalists held interviews and reported on the event and UNICEF's mandate. This event was a good example of brand activation, helping bring UNICEF closer to the people and community.

The strategy of communicating UNICEF's message in Ecuador, particularly in the last year, has been structured around presenting the information to: i) highlight the advances made by the country in the fulfilment of the rights of the child, and ii) show the challenges/weakness, based on hard evidence and real-life stories. This is the result of a joint effort by communications, M&E and Programmes.

Furthermore, during the period 2010-2014, external communication also supported C4D actions, particularly in breastfeeding through the campaign "Tu leche es amor", and collaborated with PFP in the production of information for donors, including face-to-face actions in massive public events.

With respect to Goodwill Ambassadors, in 2014 a new personality became part of UNICEF in Ecuador: Adriana Hoyos, an Ecuadorian designer. Since March 2014, she has been supporting the Endviolence campaign, after receiving training from the Communication and Programme areas on the image of UNICEF and the message of preventing violence against children. In addition, relations with Good Will Ambassador Karla Kanora were strengthened to keep working together on the breastfeeding campaign and to involve her in the Endviolence campaign for the next period (2015-2018).

At the end of these four years, UNICEF will (re)focus its efforts on the need to: i) continue fostering and encouraging relations between UNICEF and media outlets; ii) strengthen the digital communication strategy to be more effective in engaging Millennials, and iii) promote community activities (brand activation) to become closer to the people and community.

## **OUTPUT 2 Programme and Management Performance**

**Analytical Statement of Progress:**

During the 2010-2014 Cooperation Programme, there were significant achievements in terms of monitoring the situation of child and adolescent rights, including the production of two situation analyses. Both of these documents were produced in partnership with the Observatory for the Rights of Children and Adolescents, along with other institutions, and focused on violence as one of the main subjects. The latest situation analysis, in the spirit of the MoREs, offers an in-depth analysis of the budget devoted to children and adolescents – to determine how progressive or regressive these investments are – and includes regional comparisons in order to provide evidence to advocate for a continuous increase of social investment.

In terms of data collection and analysis, along with the Observatory for the Rights of Children and Adolescents, Save the Children, and other organisations, a survey of children and adolescents was produced in 2010, presenting the latest information on violence against children and adolescents in households and schools. A new survey is being planned for 2015 in order to update this information and look at the trends, given that between 2000 and 2010 violence had increased.

Systematic inputs for the eradication of child labour strategies were provided by UNICEF Ecuador. After 10 years of implementation of the child labour eradication strategy by the National Child and Family Institute (INFA), UNICEF Ecuador supported its evaluation. Additionally a MoRES process was initiated for child labour, with broad participation from ministries, NGOs and other relevant actors. This process will provide further inputs for improving the existing strategies to eradicate child labour, or creating new ones. Finally, technical assistance was provided to the National Statistics Institute to produce a report on the National Child Labour Survey. This report, to be published in the first quarter of 2015, will also provide geographical priorities for abolishing the worst forms of child labour. In 2015 additional support will be provided to assess the national child labour survey and provide feedback to the National Statistics Institute for improving future surveys.

To strengthen data collection by the National Statistics Institute, technical exchanges were promoted with other institutions. Additionally, this statistics institute has increased its knowledge of the Multiple Indicators Clusters Surveys and their components that can serve as inputs for their regular surveys.

In the process of producing the National Development Plan 2013-2017, Ecuador's highest-level programmatic document, UNICEF provided technical assistance for defining territorial goals that are consistent and coherent with the national goals stated in the development plan.

As part of the United Nations in Ecuador, UNICEF was in late 2014 involved in the process of negotiating the products within each of the results groups defined in the signed UNDAF. The results of these negotiations are important for the development of the CPAP for the period 2015-2018, especially for the results matrix, as this should incorporate agreements with the Government within the framework of results group negotiations. The Country Programme Document for the 2015-2018 cooperation period was approved by the Executive Board.

Internally, UNICEF Ecuador has taken some steps to mainstream results-based management. These efforts include the development of dashboards in the annual management plan that allow all areas in the office to view the contributions and progress made towards the goals set at the beginning of the year. However, some challenges remain in the use and permanent monitoring of this instrument.

The future holds some challenges for UNICEF, including: strengthening of Government counterparts' evaluation capacity and the development of new, specialised surveys on children and adolescents and in-depth analysis to provide evidence for advocacy purposes and as an input to the policymaking process. Although there are on-going MoRes processes, UNICEF Ecuador needs to develop more of these exercises for other areas of work. The upcoming Cooperation Programme is expected to address these challenges.

### **OUTPUT 3** Cross Cutting Project Support

#### **Analytical Statement of Progress:**

Following the PBR 2013 decisions, two Programme Assistants were recruited. They have participated in the induction programme, along with all other new staff members at UNICEF Ecuador. These two posts are RR funded.

**OUTCOME 7** By 2014 the State shall increase its social investment to a 6 per cent of GDP to reduce gaps in child and adolescent populations in the excluded zones that have been determined as of higher priority

#### **Analytical Statement of Progress:**

As a contribution to the fulfilment of the National Development Plan goals and MDGs, UNICEF has provided strategic support for the formulation of Ecuador's national policies on equality, poverty eradication and social protection, with a focus on child rights, as well as for the analysis and monitoring of social investment. Local-level policies for children have also been supported. By strengthening the national capacities to monitor social investment, UNICEF contributed to addressing the Committee on the Rights of the Child's recommendation (Report CRC/C/ECU/CO/4 of March 2, 2010, Recommendation No. 22).

The main strategies include alliances with key national and Government partners, as well as civil society partners; policy advocacy; knowledge management and dissemination; national capacity-building, including in areas of child rights and investment monitoring; and South-South exchanges of experiences and cooperation.

### **OUTPUT 2** Monitoring and Management of the PCR

#### **Analytical Statement of Progress:**

This position is fully funded by RR.

**OUTPUT 3** By 2013, the public system to promote citizen participation incorporates the monitoring of public social policies on the exercise of the rights of children and adolescents.

#### **Analytical Statement of Progress:**

As a result of the MTR exercise this output was discontinued. Social inclusion issues will be addressed through the new output.

**OUTPUT 4** Public policies on decentralisation and deconcentration of protection for the life cycle in the territories are being promoted and applied by 2014.

#### **Analytical Statement of Progress:**

Main results achieved include:

1. The inclusion of child equality-related policies and goals in the National Development Plan 2013-2017, through the preparation and dissemination to key decision-makers of the “Atlas of socio-economic inequalities in Ecuador”, a joint collaboration of SENPLADES, the UN System, and the Universidad Andina Simón Bolívar. The Atlas strongly influenced the inclusion of an equity focus in the National Development Plan.
2. National capacities for the analysis and monitoring of multidimensional child poverty were strengthened. As a result, the newly released National Strategy on Equality and Poverty Eradication includes a strong focus on multidimensional child poverty. In collaboration with LACRO, CEPAL and UNICEF Peru, the capacity to measure multidimensional child poverty of national ministries such as the Technical Secretariat for the Eradication of Poverty, the Ministry of Social Development coordination and the National Institute of Statistics and Census were improved.
3. Initial support was provided for the design of the National Social Protection Platform, through technical orientation and the identification of best practices in the region for South-South exchanges of experiences and cooperation.
4. The capacities of the National Assembly were strengthened to incorporate international human rights standards and principles. Close cooperation was established between the National Assembly and four UN agencies (PAHO, UN Women, UNFPA and UNICEF) to strengthen the capacity of Congresspersons and legislative advisors’ to incorporate key child rights and gender standards and principles in fundamental on-going legislative reforms and laws (bills or law on Rights Protection System, Civil Code, “Codigo Orgánico General de Procesos”). The capacities of the National Assembly were also strengthened to: i) analyse and monitor social and child-related investment in the formulation and implementation of the National Budget; ii) monitor child rights through the technical support provided to the Parliamentary Working Group on Children’s and Adolescents’ Rights; iii) develop and apply an innovative methodology to assess the implementation of a law, in this case the Intercultural Education Law, in coordination with the National Council for Children and Adolescents (CNNA – now Council for Inter-generational Equality) Organisation of Ibero-American States and World Vision.
5. National capacities to monitor social and child investment were strengthened. Since 2000, UNICEF has systematically supported the State’s accountability initiative to periodically report on the country’s social investment situation and progress, through the preparation and dissemination of the bulletin “How is social investment faring?”, published twice a year in coordination with the Ministry of Finance. Since 2012, the Ministry has the authority and internal capacity to produce the bulletin. The Vice Ministry of Finance, the President of the National Assembly Commission on Economic and Tax Issues, and the Technical Secretariat of the National Council Inter-generational Equality participated in the International Seminar on “Investing in Children” held in Peru in October 2014. As a result, this high-level delegation agreed to organise a similar event in Ecuador in 2015. Both events are contributing to the on-going preparation of a General Comment of the CRC Committee on Child Investment.
6. Key knowledge-generation and dissemination initiatives were implemented, working with several Government and civil society partners, such as the National Council on Inter-generational Equality, Social Observatory Foundation, Save the Children and Plan International. Initiatives include: i) an analysis of child rights evolution in the country, from the ratification of the CRC through 2011, stressing concerns about growing violence against children (“Estado de los Derechos de la Niñez y Adolescencia Ecuador 1990-2011”); ii) the recently published child and adolescent situation analysis (“*La niñez y adolescencia en el Ecuador Contemporáneo: avances y brechas en el ejercicio de derechos*”), which was used by several decision-makers and communications media to highlight the country’s main results and challenges in the fulfilment of child rights.

7. At local level, several initiatives contributed to the implementation of child rights agendas: i) advocacy and capacity building processes in the framework of the subnational strategy of provincial public policies to guarantee the rights of children and adolescents -supported by the National Council on Children and Adolescent, the Vice Prefects network and UNICEF – led to the design, approval and implementation of child protection laws and development plans in several provinces; and ii) in the framework of the Agenda for Indigenous Children’s Rights, supported by UNICEF since 2005, the Kayambi and Pansaleo peoples – Kichwa peoples from the provinces of Pichincha, Imbabura and Cotopaxi – have developed co-responsibility mechanisms with the Ministry of Education for the solution of the main problems identified in their territories, in Coordination with the Confederation of Kichwa Indigenous Peoples –ECUARUNARI– and the Contrato Social por la Educación, a civil society organisation. Such co-responsibility mechanisms, for instance, led to the allocation by the Ministry of Education of US\$200,000 for bilingual intercultural school improvements.
8. South-South exchanges and cooperation initiatives were developed, resulting in both the strengthening of the country’s capacities to formulate and implement social policies, and to share its best practices with other countries: i) Ecuador’s experience in terms of coordination mechanisms and indicators on social development were shared with the social sector ministries of Panama; ii) UNICEF supported a delegation from the Coordinating Ministry on Social Development to accompany President Correa on his mission to Brazil, aimed at learning about the best practices in social information systems and health and nutrition policies; iii) the Social Observatory Foundation shared experiences and best practices regarding civil society’s role in influencing more equitable public policies for children in the recent international conference on “Institutional Frameworks for social equity monitoring and improving the effectiveness of public policies in promoting equity”, organised by UNICEF in Algeria.

**OUTCOME 8** Effective and efficient programme management and operations support

**OUTPUT 1** Effective and efficient Governance & Systems

**Analytical Statement of Progress:**

The governance bodies established to operate in the office through the AMP functioned based on requests and as per the terms of reference for each one.

Due to changes of the staff structure in 2013 and 2014, the LSA was established in the 4th quarter of 2014; therefore, ad-hoc members were appointed for committees such as CMT during the most of the year, and for special situation teams, such as during preparations for the PBR submission of the CPD and related documentation.

Also, based on the SLA with the RSSC, the committees included in the agreement were established by the Regional Office and met according its request. Submissions were processed on time, as agreed in the SLA.

**OUTPUT 2** Effective & efficient management and stewardship of financial resources

**Analytical Statement of Progress:**

The joint efforts between the areas of Operations and Programmes on the monitoring of DCTs through 2014 resulted in no more than 1 per cent of DCTs outstanding for more than nine months during the year; subsequently, by year-end, those efforts rose on DCTs outstanding only more than six months but not over nine.

Micro-assessments were conducted for new partners under the HACT modality during 2014, as a requirement to mitigate the risk associated with new partnerships; as well as for one partner that reached the threshold of \$100,000.

Funds for the assessments were provided by the programme area, while the consultancy was carried under the terms of reference established in a contract for the UN common premises/ services.

Monthly bank reconciliations were completed on time, in both scenarios: no-hub and hub, according to the dates for activity indicated by DFAM/Accounts section.

### **OUTPUT 3** Effective & efficient management of Human Capacity

#### **Analytical Statement of Progress:**

All staff members benefited from a workshop on Ethics carried by the Regional Chief of HR and the Dominican Republic Representative. This fulfilled one of the latest audits recommendations.

Regarding the recruitment of new personnel, either staff or consultants, the process was revised based on the SLA with the RSSC and put in place. During 2014, 100 per cent of individual contractors and consultants were recruited based on the process established.

### **OUTPUT 4** Licensing

#### **Analytical Statement of Progress:**

During this period an important change in the global fundraising strategy occurred in relation to implementation of the licensing business model. In Ecuador implementation began in 2011 when the Imprenta Mariscal began to produce and sell paper and stationary products under the UNICEF license.

The licensing agreement with Imprenta Mariscal lasted until 2013 when the Mariscal group asked UNICEF to end the agreement due, in part, to the low profitability of this business model for this partner. In that year, a similar licensing agreement for paper and stationary products was signed with Grafitext, another important printing enterprise in Ecuador. Although UNICEF Ecuador maintains a licensing agreement with Grafitext, this kind of business appears not to be very attractive to UNICEF's partners. It should thus be noted that there is a downward trend in the licensing business model globally, and it is highly probable that Ecuador will not be an exception.

As a result, in 2014 UNICEF Ecuador worked on the basis of the new PFP strategy under the supervision of the Regional Office. The new strategy establishes that the license area will become part of the corporate channel, under the same guidelines that UNICEF has had since 2013.

Between 2011 and 2014 the licensing business model strategy allowed UNICEF Ecuador to raise US\$0.25 million, representing 95 per cent of the target.

**Other Publication**

<b>Title</b>
Alianzas para la nutrición infantil. Lactancia materna, un acto de amor.
TOMO I: Encuesta Nacional de Salud y Nutrición de la población Ecuatoriana de cero a 59 años. ENSANUT-ECU 2012.
UNICEF EN ACCION 2014 No. 1
UNICEF EN ACCION 2014 No. 2