

Executive Summary

National averages show that Ecuador continues to progress towards the MDGs; however, there are important inequities shown when the information is disaggregated by ethnicity, geographical locations, among other variables. During 2011 Ecuador continued to undergo important changes such as the enactment of the Organic Law for Intercultural Education, and a rise in budget allocations for the decentralized autonomous governments, among others.

Among the most important achievements the following are noteworthy: a) the implementation of the strategy "Including all" to mobilize civil society in order to identify those children not exercising their right to education and reinstate that right. The initiative has started for children at the northern border (vulnerable area) and will be extended to other regions. b) Ecuador has secured a USD\$ 33 million public budget for investing in special protection; in 2010 this budget was only USD\$ 4 million. c) Ecuador was declared free of child labour in garbage dumps. In the management area: a) Ecuador country office had a high financial implementation which did not require significant extra support for the level of transactions generated. b) all staff members were trained for the roll-out of VISION in 2012. The fundraising efforts mobilized USD\$ 1.3 million, in addition to USD\$ 60,000 dollars rose for the Horn of Africa.

The most significant shortfalls: a) all staff members, along with UNICEF Ecuador allies, can reinforce their competencies in Results Based Management. b) due to impossibility to transfer funds to governmental counterparts, there was an increase of administrative workload that Ecuador country office had to face.

In the collaborative partnerships area: a) UNICEF Ecuador has supported the initial steps of an agreement between the Latin American Reference Center for Preschool Education in Cuba and the Child and Family Institute in Ecuador regarding child development quality standards in the provision of services. This initial work is expected to become a South-South cooperation agreement between Cuba and Ecuador. b) DINERS-UNICEF continues to be a strategic partnership, especially for the education component of the cooperation programme. This local alliance that started in Ecuador some years ago has now been brought to a global level.

During 2012 Ecuador Country Office (ECO) will focus in the Mid Term Review (MTR). This will be an opportunity for the programme to focus on those priority areas closely related to the National Development Plan for the Good Way of Living, especially those that reach the most disadvantage children. The approach will be from a public policy perspective though the use of the strategies defined for middle income countries. In addition, UNICEF Ecuador will strengthen its partnership strategy with the private sector using a socially responsible management approach.

Country Situation

In the second quarter of 2011, GDP growth amounted to the following: 8.88% compared to the same period in 2010, 2.2% compared to the first quarter ([Central Bank of Ecuador, BCE](#)). Social investment in 2010 amounted to US\$5,542,800,000 (US\$3,049,000,000 in education, US\$1,153,300,000 in health, US\$1,067,900,000 in social welfare, US\$213.7 million in urban development and housing, and US\$58.9 million in labour), accounting for a nominal increase of US\$678.8 million over the investment made in 2009 ([Ministry of Finance and UNICEF](#)). Total public debt balances grew in nominal and percentage terms between 2009 and December 2010 from US\$10,234,700,000 (19.9% of GDP) to US\$13,336,800,000 (23.4% of GDP, according to the [Ministry of Finance, Social Development Coordination Ministry and UNICEF](#)).

The cumulative inflation at September 2011 amounted to 4.31%, higher than that for 2010 for the same period, which amounted to 2.26% ([National Statistics and Census Institute, INEC, 2011](#)). This inflation

stems from a 39% rise in food and non-alcoholic beverage prices and a 37% rise in the cost of education, among other items (*INEC, 2011*).

Although rural poverty has declined more quickly between the end of 2009 and 2010, there is still a wide gap between the urban sector (22.45%) and the rural sector (52.96%) as at December 2010 (INEC). Regarding the Gini inequality index, it has been calculated at 0.5038 for the urban and rural area in December 2009, whereas for December 2010 it amounted to 0.5046, evidence that this indicator has remained at similar levels, after the major decline in inequality recorded as of December 2008 (0.5509 in 2007 and 0.5146 in 2008). The percentage of children and adolescents living in households considered poor in terms of income earnings amounted to 43%, whereas those living in households of extreme poverty in terms of income amounted to 18% (*Observatory of the Rights of Children and Adolescents—ODNA*), highlighting the fact that this group is more prone to be living in poverty in terms of income.

When poverty is measured in terms of unmet basic needs (UBN) of households, according to the definition used by Ecuador, there has been a change from 70.4% to 54.5%, based on data recorded by INEC in the population and housing census of 2001 and 2010. Although UBN data by province showed a considerable decline in poverty between 2001 and 2010, wide gaps still persist. For example, according to data from the 2010 Census, 28.9% of all households from the province of Pichincha (province recording the lowest rate of poverty) were considered poor, whereas this percentage rose to 81.1% in the province of Sucumbíos (province with the highest rate of poverty).

With regards to the mortality rate of children under five years of age, a drop from 16.9 (2007) to 16 (2008) deaths for every 1,000 live births has been recorded, according to information from the ODNA, which is yet to be published. Nevertheless, a breakdown by province shows differences such as the province of Chimborazo (high indigenous population) with a rate of 28.3 per 1000 live births and 9.8 for the province of El Oro. In other words, a child under five years of age in the province of Chimborazo is almost three times as likely to die than a child in the province of El Oro. Regarding childbirth by teenage mothers, this indicator rose from 8% to 10% between 2005 and 2009 (unpublished figures from the ODNA). Disaggregated data by province, however, shows differences with provinces such as Manabí, Morona, and Sucumbíos recording the rate of 13% whereas in Imbabura and Galápagos it is 7%.

Unpublished data from ODNA, based on the 2010 Population and Housing Census (Censo de Población y Vivienda—CPV) show that 177,234 children between 5 and 14 years of age (general basic education) do not attend any kind of school at all, which is significant in terms of access to quality education for this age group (6%); whereas for the age group of young people from 15 to 17 years of age (upper high school), there are 212,558 adolescents who are no longer part of the school system (accounting for 24% of that age group). Information for this indicator by ethnic group or territory in the 15-to-17-year age group indicates that this rate amounts to 33% for indigenous young people, that is, 9 percentage points higher than the national average. An important percentage of children and adolescents who are in the school system are attending a grade that does not pertain to their age group, which means that they are in a situation of vulnerability, with the possibility of eventually being excluded from the system.

On the basis of the 2010 CPV, 5.88% of all children from 5 to 17 years of age are involved in child labour. In the more detailed breakdown of this information, the following percentages have been recorded: 11.43% of indigenous children; 4.44% of white children; 5.17% of mestizo children; 6.74% of Afro-Ecuadorian children; and 6.79% of coastal backcountry children (*montubios*).

As for achievement of the Millennium Development Goals, indicators have recorded substantial progress. Nevertheless, the breakdown for these figures highlights the challenge of tackling the inequalities that are concealed behind national averages.

There were major changes in the regulatory and institutional framework, such as enactment of the Organic Law for Intercultural Education, a rise in budget allocations for decentralized autonomous governments, measures to enforce the Organic Code for Territorial Planning, Autonomy and Decentralization (COOTAD) passed in 2010, among others. At present, there is a legal initiative to lower the maximum age of criminal liability for law-breaking adolescents from 18 to 16, over which there is a great deal of discussion between

those who are in favour and those who are against.

Words in blue are links to the relevant sites or documents.

Who are the deprived children in your country context?

There are some dimensions that can identify disadvantaged children in Ecuador. These include their economic status (poor or not poor, income/consumption quintile), their ethnic background (indigenous, white, mestizo or Afro-descendant), geographical location (urban or rural) and age group (young children or adolescents). For instance, in 2006, children in poor households had a stunting rate twice as high as those in non-poor households. Regarding ethnic background, in 2009, those who considered themselves indigenous or Afro-descendants had a 15-percentage-point lower net attendance rate for upper high school than those considered white or mestizos. Furthermore, in 2009, indigenous children between 5 and 17 years old were three times more likely to be involved in the labour market than mestizo children. Other examples can be mentioned to show the usefulness of the above-mentioned dimensions.

The causes of deprivation that the groups identified are not straightforward. At present, we can only see correlations between the dimensions used to identify those vulnerable groups and their indicators in many social areas. In order to find causality, further research is needed. Nevertheless, as abundant literature suggests, lack of opportunities – policies or programs – for the poor (vulnerable) may contribute to repeating the cycle of poverty from generation to generation. In addition to identifying those who are most vulnerable, there are still many challenges that have to be tackled to effectively ensure the provision of goods and services to those in this group.

Data/Evidence

One of the relevant strategies in the UNICEF Cooperation Programme is to produce information that makes it possible to learn who are living in situations of the highest vulnerability (with the most disadvantages) and how many there are and where they are located. This information is provided mainly by government bodies and nongovernmental organizations, research centres, and others.

The information that is generated is essential for advocacy and public incidence activities so that policies can focus on children and adolescents, especially those groups that are subject to the worst situation of vulnerability. A major achievement is the study carried out by the Ministry of Economic and Social Inclusion (Ministerio de Inclusión Económica y Social—MIES) and the Social Development Coordination Ministry (Ministerio de Coordinación de Desarrollo Social—MCDS), with support from UNICEF, on the costs and benefits of eliminating child labour and whose results highlight the disparities prevailing in Ecuador.

The Programme's effectiveness and efficiency shall also depend on how UNICEF in Ecuador facilitates integrating regional or multi-country initiatives that would make it possible, not only for it as an Office but also for its implementing partners, to share experiences and establish communities of practice (methodologies, approaches, conceptualization, etc.) to fine-tune the equity approach, especially in a region characterized by middle-income countries, for which support from the regional office (TACRO), other offices of the region and from outside the region is required. In this regard, the guide and form for registering knowledge centres drawn up by TACRO for regional purposes is viewed as a major working tool in this regard.

Monitoring Mechanism

As of 2007, the National Statistics and Census Institute (Instituto Nacional de Estadísticas y Censos—INEC)

has allowed all users to gain access to all databases from the periodic surveys via Internet. This has made it possible to carry out statistical calculations to have information to observe the status of children and adolescents and to visualize those who are most vulnerable in order to ensure relevance in the programmatic response. Other partnerships with civil society organizations such as ODNA and the Social Contract for Education (Contrato Social por la Educación—CSE) make it easier to obtain specialized information on the universal achievement of the rights of children and adolescents. It is recognized, however, that it is still not possible to create information with the periodicity that might be wished on the subjects of nonviolence, nutrition, among others.

The results of the Cooperation Programme between the Ecuadorian Government and UNICEF are reviewed with the counterparts. In 2012, the mid-term review (MTR) must be conducted, and over the past four months of 2011, it had already started to be outlined, highlighting the need to review the results defined in 2008 so that they can be adjusted to the situation of a country that has undergone major changes and show results impacts directly attributable to the Programme that the Government and UNICEF are implementing.

Support to National Planning

The Office has longstanding partnerships with several bodies, which provide useful information for the follow-up of public policymaking focusing on children and adolescents with an equity approach. Nevertheless, a leap has to be taken in terms of examining the quality of investment in a country that is giving priority to social spending, as well as in terms of broadening traditional partnerships to include new ones that can also bring together a wide range of knowledge, such as research centres, academic institutions, organizations of young people, business entrepreneurs and others that can contribute to a network cooperation approach.

The challenge that remains for 2012 is to strengthen the partnership with the Consolidated System for Social Indicators of Ecuador (Sistema Integrado de Indicadores Sociales del Ecuador—SIISE), a division of the MCDS, academic institutions, organizations of young people, entrepreneurs and scientists who also focus on social analysis and research. The need to focus more on working with a group that requires greater attention from the State and society, that is, adolescents, makes it possible to envisage the identification of new partners, not only inside but also outside UNICEF in Ecuador.

Any other relevant information related to data/evidence?

Intermediate Results:

IR 1.2 By 2012, access of children and women to quality services for prenatal, childbirth and postnatal services, as well as services for the prevention of vertical transmission of HIV, is increased.

IR 1.3 By 2012, 30% of adolescents prevent early pregnancy, HIV/AIDS and violence against them in prioritized areas.

IR 2.1 By 2012, 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.

IR 2.2 In 2012, the divide in children's exclusion from access to, and staying in, quality basic education is reduced in prioritized territories.

IR.3.2 By 2012, 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.

IR 3.3 By 2013, 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.

IR 4.2 By 2012, in their review of social investment, the Ministry of Finance, the Social Coordination Ministry, and UNICEF include information broken down by territory, especially on education, health, and protection, and give this information back to citizen participation bodies at the national level and in priority areas.

IR 4.3 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.

Country Programme Analytical Overview

The strategies applied correspond to those identified in the medium-term strategic plan (MTSP) and are connected to the role of UNICEF in middle-income countries. Producing information for advocacy activities was one of the strategies that led to results such as: follow-up on public investment, the "State of the Country," and the costs and benefits of eliminating child labour. These efforts focused on partnerships with public institutions, academic centres and civil society. It is a challenge for UNICEF to open itself up to an approach of technical partnerships among various players to contribute to the greater impact of policies, especially in those sectors where the State requires additional support to reach those that are most excluded. Producing information for action aimed at families and communities must be given priority in 2012.

Donors are interested in contributing to a work vision based on projects rather than on support and monitoring of public policies. That is why, in the implementation, there was a service delivery strategy for improving access to safe water in oil contaminated areas. The challenge for 2012 is to draw up coordinated plans for education, health and protection with respect to a "sound start in life" and, in addition, to give priority to violence prevention, especially among pre-adolescents.

Subregional programmes such as intercultural bilingual education (EIBAMAZ) in Ecuador, Peru and Bolivia and PROINCLUSIÓN for indigenous and Afro-descendant peoples must be integrated into the Country Programme.

Communication is a cross-cutting work strategy for the Programme's conception and implementation. Another challenge for 2012 is drawing up a clear communication strategy that incorporates the communication for development (C4D) strategy and uses new media and social networks and having the area cross-cuttingly support initiatives that have an integrated approach. Greater use of tools from new technological and interactive platforms must be ensured, for which purpose a strategy must be designed during the first quarter of the year.

The partnership strategy served to harness wills in the areas of programs, communication and fundraising. Nevertheless, the greater the integrated approach of the partnerships, the more impact they will be able to exert. The mid-year review (MYR) served to reach agreements on the relationship between the actions of each programme component and the functional areas so that it can contribute systematically to achieving results. The work plans that are drawn up at the beginning of the year, for the second two-year period, must incorporate this work structure.

In the second half of the Country Programme's implementation, programmatic impetus needs to be given to the issue of adolescents, especially in participation actions. As of 2012, this issue must be taken up with greater programmatic emphasis from the Protection Component and from the human rights perspective, beyond what pertains to communication.

It is necessary to build up skills in results-based planning and management, not only internally but also with implementing partners.

Effective Advocacy

Mostly met benchmarks

This strategy was strongly used both at the national and subnational level in order to influence national policies as well as in its expression at local level. This last has allowed UNICEF to reach those in the most vulnerable situation through this strategy.

At the national level, the following is noteworthy:

- At the central and provincial levels, there were advocacy activities to influence the Ministry of Education (ME) to include the most excluded in its public policies and management. For this purpose, it was essential to generate information about the situation of schools in high-risk territories, such as the northern border, children excluded from education in these territories, and public investment in the intercultural bilingual education system. The purpose is to have the Ministry of Education's new education management model and new statistical information system to take into account these specificities and to meet the needs of these territories and rights holders.
- UNICEF and civil society stakeholders participated in the consultation process for the Organic Law of Intercultural Education. Indigenous organizations are participating in the process of drafting the regulations for the Organic Law of Intercultural Education, in the hopes that it will be enacted.
- Consensus has been reached regarding the public policy for risk management in the education sector jointly between the Ministry of Education and the National Risk Management Secretariat (Secretaría Nacional de Gestión de Riesgos—SNGR) with the participation of international NGOs. The Ministry of Education has given priority to risk management as a concern on which work has to be done over the next years so that the school system can be better prepared to cope with an eventual disaster.

At the subnational level, this strategy made it possible to achieve results such as those indicated below:

- Development of instruments with the National Child and Adolescent Council (Consejo Nacional de la Niñez y la Adolescencia—CNNA) to promote wider participation by subnational governments in service programmes tackling child and adolescent violence in the territories.
- Design and approval of 9 provincial ordinances for the protection of children and adolescents by means of national agreements with CNNA and the network of Deputy Prefects.
- Establishment of the basic education model for adolescents and young people who were excluded from the school system for more than three years in the Municipality of Quito, as part of achieving the goal of universalizing basic education.

Changes in Public Policy

At the national level, in the early childhood development area, UNICEF Ecuador through its advocacy efforts and with the provision of technical assistance to the Ministry of Coordination of Social Development (MCDS) has supported its efforts to define a national policy for children in this early stage. This policy includes the conceptualization of comprehensive early childhood development, identification of the family as one of the main stakeholders in this area, quality standards, targeted population, institutional strengthening, among other issues. The beginning of the implementation of this policy provides an opportunity for UNICEF to assure quality services for children in most vulnerable situations. This shows a change in the approach given that in previous years early childhood development did not have a common vision, which resulted in disarticulated services for children.

Given the legal initiative of lowering the maximum age of criminal liability for adolescents in conflict with the law from 18 to 16 years of age, UNICEF Ecuador is supporting with technical assistance and evidence its advocacy efforts to persuade decision makers on the implications of such a change. So far, the results of this advocacy, along with other partners, have been positive; however the outcome of this legal initiative will be known in the next few months. Although adolescents in conflict with the law represent a small percentage of adolescents, they are in an extreme vulnerable situation due to their background and present situation.

At subnational level, the Municipality of Quito established as a policy a fast track education modality for adolescents and young people. Country office continues in its advocacy efforts to spread this good practice to other municipalities.

Leveraging Resources

At national and subnational level, the following are noteworthy:

- Under the COOTAD law, subnational governments have to dedicate 10% of their budget transferred by the National Government for priority attention groups. CNNA, with support from the country office, has provided with projects focused on special protection issues from which the subnational governments can choose to invest that 10% (approximately USD\$ 200 million).
- For the first time, INFA was able to place into the General Budget of the State a budget line for investing in special protection of USD\$ 33 million. This is a significant increase given that the budget for 2010 was USD\$ 4 million. UNICEF Ecuador provided technical assistance for the project proposal.
- The priority given by the Ministry of Education to risk management has given a result a USD\$ 2 million dollars budget for 2012 to be implemented on this issue (risk management unit setup, education infrastructure evaluation, among others). More resources are expected to be invested on risk management in the following years given that the project is until 2015.

Capacity Development

Mostly met benchmarks

This strategy was used to build up coordinating inter-agency capacities of the MCDS in nutrition and child development. This has made it possible, in the country, especially in public institutions, to witness progress in the coordinated approach to these two topics.

With key partners, the following was achieved:

- University students have documentary material about the historical evolution of public policymaking and human rights over the past 50 years. This is the result of a partnership with four universities and two nongovernmental organizations (NGOs).
- Administrators of justice were given specialized training in juvenile criminal justice in a partnership with the Diego Portales University of Chile and the Judiciary School.
- The operators providing services to the In Conflict with the Law Juvenile Detention Centre have a program/guide for dealing with family ties and approaching violence and sexual abuse.

- Officials and teachers of the intercultural bilingual education system have persons trained in the management of inclusion strategies, the systematization of best practices, and the development of materials in indigenous languages.
- Civil society bodies have had their oversight capacities strengthened regarding the implementation of educational policies (women from parish boards and indigenous organizations).

Communication For Development

Initiating action to meet benchmarks

UNICEF-Ecuador's communication for development (C4D) strategy focused on establishing direct communication with the main groups of Ecuadorian society, in order to secure changes in knowledge, attitudes and practices for the implementation of Ecuador's Plan for the Good Way of Living, highlighting the maximums set by the Ecuadorian Government in terms of social development, as well as the achievements obtained in terms of the Millennium Development Goals. Nevertheless, the C4D strategy requires further in-depth work because of the challenges that innovation implies to reach a wider public. Image and audience research was conducted, and its results shall help to redesign the communication strategy.

The newsletter "UNICEF in Action," addressed to 7,500 partners and donors (66% more than in 2010), has consolidated the credibility of UNICEF's work because it showed results based on approaches focusing on those who are most vulnerable and support to national and subnational institutions, which was made evident in the fundraising for the Horn of Africa and others, processes in which UNICEF receives the support of Ecuadorian artists.

In order to promote birth registration in the region, Ecuador secured additional resources to design and implement a communication process and achieve universal birth registration and identity card issuance. This year instruments were created, and next year the process shall be consolidated. The mass media systematically received information to build up the equity approach in public opinion, and distance-learning training was provided to journalists through the Child and Adolescent Communication Agency, which reaches all national media. This work led to free press coverage amounting to US\$5,010,701 for the year.

The Child and Adolescent Communicators Network of Ecuador, comprised of 500 adolescents, produced feature stories reporting on various subjects that were broadcast over the TV station Ecuavisa, which has the highest ratings and largest audience in the country.

Service Delivery

Partially met benchmarks

Strategic Partnerships

Partially met benchmarks

Partnerships have been established with Ecuador's national government institutions, local governments, academic institutions, nongovernmental organizations, and the private enterprise sector.

Through the corporate sector, local funds were raised, which made it possible to end the year with fundraising amounting to over US\$600,000. Resources coming from the Diners-UNICEF partnership accounted for 87% of this total amount. The focus of UNICEF's partnership with Diners is education.

In the framework of the guidelines on corporate engagement, the Office must focus on developing a new way of working with the public and private corporate sector, especially when donors express their interest in being viewed as corporations that are committed to the cause of children and adolescents, not simply as donors. Preliminary efforts were carried out with the Business Council for Children (Consejo Empresarial para la Niñez), which has been joined by companies such as the National Telecommunications Corporation (Corporación Nacional de Telecomunicaciones—CNT), Ivanhoe, the daily newspaper *El Comercio*, and the Heavy Crude Oil Pipeline (Oleoducto de Crudos Pesados—OCP), which are interested in developing their work agenda in socially responsible management.

After 35 years of UNICEF-Ecuador keeping a traditional commercial line for the sale of greeting cards and products, a new business system has been developed with a brand-name licensing agreement, implemented by a partnership with a printer, Imprenta Mariscal, making it possible for UNICEF to reduce operating and staff costs. The licensing started with the category of stationery products. In the process, it was possible to identify five companies that were prequalified by TACRO and KPMG (British advisory services firm), and Imprenta Mariscal as finalist was awarded the license. The company was subject to a social audit by SGS (external auditing firm), and after being qualified it drew up a business plan (business case), which was approved by Geneva. The partnership agreement was signed after steps were jointly taken between New York, Geneva and Ecuador. This process was long-drawn and complex, leading to delays in launching the campaign. This contract shall be in force for three years and can be renewed. The results of this partnership shall be reviewed in June 2012.

Mobilizing Partners

At the programmatic level UNICEF has supported mobilization initiatives. Among them it is important to mention:

- The “**Educational Warning**” strategy, carried out by women from the parish level boards, NGO, and other local actors, aims to monitor some educational policies in some cantons. In addition to providing valuable information, they are mobilized regarding the importance of education and the right of children to properly benefit from the policies aimed at abolishing barriers to education.
- Information gathered about indigenous children excluded from school in the northern border (Sucumbíos) was carried out by the bilingual education system employees with the community support. This initiative mobilized 71 indigenous communities and, so far, has allowed to reinstate the right to education to 440 children who had been excluded from school.
- A mobilization initiative has been supported with civil servants, nongovernmental organization, and academia, among others regarding the need not to lower the maximum age of criminal liability for adolescents in conflict with the law to 16.
- Regarding the importance of safe water, a mobilization process has taken place with communities in territories affected by oil contamination.
- Local governments of the province of Guayas and the Municipality of Guayaquil are implementing a social mobilization process to enhance nutritional education. This initiative will be strengthened during 2012.

Knowledge Management

Partially met benchmarks

By gathering information, developing statistics and conducting studies, the following results were obtained, among others:

- Using the “**Educational Warning**” (“Alerta Educativa”) strategy, the Ministry of Education has information on the implementation of emblematic universal policies (delivery of textbooks, uniforms, elimination of fees, among others) in some cantons deemed to be of high vulnerability. This process makes it possible for the communities to be further empowered in exercising the right to education and for the Ministry to take corrective measures.
- There is a data set from the application of instruments for the primary compilation nationwide on child development, which shall be processed and analyzed in 2012 (child development baseline).
- Key local stakeholders such as the Canton Council for Children and Adolescents (Consejo Cantonal de la Niñez y Adolescencia—CCNA), the Child and Family Institute (Instituto de la Niñez y la Familia—INFA), Provincial Departments for Intercultural Education, among others, have information on the number and characteristics of the children and adolescents who are not exercising their right to intercultural bilingual education and who are being excluded from the school system in certain areas of high vulnerability, such as the northern border.
- Information is available about the location (at the parish level) of children under five years whose birth has not been registered. This has made it possible to better focus the country’s efforts to eliminate under-registration.
- Support was provided for the future establishment of an observatory mechanism in the province of Azuay to monitor the exercise of the rights of children and adolescents, so that local decision makers can become aware of, and respond to, the situations being observed.

Human Rights Based Approach to Cooperation

Partially met benchmarks

It is worth highlighting that the country has a Follow-up System to monitor implementation of the recommendations made by the Committee on the Rights of the Child. This System was prepared by the Observatory for the Rights of Children and Adolescents and shown to the Deputy Chair of the United Nations Committee on the Rights of the Child during her visit to Ecuador in 2011. The System makes it possible to follow up on the observations made by the Committee on the Rights of the Child regarding the Fourth Periodic Report of Ecuador and issued in January 2010, for which the meeting with the authorities—in this case the Minister of Economic and Social Inclusion, members of the National Assembly (parliament) and social organizations—made it possible to raise awareness about the need to raise the minimum age of criminal liability for adolescents (currently 12 years of age) and to not lower the maximum age of criminal liability, currently 18 years of age, and to build up the National Decentralized System for the Integral Protection of Children and Adolescents, as enshrined by the Constitution.

In 2011, ECUARUNARI and Fundación Azúcar organized the “First National Forum of Indigenous and Afro-

Ecuadorian Children and Adolescents for Our Rights,” for the purpose of drawing up a common agenda for the enforcement of rights by Afro-Ecuadorian and indigenous children, bearing in mind the Agenda for the Rights of Indigenous Children being implemented since 2005 by indigenous organizations with support from UNICEF.

UNICEF cooperated with the other agencies of the United Nations System by sending to the Human Rights Council the report pertaining to the Second Universal Periodic Review to which Ecuador shall be subject, after the one that took place in 2008. A report for the Committee on Economic, Social and Cultural Rights, to which the countries are habitually subject to, was also drafted and forwarded to Geneva to the Gender and Rights Unit of the Division of Policy and Practice. This report provided an overview of the situation of children in Ecuador with respect to their economic and social rights.

Gender

Initiating action to meet benchmarks

In implementing the Cooperation Programme, efforts have been made to ensure that the gender approach is cross-cutting, although it is acknowledged that the team should have greater competencies for the development and application of this approach in each one of the components of the Country Programme.

Among the initiatives that were developed, the following are noteworthy:

- UNICEF’s participation in the Trust Fund project to eliminate gender violence, which has been lagging behind in its implementation. Along with UNFPA and UN Women, support and technical advisory services shall be provided to implement the project “Protection and restitution of the rights of the victims of gender violence in Ecuador.”
- Along with UNFPA and PAHO, two studies were conducted to come up with evidence of the following: 1) social conditions and determining factors for pregnancy among adolescents under 15 years of age and their impact on the bio-psycho-social aspects of adolescents and girls; and 2) knowledge about the problem of subsequent pregnancies among adolescents, identifying their characteristics and specificities.
- On the same subject of teenage pregnancies, an education case study was conducted in the province of Sucumbíos in 46 communities where the information was broken down by gender, age, and ethnic belonging, among other factors: Teenage pregnancy or “marriage” at an early age was identified as a cause of exclusion from the school system.
- The gender approach was incorporated as a cross-cutting issue in the comprehensive socio-psycho-pedagogical service model for In Conflict with the Law Juvenile Detention Centres of Ecuador.

The 2012 mid-term review (MTR) is an opportunity to conduct the evaluation using the instruments and tools contained in the “gender review core package” made available to the offices in October 2011. TACRO’s explicit and effective support shall be crucial.

Environmental Sustainability

Partially met benchmarks

Although this topic is not explicitly mentioned in the Country Programme Action Plan (CPAP), since 2007 UNICEF has been implementing a cost-effective initiative to increase access to safe water through rainwater

filtration systems. To date, 208 systems were installed in households, schools and health and community centres of peri-urban and rural areas of the Amazon region, whose sources of water are polluted by petroleum. This work was done in a partnership with the Amazon Defence Front (Frente de Defensa de la Amazonía) and the financial support of Rainforest Fund.

At present, UNICEF-Ecuador submitted a proposal to scale-up the local experience to 6,000 families supporting the government to deliver a comprehensive water, sanitation and hygiene strategy. Technical staff of the Ministries of Public Health, Urban Development and Housing, and the Environment, along with the National Secretariat for Water (Secretaría Nacional del Agua—SENAGUA), the Institute for the Ecological Development of the Amazon Region (Ecodesarrollo Regional Amazónico—ECORAE), the Amazon Development Front, the decentralized autonomous municipal government of Francisco de Orellana, and the MCDS, are participating in this initiative. In the immediate future, it is expected that greater involvement of subnational governments will be obtained, because they are legally responsible for providing water and sanitation services to the population.

South-South and Triangular Cooperation

The MIES-INFA of Ecuador signed a tripartite agreement with CELEP of Cuba and UNICEF-Ecuador to examine management and care processes in child development centres (Child Centre for the Good Way of Living and Growing with Our Children). The agreement stipulated a review of the situation of INFA nationwide and locally, as a result of which the need for the following was highlighted:

- Systematic process of human resources monitoring and training.
- Better coordination between INFA and local governments.
- Building standards and indicators for the delivery of services.

Furthermore, as a result of this agreement, a preliminary report and recommendations to improve the consistency between the conceptual approach, the strategies, methodologies, techniques and instruments of the service delivery modalities, and a preliminary report and recommendations on the early warning measuring instruments in the areas of growth and cognitive development of children under five years of age were issued.

The results of this technical assistance provided by CELEP were presented to the MIES-INFA technical team, headed by the Minister herself. This motivated the will to promote the signing of a South-South Agreement between the Cuban Government and the Ecuadorian Government to continue working on building up the institutional framework of INFA in 2012.

For 2012, UNICEF cooperation is planning to provide technical assistance for the signing of a South-South agreement between the Cuban and Ecuadorian Governments for advisory and monitoring services to INFA in its processes to improve the quality of child development services.

Country Programme Component: Early childhood and adolescent health and nutrition

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
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		3 FA1OT4, FA1OT6, FA1OT10, FA5OT1

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	749000.00	156127.09	153247.10	98.16
RR	170000.00	108111.44	108111.44	100.00
Total	\$919,000.00	\$264,238.53	\$261,358.54	

Results Achieved

To achieve IR 1.1, UNICEF contributed to Ecuador's drafting of an integrated and multisectoral policy to combat malnutrition. The strategies, with its outputs, are as follows:

- As a result of UNICEF advocacy, the Prefecture of the province of Guayas and the Municipality of Guayaquil aligned themselves with nutrition public policies such as "zero malnutrition" and supported nutritional education by implementing a local social mobilization action based on the instrument "Everybody for nutrition" which has a facts-of-life strategy focusing on nutrition.
- UNICEF supported the MCDS to improve management of micronutrients provision programs for children under five years through the definition of inter-agency coordination between technical teams of the ministries of health, economic and social inclusion, and education .
- Capacity building for 25 Ministry of Public Health (MSP) officials (core team) to strengthen the promotion of breastfeeding with the implementation of a renewed baby friendly hospital initiative and monitoring of enforcement of the International Code of Marketing of Breastmilk Substitutes (CCLMS).
- Knowledge management supporting the national survey on health and nutrition through protocol revision sample design, and design of the instruments (consumption and physical activity components). The survey is underway and it is expected to conclude by the end of 2012.

To achieve IR 1.2, UNICEF-Ecuador supported the following issues:

- Capacity building: UNICEF supported the Ministry of Public Health in developing the training strategy and its contents, teaching materials, tools, and training tutors for the training of primary health care technicians (técnicos de atención primaria TAPS). Also to review and update the newborn care protocol for prevention and control of in-hospital services infections .
- Primary health care strategy advocacy with partners have led to better coordination between programs and enhanced awareness of multidisciplinary work of the health teams to reduce child and maternal mortality, tackle malnutrition, and ensure prevention of mother-to-child transmission of HIV (PMTCT) and congenital syphilis.
- UNICEF supported the development of strategies and messages to prevent HIV mother-to-child transmission and promote child vaccination, sound nutrition and perinatal care.

To achieve IR 1.3, the Country Office contributed to obtaining the following outputs:

- A health care policy for adolescent In Conflict with the Law Juvenile Detention Centres (centros de detención de adolescentes infractores—CAI) and a joint work plan until 2012 for capacity building of CAI staff and detained adolescents to prevent the transmission of HIV and other sexually transmitted diseases, teenage pregnancy and violence was drafted by the MSP and the Ministry of Justice, Human Rights and Religion (MJDH), with technical assistance from UNICEF.
- A C4D project was implemented to promote experience sharing among adolescents in conflict with the law and law-abiding peers, who participated as monitors in a process of designing messages and using communication technology. The idea is for them to transmit positive-life messages guaranteeing their rights to a wholesome life.

Most Critical Factors and Constraints

Among other critical factors for achieving results, there are the following:

- The strategic partners of the government, the MSP, the MCDS, the MJDH are clear about the structural changes needed to strengthen the organization and management of the health services system based on PHC, the public network and public financing. Alongside, there is the will and commitment from the top political echelon to support the implementation of public policies and strategies for improving access, opportunity and quality of services. In addition, the legal framework enables the implementation of actions to enhance PHC, nutrition, and prevention of teenage pregnancies. Likewise, the implementation of the Organic Code for Territorial Planning, Autonomy and Decentralization (COOTAD) provide the opportunity to improve social participation and decision making in a smaller territorial area where it would be feasible in the framework of national public policies to contribute to reducing inequities.
- One of the factors that have had an incidence on the implementation of the program, especially this component, is the high turnover of key officials, which undermined its continuity, the achievement of its objectives and the sustainable consolidation of public policy. Moreover, the country is still facing challenges to improve the timeliness and quality of perinatal services, especially prenatal care, qualified delivery care, and specialized services such as neonatology and postnatal care to advance in reducing the gaps in maternal and child mortality.

Key Strategic Partnerships and Interagency Collaboration

For the health component, the Country Office upheld the partnerships, which mainly involved the government, especially the Ministry of Public Health.

Partnerships to achieve IR 1.1. With the MCDS, MSP, WFP and PAHO.

Through the various partnerships, UNICEF contributed to develop the intersectorial strategy referred to as Nutrition Action, which encompasses all the ministries of the social sector; to improve in the management of micronutrients supply programs for children under five years of age; to implement the health and nutrition survey to be completed in 2012 (including the exchange of experiences with Costa Rica, Mexico and Colombia); and to monitor the enforcement of the CCSLM.

Partnerships for achieving IR 1.2: With the MSP, VAE, National Health Council, the National Council for Children and Adolescents, and UNAIDS.

These partnerships made it possible to contribute implementing the primary health care strategy, training of primary health care technicians, and developing a mechanism to monitor public policies aimed at reducing neonatal and perinatal mortality.

Partnerships to achieve IR 1.3: MSP, PAHO, UNFPA, and UNAIDS

Under the leadership of the MSP the work with these partners focused on teenage pregnancy.

Future Work Plan

IR 1.2. The work plan shall focus on institutional capacity building, advocacy, knowledge management and communication for development.

The expected results are:

- Implementation of the training program for 2,000 primary health care technicians, and concluding the development of the post-graduate program in family and community medicine to be implemented countrywide. UNICEF, through its advocacy, technical assistance and capacity building, would support this result.
- Awareness raising of society about the importance of safe water, hygiene, sanitation, good nutrition, and a sound start in life with timely perinatal services, through advocacy, technical assistance and C4D.
- Design and implementation of a citizen-based surveillance system for public policy to reduce neonatal mortality and improve the quality of care. UNICEF, through its advocacy and technical assistance, would support this result.
- Consolidate the zero malnutrition strategy and the implementation of the health and nutrition survey through capacity building, advocacy, knowledge management and C4D. These are inputs for IR 1.2.

IR 1.3. For the prevention of sexually transmitted diseases and HIV/AIDS, teenage pregnancy, and violence in adolescents, and to promote healthy behaviours, UNICEF, in partnership with other institutions working with adolescents and youth would support the national initiatives in this realm through advocacy, technical assistance, knowledge management, capacity building, and C4D.

Country Programme Component: Universal education with equity

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
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 prioritized provinces		2 FA2OT1, FA2OT2, FA2OT3, FA2OT4, FA2OT7, FA5OT1

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	32525.77	32525.77	100.00
OR-R	1150000.00	1341322.84	1308663.64	97.57
RR	161000.00	87090.80	87090.80	100.00
Total	\$1,311,000.00	\$1,460,939.41	\$1,428,280.21	

Results Achieved

To achieve IR 2.1 UNICEF contributed to helping the State draw up a coordinated and consensus-based national child development policy and strategy in the public sector. Furthermore, it focuses its efforts on child development of the indigenous peoples.

Strategies with their corresponding outputs:

- Management of knowledge: There is a child development baseline data set with nationwide representation.
- Advocacy: Inter-agency mechanism for the coordination of child development policies established as a result of advocacy activities with the MCDS. There is a baseline document with the conceptual framework, situation status and strategy among leading institutions.
- Capacity building for 180 teachers from 6 indigenous peoples, and of these 60 graduated in 2011 from two teacher training schools of the Amazon region with a major in child, family and community education. Learning materials were developed (alphabets, curriculum, didactic games, etc.) in two indigenous languages.
- As a result of an agreement between INFA of Ecuador and CELEP of Cuba an assessment to enhance the management models and service provision standards of INFA with respect to child development was conducted. This initial experience fostered the decision of the parties to enter into a South-South agreement in 2012.

To achieve IR 2.2 UNICEF contributed to institutional capacity building of the Ministry of Education (ME), for the Bilingual Education System and the validation of social mobilization strategies and methodologies for inclusion and permanence.

Strategies with their corresponding outputs are as follows:

- ME with strengthened capacities to promote inclusion and permanence of those populations living in situations of high vulnerability; education model for 11 indigenous languages and cultures; improvement of information systems, teaching advisory services in the framework of the new management model, and promotion of a child-rights approach in regional exchanges.
- Communication for development and management of information on the situation of excluded children; civil society mobilized to guarantee and reinstate the right to education, identification and tracking of children outside the school in territories identified for their situation of vulnerability, and 400 Inclusion Plans implemented along the northern border with Colombia, rural areas and indigenous areas.
- Social mobilization model implemented in 1,200 schools to monitor implementation of education policies in territories: "**Educational Warning**".

To achieve IR 2.3 UNICEF promoted the following strategies with its outputs:

- The fast-track basic education modality was validated and mainstreamed as a policy in the Metropolitan District of Quito. The Municipality of Quito now has the technical capacity, funding and sustainability to include 2,500 new students per year who were excluded from school, with forecasts of reaching 10,000 by the year 2014.
- Programme for Training Adolescents in Citizen Skills and Education for Life in 23 high schools throughout the city of Quito and 23 schools in the most vulnerable areas of southern Quito, which is currently functioning, with the participation of more than 1,000 adolescents and 15,000 children, and in the process of being validated.
- Update and enactment of the National Plan for the Elimination of Sex Crimes in the School System.

Most Critical Factors and Constraints

- In the framework of initial education and child development, the public INFA adjusted and fine-tuned its management model after having become a public institution and after having harmonized and integrated various service delivery modalities. These institutional adjustments gave priority to administrative and financial aspects, and the challenge that has to be tackled now is ensuring higher quality in the provision of services. Much effort is still required to ensure that INFA's child development policy is coordinated and mainstreamed with health and education services.
- In the framework of the school system, 2011 was marked by the adoption of the Organic Law for Intercultural Education and the institutional adjustments required to implement the new management model of the Education System, which envisages 9 school zones, 135 school districts and about 1,200 school circuits.
- National planning especially stresses the following: 1) universal policies to dismantle barriers to access to education services; and 2) regulatory strategies that make it possible to administer the school system.

Enforcement of the right of all children and all adolescents to education shall be achieved if the State:

- Further extends its complementary affirmative action policies; actions aimed at ensuring special benefits to those population groups that are living in situations of high vulnerability, such as Afro-descendent, indigenous and rural population groups.
- Can guarantee the training of teachers coming from indigenous populations and nations and high-school graduates from territories marked by severe conflicts, such as those located in the northern border area.
- Can build up strategies aimed at preventing and reducing violence in the school system.
- Ensures greater in-depth management of knowledge with respect to the baseline for child development, supports the redesigning of the Information System of the Ministry of Education, and conducts more specialized studies to understand the dynamics of education supply and demand aimed at ensuring completion of basic education and graduation from high school.
- Makes adjustments to have an Information System from the Ministry of Education that facilitates conducting specialized studies to understand the dynamics of education supply and demand aimed at ensuring completion of basic education and graduation from high school.

Other issues involved include the complexity of institutional adjustments, which requires longer periods of

time for their effective implementation; the need to achieve adequate and specific institutional adjustments to ensure the provision of services and mainstreaming of the indigenous population; insufficient supply of education for secondary studies and the need to assess and promote education services that are flexible and innovative giving priority to those initiatives that guarantee quality; and the complexity of the social context of the northern border, especially with respect to adolescents.

Key Strategic Partnerships and Interagency Collaboration

The education program has a wide-ranging and complex strategy for partnerships, which enables it to interact with a broad variety of stakeholders:

Partnerships to achieve IR 2.1: With SENPLADES, MIES-INFA, MCDS, ME-DINEIB. At the local level, it is learning from relevant experiences in intercultural bilingual education in the Amazon region, the northern border region, and the province of El Cañar. For this purpose, it also has a partnership with the bilingual teacher training institutes of the Amazon region. The exchange of knowledge with the Garrahan Clinic of Buenos Aires was promoted for the child development baseline and with CELEP of Cuba to examine the quality management processes with INFA.

Partnerships to achieve IR 2.2: With the Ministry of Education: the Under-Secretariat for Intercultural Bilingual Education, the Under-Secretariat for Planning, the Information Secretariat, the Under-Secretariat for Human Development, the Cooperation Department, the National Department for Education for Democracy, and the National Department for Intercultural Bilingual Education.

For intercultural bilingual education, the relevant institutions have been the Cultural Heritage Coordination Ministry, the University of Cuenca, the Federation of Indigenous Nations of the Amazon Region, and the provincial departments for bilingual education.

UNICEF has on-going linkages with the National Assembly (parliament), the National Risk Management Secretariat, the academic sector and civil society; in addition, the partnerships to promote inclusion in school and equity are core elements for working locally. Some examples include the following:

- The "State of the Country" is an overview of the country's performance in terms of rights and aspirations of the population over the past 50 years. This knowledge management initiative was drawn up by the Social Contract for Education and the Observatory of the Rights of Children, in a partnership with four of the country's top universities.
- Local partnerships, aimed at social mobilization and inter-agency coordination for school inclusion and permanence, with NGOs (FEPP and Office of the Apostolic Vicar of Esmeraldas on the northern border, Social Contract for Education using the "Education Warning" strategy) and the signing of agreements with the municipalities of Biblián, Quito, Guayaquil and Quinindé.

Partnerships to achieve IR 2.3: Focusing on the Metropolitan District of Quito, the National Family Institute (INFA-MIES), and the nongovernmental organizations DyA and FUNDIC.

Part of the partnership strategy is promoting dialogue among national government bodies, territorialized public institutions, civil society organizations, grassroots organizations (representing indigenous peoples and Afro-descendants) and academic institutions. The efforts made by these bodies and those that UNICEF supported previous years to draw up the policy for education in a framework of good governance, meetings and the establishment of national agreements continue to bear fruit. The Organic Law for Intercultural Education has been enacted with the highest number of votes since the new period of democracy started after ratification of the 2008 Constitution.

Summary of Monitoring, Studies and Evaluations

IR 2.1: Provision of initial education and child development by the State reached 570,000 children under five years of age. The country's goal is to reach 800,000 children.

In the framework of this result, the following has been secured:

- Supporting implementation of field data collection operation for the child development baseline (SENPLADES).
- Supporting the drafting of the inter-agency document on the conceptual approach, policy, institutional provision and national strategy for child development (MCDS, MSP, ME, MIES-INFA-UNICEF).

IR 2.2, 2.3: Ecuador upholds the trend to reduce exclusion. Nevertheless, inequities that can be identified in terms of territory, ethnic belonging, age group, among others, persist. Along this line, the Ministry of Education, with UNICEF's support, has identified indigenous populations along the northern border that have exclusion rates that are far higher than the national average for children and adolescents between 5 and 17 years of age. Management of information broken down by territory, gender and population group has been essential to highlight the inequalities prevailing in a middle-income country.

Analysis of the causes of exclusion based on the human-rights approach (duty bearers & rights holders) and inspired in the Global Initiative on **Out-of-School Children** has been useful for the reinstatement of the right to education in 440 cases identified in the province of Sucumbíos and 2,500 cases in the city of Quito. On the basis of this analysis, UNICEF has striven to exert an incidence on the Ministry of Education to make the adjustments and improvements needed to classify and identify those excluded from the national information system (AMIE).

It was also possible to conduct scientifically consistent studies for the orientation of national policies and the development of social mobilization strategies that use information tools for the action and reinstatement of rights. UNICEF has specifically contributed to the following:

- Systematization of bilingual education classroom monitoring and follow-up experiences and the development of statistical yearbooks on the bilingual education system. The strategy started in the northern border area, then it was taken up for the entire bilingual education system.
- Drafting half-yearly reports on **Educational Warning** regarding the implementation of education policies in 1,200 rural schools in a partnership with the citizen movement Social Contract for Education and civil society organizations.
- Dissemination of the document entitled "Indigenous Peoples and Social Investment: Review of Intercultural Bilingual Education" by the Cultural Heritage Coordination Ministry and the MDG Fund.
- Systematization of the experience of installing the policy for Fast-Track Basic Education (**Educación Básica Acelerada**) in Quito. FUNDIC and DMQ.

Future Work Plan

IR 2.1 The future work plan shall have an influence?? on the quality of child development services, with special emphasis on inter-agency coordination and the improvement of services provided by INFA and ME-DINEIB.

Strategies and expected results:

Public policymaking on child development and early childhood supported by a knowledge management strategy. A child development coordination mechanism shall be consolidated in the MCDS. By means of this

mechanism, the national child development strategy agreed upon in 2011 can be disseminated and it will facilitate follow-up of implementation of the policies by the ministries (MSP, ME, MIES-INFA, SENPLADES).

- Consolidation of South-South cooperation between MIES-INFA of Ecuador and CELEP of Cuba for the development of staff training processes and the adjustment of management and quality indicators.
- Institutional capacity building of the Intercultural Bilingual Education System: learning guides published and indigenous teachers of 9 indigenous languages trained in the Community Child and Family Education model (Educación Infantil y Familiar Comunitario—EIFC).

IR. 2.2 This result shall benefit from the progress made in IR 2.3. The territorial strategy involves every excluded child or adolescent between the ages of 5 and 17. It shall exert an indirect impact on excluded young people between 17 and 21 years of age.

Expected strategies and results:

- Promoting and forging partnerships for social mobilization in territories with major inequalities, to identify children and adolescents excluded from the school system and inter-institutional coordination for the reinstatement of their rights.
- The process of setting up school districts and circuits benefits from the support and technical assistance of the Country Office. The following issues shall be priorities of this process: Access, permanence, lags and humane treatment (non-violent).
- Advocacy activities shall exert an influence?? on:
 - Drafting a national policy for the reinstatement of the right to education for young people and adolescents using the flexible education modalities validated in IR. 2. 3. in 2011.
 - Promoting affirmative action policies to improve the conditions of access, permanence, and quality of learning among the indigenous and Afro-descendent population, consolidating its education model and institutional structure.

Further work will be done on the knowledge management strategy and technical assistance to the Ministry of Education in its central agencies, governed by the guidelines of the Global Initiative on Out-of-School Children, which includes: the identification of educational inequalities, exclusions and risks; improvement of the quality of information systems; advisory services in teaching to avoid exclusion and lagging behind in school.

Country Programme Component: Strengthening of the comprehensive protection policy

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
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	2	FA4OT1, FA4OT2, FA4OT4, FA4OT6
By 2014 the State shall increase its social investment to a 6% of GDP to reduce gaps in child and adolescent populations in the excluded zones that have been determined as of higher priority	2	FA5OT4, FA5OT5, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	980000.00	1426466.63	1419242.42	99.49
RR	169000.00	454831.42	448296.58	98.56
Total	\$1,149,000.00	\$1,881,298.05	\$1,867,539.00	

Results Achieved

For IR 3.1 UNICEF contributed to capacity building to eliminate hazardous child labour, to ensure reception services and care of victims of abuse, mistreatment, and trafficking, and to operate in a network and with protocols regulated by competent public authorities.

- Capacity building of: 1,500 professionals of service networks applying the protocols for the care of mistreatment, child abuse, and institutional reception; 82 rights protection centres (CPDs) handle 21,000 cases of mistreatment and child abuse with an information system to record and follow up on cases.
- In 2011, Ecuador was declared free of child labour in garbage dumps. UNICEF contributed with key methodologies.
- Capacity building in the RC, MSP, SS and INFA. Ecuador registered and issued identity cards for 75,000 children and adolescents.
- With IAEN, 80 officials trained on child trafficking issues.
- MI has qualitative information on criminal networks involved in sexual exploitation of children in three cantons of the northern border.
- Ten institutions operating in Guayaquil to serve streets children are interconnected by a network.

For IR 3.2. UNICEF supported the State in enforcing the recommendations of the Committee on the Rights of the Child No. 75 (CRC/C/ECU/CO/4) for adolescents in conflict with the law, generating capacities for intervention in the confinement model, regulatory framework being drafted, and specific conditions for application of non-detention measures.

- Capacity building to implement the Program of Non-Detention Measures for Adolescent In Conflict with the Law in Quito (34 institutions) and Guayaquil (25). Capacities in 8 CAIs to apply programmes for family ties and services to cope with violence and sexuality. 60 officials trained in parole; 65 judges, prosecutors, public defense attorneys, and administrators of juvenile criminal justice.

For IR 3.3. Through partnerships with Nation of Peace and To Be Peace NGOs, dispute settlement skills were developed among 4,000 adolescents in Esmeraldas and 5,000 in Guayaquil who are exposed to violence.

For IR 4.1. UNICEF contributed to the national strategy for provincial territorialization of public policies to guarantee the rights of children and adolescents.

- Capacities in 221 cantons to apply child rights planning tools.
- Capacities for the establishment of the first Provincial Observatory for the Rights of Children and

Adolescents in the province of Azuay; Cotopaxi and Pichincha provinces with indicators on the rights of children and adolescents.

For IR 4.2 UNICEF contributed through advocacy and technical assistance to install in the National Legislative Assembly a National Budget Review and Follow-up Unit (emphasizing the social sector). As a result, capacity building was provided to members of parliament and society in general to review the budget and social investment.

For IR 4.3 UNICEF contributed to highlighting the rights of indigenous children in the national and local media. The Kayambi Kichwa People has established mechanisms for the enforceability of access to education and right to food.

Most Critical Factors and Constraints

- To achieve the various intermediate results (IRs) of the programmatic component of integral protection, the Constitution ratified in 2008, which guarantees rights, and new laws such as the Organic Code for Territorial Organization, Autonomy and Decentralization (Código Orgánico de Organización Territorial, Autonomía y Descentralización—COOTAD), the Organic Code for Planning and Public Finances, and the Law of Public Participation provide the appropriate stage to make progress in drafting public policies to guarantee the rights of the most vulnerable, especially children and adolescents.

- Nevertheless, some of the aspects considered in the implementation of the programme have to do with the following: the need to build up the skills of the stakeholders of subnational governments to manage the new legal provisions and instruments to integrate budget allocations in territories aimed at protecting children and adolescents; the timely allocation of resources to MIES/INFA in order to have funding for the provision of special quality protection services; the constraints regarding effective coordination between the central level and the territories to agree upon the joint funding of services.

- Furthermore, the specialized and specific regulatory framework (violence against women, children and adolescents, etc.) were examined to incorporate new paradigms such as the life cycle, national care system and integral family services, although during the period, no decisions were taken for reform. This process started with the reform of justice and the creation and/or transformation of courts specializing in children and adolescents into courts for family, women, children and adolescents. One of these frameworks is the draft Law for the Integral Criminal Code, which has provisions to lower the maximum age for legal liability for juveniles from 18 to 16 years.

Key Strategic Partnerships and Interagency Collaboration

Partnerships for achieving IR 4.1.: With the National Council for Children and Adolescents, the network of Deputy Prefects of the country's provinces, bodies of the National Decentralized System for the Integral Protection of Children and Adolescents, Observatory for the Rights of Children and Adolescents, the University of Cuenca, the Good Governance Network (Red de Buen Gobierno), MCDS, IESS, ECLAC, the Municipality of Quito, and the Municipality of Guayaquil. These partnerships made it possible to carry out the national strategy and provincial public policies aimed at guaranteeing the rights of children and adolescents, with emphasis on special protection.

Partnerships to achieve IR 4.2: with the MCDS, Ministry of Finance, ECLAC, GIZ, the Central Bank, INEC, IESS, the Municipality of Quito, and the Municipality of Guayaquil. With these partners, the national social investment measurement methodology was developed in order to build up social management and optimize resource allocation to the most vulnerable groups.

Partnerships to achieve IR 4.3. With Ecuarunari, Azúcar Foundation, Social Contract for Education, CECAFEC, Ser Paz, Red Card against Violence, and ACNNA. With these partners it was possible to highlight

and promote the Agenda for the Rights of Indigenous and Afro-Ecuadorian Children and Adolescents. It was also possible to build up skills for dispute settlement and the generation of a culture of peace.

Partnerships for achieving IR 3.1 With MIES-INFA, Municipality of Quito, Municipality of Guayaquil, Fundación Crecer, MCDS, Ministry of the Interior, Ministry of Justice, Human Rights and Religion, and Corporación Taller Mujer (Women's Workshop Corporation). With these partners, intersector policies are drafted for special protection in the elimination of child labour and violence in the country. Likewise, they have made it possible to contribute to the establishment of networks against trafficking in persons and the mobility of children and adolescents.

Partnership for IR 3.2 With the Ministry of Justice, Human Rights and Religion, National Police Force, the Human Rights Ombudsman's Office, the Attorney General's Office, the Judiciary School, the Transitory Council of the Judiciary System, the National Assembly (parliament), MIES, the National Council for Children, and the media. These partnerships are aimed at enforcing human rights standards for adolescents in conflict with the law, in addition to advocating upholding the current maximum and minimum ages of criminal liability for adolescents in conflict with the law.

Summary of Monitoring, Studies and Evaluations

IR 3.1: Along with the MCDS and MIES-INFA, research was conducted on the cost and benefit (from the economic point of view) of eliminating child labour. This research made it possible to provide inputs for UNICEF advocacy activities, in addition to showing a canton map of the incidence and distribution of child labour. To do this, the Social Register database was used, as it has records on more than 9 million persons in Ecuador (mostly from the lowest economic strata) and acts as an instrument to focus on some social programs such as Conditional Cash Transfers.

IR 4.1: Ecuador has a proposal for a System to Monitor Implementation of the Convention on the Rights of the Child.

IR 4.2 Since 2000, with the Ministry of Finance and the Social Development Coordination Ministry, the four-monthly newsletter "How is social investment faring?" is being published and distributed. This type of analysis makes it possible to qualify the debate regarding social investment in the country.

Future Work Plan

IR 3.2 UNICEF's work plan for 2012 proposes to capitalize on what was achieved as a result of the IR 3.1:

The results that are expected are as follows:

- Specificity and integration of special protection services and mechanisms for reinstating rights in territories incorporated into a Code for the Protection of the Rights of the Life Cycle, if this legal reform actually takes place. This would be achieved by providing technical assistance and advocacy activities.
- Specific baselines on trafficking in under-aged persons and domestic violence, which would make it possible to provide advocacy instruments to exert an incidence on fiscal funding and results-based programming. This would be achieved by knowledge management.
- Creation of a specialized judiciary system for adolescents in conflict with the law and non-detention measures. UNICEF would be able to contribute to this result by providing technical assistance and capacity building in the process of reforming the juvenile criminal framework.
- Judges specializing in the family, women, children and adolescents and criminal justice for juveniles specializing in that area. The Country Office shall contribute to this result by strengthening partnerships

with academic centres and capacity building.

IR 3.3. In Ecuador, UNICEF has the challenge of ensuring a better conceptualization of its work on adolescents. The MTR will make it possible to define how to work on this subject in the framework of implementation over the next two years; this is a niche of work for UNICEF-Ecuador in this area.

For IR 4.2 and 4.3, mainly through the knowledge management strategy, the following results are being proposed:

- State institutions have information on the quality of public investment, in addition to an analysis of the investment in children and adolescents with emphasis on those territories living in a situation of higher vulnerability.
- Baselines, plans, and mechanisms for the monitoring of territorial policies for the protection of rights, which include indicators and goals to guarantee the participation of children and adolescents, reduce ethnic and gender inequities, and promote interculturalism.
- Public territorial policies (provincial, municipal, parish policies) for the protection of the rights of children and adolescents, articulating competencies and actions of the Central State and Decentralized Autonomous Governments, and placing emphasis on reducing the worst inequities, violations of rights, exclusions and situations of violence being faced by children and adolescents are budgeted, implemented, and monitored. UNICEF shall contribute to this purpose by providing technical assistance and knowledge management.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Cross Sectoral	0	FA6OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	371000.00	527812.55	495916.13	93.96
RR	250000.00	373664.19	373664.19	100.00
Total	\$621,000.00	\$901,476.74	\$869,580.32	

Results Achieved

For the adequate support of programmatic activities, the Office achieved the following results:

- High financial implementation of the Cooperation Programme, which did not require significant extra support for the level of transactions generated, in view of the impossibility of the country office, to date, of transferring funds to government counterparts.
- Bottlenecks in the internal transactional processes identified and resolved. With the hiring of temporary support staff (focusing especially on travel and events) and the exchange of an operations staff

member for the programme area, plus support and flexibility of the operations area, it was possible to overcome the lags created by these bottlenecks.

- The office has an assessment of its capacities for results-based planning and management. This assessment shall make it possible to draw up a plan of action and monitoring for this capacity building among the staff members of UNICEF-Ecuador.
- UNICEF-Ecuador has month-by-month formal information on its indicators and financial results. This report is informed by data provided by the reporters of the financial system and the Office Management Report.
- UNICEF staff's knowledge about HIV/AIDS was built up as a result of the UN Care workshop. Attendance of one staff member in the UN Care group ensured that the Country Office benefited from up-to-date and relevant information on this subject.
- Counterparts benefit from ongoing support in HACT. The Country Office conducted two new micro-assessments, knowledge building activities on the HACT process and activities of guarantees where the technical basics to improve implementation by partners were provided.
- In view of the review carried out in the context of Enterprise Risk Management, UNICEF increased the amount at which contracts must be reviewed by CRC meetings.

Most Critical Factors and Constraints

Among the factors affecting the performance of this component, the following are noteworthy: budget constraints for the implementation of the work plans; the high number of trips by consultants hired directly by UNICEF led to a high transaction workload for the Office, especially for amounts under US\$500, because of which it is necessary to continue with the efforts made to administer this overload of transactions and to optimize office processes in this area. UNICEF-Ecuador continues to encounter challenges in the transfer of funds to national government counterparts.

Key Strategic Partnerships and Interagency Collaboration

Internally, UNICEF is participating in the interagency assessment group, headed by the Resident Coordinator's office. Next year, this group intends to conduct the UNDAF assessment, for which the terms of reference are ready and a selection process has started.

Summary of Monitoring, Studies and Evaluations

In addition to the monthly reports, according to the requirement of institutions such as the Board of Programs, Country Management Team, or specific situational needs, information was prepared as input for decision-making.

Future Work Plan

- In view of the new programmatic strategy that the Office shall be implementing in 2012 and considering that, to a large extent, the backlog of processes stemming from the bottlenecks identified above shall be resolved. As a result, the staff members of the operations team, who have a wide range of experience in this area, can take up new challenges for the efficient and effective implementation of the Cooperation Programme.

- During the first days of January 2012, UNICEF shall be taking up the challenge of implementing via the new SAP system. Although training has been received for this purpose, a learning curve is always required for a new tool. For this challenge, UNICEF-Ecuador has prepared, for the beginning of the year, in-depth management training for the super users, and then shall provide support to the rest of the team (who already received training in 2011) in their daily work.
- The VISION-SAP system shall require the development of new processes on the basis of the financial standards to come. The Ecuador Office, on the basis of the flows observed in the training, depending on the new standards and enterprise risk management, shall change its administrative processes and responsibilities in the different areas of the office, for the purpose of complying with the standard and having an efficient implementation.
- Regarding the monthly information about financial situation and other indicators, the new performance management system, which is part of VISION, shall provide abundant information, and therefore these monthly reports must evolve and include a strategic review of this information.

Effective Governance Structure

In the second semester of the year, the Office underwent a change of management as the new Representative arrived and the Deputy Representative took early retirement. As part of the transition, the mid-term review was scheduled and internal training was organized for migration to the new VISION-SAP financial system.

In 2011, the Office's management took into account the statutory mechanisms and held the following: 11 meetings of the Country Management Team (CMT), 3 meetings of the Joint Consultative Committee (JCC), 7 meetings of the Contract Review Committee (CRC), 3 meetings of the Contract Review board (CRB), 10 meetings of the editorial committee, 3 meetings of the emergency committee, 5 meetings of the staff association and the office. Furthermore, UNICEF attended 13 meetings of representatives of the United Nations Country Team (UNCT) and inter-agency thematic committees on operations, communication, salaries, education, interculturalism, migration, emergency committee (UNETT), information and communication technologies (ICTs), HIV/AIDS, gender and the northern border (160 person-hours).

At the meetings of the Country Management Team, decisions were taken with respect to the progress of each management indicator, programmatic and operation activities, the 2012 mid-term review (MTR), on the basis of results-based management (RBM), the progress of ongoing recruiting processes, and preparation and training for the implementation of the new financial system (VISION-SAP). With the advent of the new Representative, the Country Management Team has terms of reference focusing on strategic issues. In view of the absence of the Deputy Representative, the new Representative took over these duties, heading the Programme Board for which terms of reference were drawn up to govern its functioning. The Programme Board was defined as a forum for the discussion of strategic matters related to programme management, articulation between the components and the areas of communications, operations, and fundraising. Likewise, the Editorial Board was redefined as the Communications Committee, with its respective terms of reference.

All management mechanisms ended up by providing opportunities to report on the organizational change process planned for the years 2011 and 2012, especially on the migration to the new VISION financial management system and the application of international public sector accounting standards (IPSAS).

Strategic Risk Management

In 2011, there were no emergencies in the country requiring UNICEF's active participation; nevertheless the Office continues to prepare for any possible emergency.

Among the achievements for 2011, the following are noteworthy:

- UNICEF-Ecuador participated in the review and update of the United Nations Inter-agency Emergency and Disaster Response Plan (IEDRP). This Plan is in the process of being revised and it is expected that, in 2012, it will serve as the action framework of reference for the United Nations Emergency Technical Team (UNETT). It is important to point out that this IEDRP envisages Humanitarian Reform and its relationship with the emergency response system drawn up by the Ecuadorian State. Although this represents major progress, there are still challenges to tackle.

- First phase of the inputs for the Early-Warning / Early-Action (EWEA) system was completed in early 2011. Nevertheless, only recently, on October 10 of this year, did we receive the first inputs for the revision of this system, and only on the education section. It is important for the EWEA to become a mechanism for advisory services and permanent cooperation for the Country Offices. To date, EWEA has been fraught with huge operational challenges that the Office has not been able to address.

- RIESGOLLAKTA, a didactic game and play space aimed at raising awareness about the issue of risk, received about 70,000 children in 2011. The implementation of two other spaces of this kind started in 2011 and shall be finished in 2012.
- The Ministry of Education has a risk management culture. At present, a public policy on education and risk management is currently being implemented. The principal challenge is to mainstream the risk management in the regulations of the new law of education.
- Internally, with reference to the ERM, in March 2011, Ecuador's risk profile was updated; some activities that were planned in this framework have been carried out whereas others are still pending. Nor has the ERM's full potential been used to simplify processes, planning, governance systems, among others.

Evaluation

External achievements consist of the following:

- The Child and Family Institute (INFA) and the Ministry of Economic and Social Inclusion now have a first draft of the evaluation of INFA's child labour elimination programme. These first partial and preliminary results have been important inputs for INFA's undertaking actions. This program has been functioning for more than 10 years without having been evaluated, reaching a coverage of almost 60,000 children in 2009 and somewhat more than 30,000 in 2010. This evaluation was conducted with INFA officials for the purpose of improving the ownership of the exercise's results, in addition to building up their capacity for evaluation, in the framework of UNICEF's evaluation policy. In addition, this evaluation is a contribution to the MTSPs, especially Focus Areas 4 and 5. It is expected that the final report of the evaluation shall be ready by the first months of 2012.

Internally:

- In September, the Country Office conducted a review of the progress toward the IRs and PCRs proposed in the CPAP. This exercise made it possible to identify the progress, pending challenges and issues that must be addressed during the mid-term review in 2012.
- UNICEF-Ecuador continues to include indicators in every one of the annual operating plans for the purpose of allowing follow-up of the results set forth in these plans.

UNICEF is still tackling the challenge of improving the indicators of the PCRs and IRs proposed in the CPAP for the purpose of ensuring the accountability of the results achieved and attributable to each component of the Cooperation Programme, considering the information that is available and that the country is systematically producing. This shall be improved in the MTR, requiring very close interaction with the Regional Office.

Effective Use of Information and Communication Technology

In this area, among the results obtained, the following are noteworthy:

- All the computers have the Windows 7 Operating System, which is the new standard for UNICEF.
- The Country Office has network-interconnected equipment providing printing, scanning, and photocopying services; the staff is optimizing its time by adequately using this multiservice equipment, which helps the Office save on paper, toner, and copy costs.

- UNICEF-Ecuador was part of a Pilot Plan for a new version of ProMS and for the new software to automatically update the Windows 7 and Windows 3 Operating Systems. In the two participations, the new systems were implemented with good results, which allowed New York to make sure the software was valid and to give the green light for the software to be implemented in the rest of UNICEF's offices globally.
- The entire ICT infrastructure is ready for implementation of VISION-SAP. In this regard, as of December 2011, there will be broadband with a main connection of 1:1 at a 3,072 Kbps symmetrical data transfer rate, three times greater than the current SITA, making it possible for transactions generated in VISION-SAP to benefit from faster response times. In addition, the switch to a local provider shall lead to savings amounting to US\$22,000 per year.
- The United Nations System Agencies have a Business Continuity Plan. For this purpose, today there is an alternate office outside Quito, which has Internet services, satellite equipment, server, laptops and backups which enables them to act efficiently in case of emergency situations preventing the staff from working in the United Nations building.
- The Country Office is MOSS Compliant. In addition to this, the purchase of VHF radios for the entire staff to facilitate rapid communication in emergencies has been planned for next year.

Fund Raising and Donor Relations

The results obtained from local fundraising are as follows:

- Gross income from Private Fundraising & Partnerships (PFP) amounted to US\$1.3 million, accounting for an achievement of 109% in terms of the goal that had been set, of which Private Sector Fundraising (PSFR) accounted for 95% of the total amount.
- Growth of PSFR in 2011 amounted to 34%, where the channel of individual contributions accounted for the highest growth, that is, 68% of total.
- The drives carried out by campaigns with Diners, Banco Internacional, TV Cable, Banco del Austro, and Cara a Cara (Face to Face), in addition to online campaigns (using e-mails and social networks), recorded revenues at channel individuals amounting to US\$553,597. The number of active individual donors making pledges is 7,250, accounting for a 61% increase over the preceding year. These results respond to a 53% increase in investment over 2010.
- UNICEF-Ecuador was able to raise funds amounting to US\$60,000 for the Horn of Africa, of which US\$48,536 were collected in 2011, with the remaining balance to be collected in the first quarter of 2012.

With respect to the new area of brand-name licensing, the year 2011 was a year of structural changes hinging on two events:

- Closing the Private Line Marketing Operation (PLM), with the elimination of all the stands developing the operation and the shutdown of the storeroom and warehouse, as well as liquidation, donation or destruction of stocked products.
- Licensing as a new business model, with the creation and recruitment of the job of Manager and the development of the first license for Ecuador.
- Negotiations with the printer Imprenta Mariscal made it possible to have minimum guaranteed earnings from royalties for sales between June 2011 and June 2012 amounting to US\$47,581.

Country Office Portal

Annual Report 2011 for Ecuador, TACRO

- Induction and transfer of know-how about the licensing operation led to costs in terms of resources and time that had not been planned.
- The last quarter of 2011, Geneva authorized the development of new business categories for 2012, including books, clothes and toys.

With reference to international fundraising (committees, governments, multilateral organizations), although various proposals were submitted to donors and meetings were held with potential donors, the results were not very promising. At the end of 2011, interest was shown in one of the proposals, which will materialize in 2012. The financial situation of traditional international donors requires that further work be done on building up the local fundraising strategy.

Management of Financial and Other Assets

Financial implementation for 2011 was 31% higher than last year, achieving an implementation rate amounting to 98%. The Office continues to be responsible for the administrative and financial management of 55% of the resources aimed at programmes, although the percentage of funds transferred to implementing partners rose from 41 to 45% compared to 2010.

In this area, the results that were achieved are as follows:

- 100% implementation of regular resources.
- 0% in terms of funds transferred to implementing partners (DCTs) but not liquidated for more than nine months.
- All donor reports were sent on time.

In 2011, the Office hired 99 consultants, which is 15% higher than the figure for the preceding year. The Protection Component accounts for 60% of these contracts and the Education Component accounts for 20%. A total of 23 institutional contracts were required, that is, a figure similar to the one for the preceding year. This is a change that must be upheld for 2012. UNICEF does not have control over all bidding processes for the selection of consultants, and the same holds true for direct supervision which is not carried out by UNICEF. This increases risk because commitment to the contract is indeed taken up by the organization.

Because of the large number of consultants hired, the number of transactions of the travel component under US\$500 accounted for 47%. For a total of 710 trips, the Office disbursed US\$ 363,997, 22% more than what was paid in 2010. As for international travel, as a result of the directive sent by the Executive Director, the amount used for staff travel declined by 27%.

As for administrative transactions (requisitions), there was a 32% increase compared to 2010, which were processed by the Office, which led to an increase in the workload and, as a result, two temporary support staff were hired as temporary appointments and there was one exchange with the Bolivia Office. Travel reimbursements, medical insurance reimbursements (MIP) and other staff-related transactions accounted for 21% of all transactions.

The growth in national fundraising required greater control over bank account reconciliations. The monitoring of financial aspects as a result of new fundraising modalities contributed to securing better results, with emphasis on the use of adequate management indicators. For 2012, opening various bank accounts for fundraising purposes in commercial banks has been planned, which shall facilitate the processes, enabling greater efficiency in obtaining reports and processing information and it shall also speed up payment processes.

For 2012, the Office has US\$3.3 million coming from other resources (OR) and US\$472,500 from regular resources (RR), without taking into consideration next year's fundraising expectations.

Supply Management

The Supply Component is not significant for the Cooperation (accounting for 2% of expenses for the year). Investments made in producing school textbooks (19%), publications and press releases (17%), computer equipment (18%), security equipment (8%) and office furniture (16%), declined by 40% compared to 2010.

All purchases were made locally, but the possibility of international market procurement at competitive prices is a challenge to be examined, especially when dealing with large purchases jointly made with other agencies.

The Editorial Board took over monitoring the quality and relevance of publications. In the future, these services must be contracted, guaranteeing further opportunities for the availability of publications and the dissemination of information.

Human Resources

The results in terms of staff training were as follows:

- The staff attended a workshop on training for the management of change.
- The Office received training in the performance assessment process (E-Pas) for international staff.
- 20% of the staff was trained in Competence Based Interviews, for the purpose of supporting their participation in selection processes.
- The Office attended the Workshop on Logical Framework and Results-Based Management for the purpose of staff capacity building.
- The super users now have the skills to support implementation of VISION-SAP (40 person-days) and trained the staff in VISION-SAP operations for 2012 (65 person-days).
- The Office has an assessment of results-based planning and management as the basis for the 2012 Work Plan.
- Staff has updated the mandatory courses for security in the field.

To address the results of Global Staff Survey, the Office has an improvement plan that was progressively implemented in 2011 and it shall be reviewed in 2012. Work was done on staff well-being by appointing and training a person from the team to support office colleagues in the event of any problem (Peer Support). The staff had access to online training (Skillsoft) and language training.

In the Programme Budget Review (PBR 2011), three job vacancies were eliminated, leading to annual savings amounting to US\$100,000 in salaries coming from other resources (OR). Staff rotation amounted to 23% and there were four recruiting processes. The process for selecting the Deputy Representative is under way; the vacancy appeared when there was a change in management, because of which there was a delay.

A total of 90 person-days were recorded for prolonged sick leave, which affected manpower capabilities. Internal rotations were carried out for three and four months, as well as a one-month staff exchange. Teleworking by telephone was approved, which facilitated the management of special situations of staff members.

Efficiency Gains and Cost Savings

The Office conducted a cost-benefit analysis of staying in the UN House setup. The result of this review shows that the savings stemming from using common premises and services has led to higher benefits than the alternative of using independent premises.

With adequate planning and the staff's commitment and contribution, training was provided to implement VISION-SAP. Resources to rent equipment were avoided thanks to the temporary use of equipment that the Office had intended to donate to implementing partners.

There was a vacancy for a driver, but it was decided instead to use a transportation service that provides overland travel services and has its own fleet of motor vehicles with qualified drivers. In 2012, this measure shall be evaluated in terms of the needs and possibilities for adjustments in the structuring of this position. The Office plans to eliminate two motor vehicles from its fleet of four vehicles to secure savings of about US\$20,000 per year in maintenance, gas, and other expenses.

Monitoring of administrative transactions (requisitions) under US\$500 was carried out throughout the year and the result obtained from this monitoring was not the one that was expected. There was a rise in the total number of transactions, whereas in relative terms an 18% reduction was achieved.

The implementation of a new format incorporating the terms of reference, selection document and File Note into one single document provided greater efficiency to the process of selecting and hiring consultants.

Changes in AMP and CPMP

The 2011 Annual Management Plan (AMP) did not undergo any substantial changes in the course of the year. Processes were implemented making it possible to withstand the transactional load generated by the impact stemming from the number of consultants hired. It was established that the trips of guests shall not require the issuance of travel authorizations.

On the basis of the results of the Evaluation of Risk Management (ERM) and the risk profile of the Office, the contract amount requiring review by the Contract Review Committee (CRC) was set at anything over US\$50,000; the previous amount was US\$30,000. The measures that were taken made it possible to reduce the number of meetings of this committee by 63%.

In 2012, the Office must work on a partnership approach to the issues on which UNICEF shall focus its actions and which were identified in the year's fourth quarter. The work plans must respond to the PCRs and IRs with new partners who have the programmatic and operational management capacity. On the basis of this, it is expected that direct implementation by UNICEF and the high load in the number of transactions shall be solved, especially with respect to the hiring of consultants not supervised directly by the organization and the number of trips pertaining to consultants, thus reducing the number of transactions handled by the Office.

As part of the plan to build up results-based management, the 2012 Annual Management Plan (AMP) shall benefit from indicators that make it possible to monitor and evaluate the strategic results proposed; this follow-up and evaluation shall be conducted in bodies such as the Country Management Team (CMT), the Programme Board (JDP), the mid-year review (MYR), and the annual review. An internal review and management review (CPMP) shall be conducted in the framework of the 2012 mid-term review (MTR).

Summary Notes and Acronyms

ACNNA:	Child and Adolescent Communication Agency
BCE:	Central Bank of Ecuador
C4D:	Communication for Development
CAI:	In conflict with the Law Juvenile Detention Center
CCSLM:	International Code of Marketing of Breastmilk Substitutes
CECAFEC:	Ecuadorian Street Teachers Capacitation Centre
CELEP:	Latin American Reference Center for Preschool Education
CMT:	Country Management Team
COOTAD:	Organic Code for Territorial Planning, Autonomy and Decentralization
CPAP:	Country Programme Action Plan
CPD:	Human Rights Protection Centre
CRC:	Contract Review Committee
CSE:	Social Contract for Education
DCT:	direct cash transfer
DINEIB:	National Intercultural Bilingual Education Department
DyA:	Development & Self-Management
ECLAC:	UN Economic Commission for Latin America and the Caribbean
ECORAE:	Amazon Region Development Institute
ECUARUNARI	Kichwa Federation of Ecuador)
ENSANUT:	National Health and Nutrition Survey
EWEA:	Early-Warning / Early-Action system
FEPP:	Ecuadorian Fund for People's Progress
FUNDIC:	Foundation for Children and Community
GDP:	gross domestic product
GIZ:	German Agency for International Cooperation
HACT:	Harmonized Approach to Cash Transfers
IAEN:	National Advanced Studies Institute
IEDRP:	Interagency Emergency and Disaster Response Pla
IESS:	Ecuadorian Social Security Institute
INEC:	National Statistics and Census Institute
INFA:	Child and Family Institute
JCC:	Joint Consultative Committee
JDP:	Programme Board
MCDS:	Social Development Coordination Ministry
ME:	Ministry of Education
MI:	Ministry of the Interior
MIES:	Ministry of Economic and Social Inclusion
MJDH:	Ministry of Justice, Human Rights and Religion
MSP:	Ministry of Public Health)
MTR:	mid-term review
MTSP:	mid-term strategic plan
MYR:	mid-year review
M&E:	monitoring and evaluation
NGO:	nongovernmental organization
NNA:	children and adolescents
ODNA:	Observatory of the Rights of Children and Adolescents
OR:	other resources
PAHO:	Pan American Health Organization

PPF:	private fundraising and partnerships
PHC:	primary health care
PHCT:	primary health care technical teams
PLM:	product line marketing
PNBV:	National Development Plan for the Good Way of Living
PSFR:	private-sector fundraising
PVT:	prevention of vertical transmission
RBM:	results-based management
RC:	Vital Statistics Office
REDNNACE:	Network of Child and Adolescent Communicators of Ecuador
RR:	regular resources
SENAGUA:	National Water Secretariat
SENPLADES:	National Planning and Development Secretariat
SIISE:	Consolidated System for Social Indicators of Ecuador
SM:	staff member
SNGR:	National Risk Management Secretariat
SS:	social security
TACRO:	UNICEF Regional Office for Latin America and the Caribbean
UNAIDS:	Joint United Nations Programme on HIV/AIDS
UNETT:	United Nations Emergency Technical Team
UNFPA:	United Nations Population Fund
VAE:	Office of the Apostolic Vicar of Esmeraldas
WFP:	World Food Programme

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Child development baseline (Nationwide representation)	1	Survey
2	"Cómo va la Inversión Social" [How is social investment faring?]	30	Study
3	"Cómo va la Inversión Social" [How is social investment faring?]	31	Study
4	"La Inversión Social en el Presupuesto General del Estado 2011" [Social Investment in the 2011 General Budget of the State]	1	Study
5	"Nacionalidades y Pueblos Indígenas y Políticas interculturales en el Ecuador: Una mirada desde la inversión en la Educación" [Indigenous Nations and Peoples and Intercultural Policies in Ecuador: A view from Investment in Education]	1	Study
6	"El trabajo infantil en el Ecuador: marco institucional, evolución histórica y análisis costo beneficio de su erradicación" [Child Labour in Ecuador: Institutional Framework, Evolution in History, and Cost-Benefit Analysis of its Elimination]	1	Study

Other Publications

	Title
1	Boletín UNICEF en acción No.6 [UNICEF Newsletter]
2	Production of intercultural education, dictionary of the Wao, Kofan, Siona, and Achuar languages with teaching innovations and curriculum instruments
3	Guía: Programa para la gestión y aplicación de medidas socio-educativas no privativas de la libertad para adolescentes en conflicto con la ley penal
4	Materials for individual donor loyalty retention
5	Sistematización Centros de Protección de Derechos, No. 7 [Systematization of Rights Protection Centers]
6	Boletín UNICEF en Acción N0 7 [UNICEF Newsletter]
7	Production of intercultural education materials, dictionaries, dominos and cards of rthe Chachi Nation
8	Re-editing and production of the video for providing training on mistreatment and sexual abuse in schools to build up the notions of special protection

Lessons Learned

	Title	Document Type/Category
1	"INCLUDING ALL" -Local action to promote inclusion in education-	Innovation

Programme Documents