UNICEF ANNUAL REPORT for Venezuela

1 EXECUTIVE SUMMARY

- Despite the positive trend towards meeting almost all the MDGs, data shows some threats in the areas of neonatal and maternal mortality, HIV/AIDS and protection against violence. The social, political and economic context was marked by parliamentary elections.
- The Office continued with the Revised Programme Structure (RPS) and Rolling Work Plan (RWP) started in 2009. The programme focused on public policies, in the context of UNICEF’s main role in middle-income countries (MICs). The key issues were violence prevention and reduction of disparities.
- The most important programme achievements were: a) national curriculum developed on emergency preparedness, equity, human rights and cultural diversity; b) model aiming at reducing violence against adolescents adopted as policy by two municipalities; and c) information systems on education and protection were strengthened, identifying disadvantaged populations.
- In management, the main achievements were: a) RWP in accordance with the CPAP and VISION; b) percentage of CAG outstanding pending for more than six months at 0.3%; and c) VCO continued working towards a public policy and rights-based approach programming. As a result, VCO mobilised US$6.3 million locally (PSFR: US$2.9 million including US$400,000 for Haiti; PL&M: US$1.9 million; and Communication: US$1.5 million).
- The most significant shortfalls were: a) need to make strengthening of results-based management approach a permanent task with allies; b) on-going need among main counter-parts to strengthen competencies in knowledge generation and statistics; c) limited exchange of knowledge and weak linkage of efforts among Governmental bodies, private sector and civil society organisations (CSOs) and; d) lack of written documentation of successful experiences in the country.
- Partnership is a core strategy for the entire VCO. Alliances were built based on the role each ally can play in the development of public policies targeted to reach the most disadvantaged children. Integrated alliances were established for: fundraising, programme interventions, dissemination of information and corporate social responsibility.
- All VCO staff used their areas as entry points to identify new partnerships. The results was: a) 60 new partners joined efforts in social mobilisation to promote exclusive breastfeeding; b) fundraising and sales campaigns adopted violence prevention and adolescent development as main themes.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

In 2010 the National Government published its second country report on progress towards meeting the MDGs with some indicators updated to 2009. Despite the positive trend for almost all the goals, data suggest threats to progress in some areas, including: neonatal and maternal mortality, HIV/AIDS and protection against violence. (INE, "Cumpliendo las Metas del Milenio", 2010; en: www.ine.gob.ve; www.ineinfo.ine.gob.ve; www.sisov.mpd.gob.ve; and MPPS, "Anuario de Mortalidad", 2007.) The goal of poverty reduction was met in 2007 (from 25% to 12.5%), reaching 7.2% in 2009. Also, the GINI coefficient shows 0.3928 -the lowest inequality gap in Latin America. Despite this, in 2007 Venezuela had 3 million children and adolescents (29%) living in poverty. In regard to malnutrition, the two indicators reported show progress. In 2008, the underweight rate was 3.7. However, there continue to be micronutrient deficits, especially iron and calcium, in the most vulnerable populations. Available indicators show that exclusive breast-feeding (EBF) is still very low (27.9%). In 2011 VCO will do a study to measure the effects of the breast-feeding campaign. The country has also made important efforts in Education. In 2008, 92% of children between the ages of six and 11
were enrolled in primary education, and 61% (aged 12-16) were in secondary. There also has been progress in retaining children in school, especially in primary, where between 1999 and 2008 this indicator increased by 14%. For 2008, 84% of children finished sixth grade in six years of study. The main challenges are permanence in secondary education and quality of education. Between 2003 and 2008, the percentage of GDP devoted to public investment in education grew by 11%. The gender gap in education continued to favour females; a tendency that increases at higher levels of education. No significant changes from previous years occurred in 2010. Child mortality was maintained at the same level reported last year (14/1000 live births, 2008 figures). One challenge continues to be to reduce neonatal mortality (10/1000 live births). Maternal mortality stood at 57 deaths for every 100,000 live births in 2007, making it one of the greatest threats to achieving this MDG, and one of the greatest challenges acknowledged by the national government. The highest proportion of deaths (80%) corresponds to women between the ages of 20-39. Adolescent pregnancy is another challenge; 21% of all births are to mothers between 15 and 19. Available data indicate that the age group most affected by HIV/AIDS is 30-39 for men and 25-34 for women. The most commonly reported transmission route is sexual. In 2007, it was the fourth most common cause of death in the 15-to-24-year-old population. The figures reflect a difference between men and women, with men being twice as heavily affected, although there is evidence of a "feminization" of the epidemic. In 2007, mortality among females increased by 35%, while among men it was 20%. In 2009 the number of HIV-positive women that were pregnant was estimated at 3,432. As reported since 2007, MDG water and sanitation goals have been met; 94% of the population has access to safe drinking water and 83% has access to sanitation services. The challenge is the quality of the services, which is lower in rural and indigenous areas. Information available about protection against violence, abuse and exploitation was reported in 2009. The emergency began in November when heavy rain affected nearly 150,000 people; 50,000 of whom were children and adolescents. The national government declared an emergency in 14 of 24 states. The Ministry of Education (MPPE) suspended school activities until January 2011, affecting more than 4.5 million children.

3 CP ANALYSIS & RESULT
3.1 CP Analysis
3.1.1 CP Overview
- In 2009 the RPS and RWP were implemented with counterparts, aiming at delivering timely results for children in 2010. The programme focused on public policies, stressing UNICEF’s main role in MICS: a) building complementary and integrated alliances to address critical disparities; b) building capacity for results with partners; c) advocating for partnership and legal reform; and d) addressing disparities and exclusion through knowledge generation, information systems and the creation of local development models for indigenous and Afro-descendent children and adolescents living in slums.
- Within this framework, UNICEF Venezuela supported the development of long-term processes and policies aiming the most disadvantaged children, such as: a) curriculum development on emergency preparedness, equality, human rights and cultural diversity that will reach all students; b) a model aimed at reducing violence against adolescents in slums adopted as a policy by two municipalities; c) guidelines on intercultural bilingual education (IBE) for indigenous children in accordance with national legal framework; d) national information systems on education and protection were strengthened to ensure more precise identification of disparities and disadvantaged populations; e) trafficking in persons bill aligned with the international standard presented to the National Assembly; and f) private sector partnerships go beyond financial donations, entering into new corporate engagement arrangements.
in support of community development policies, in line with UNICEF strategy for partnership.

- Office work goes beyond the CPAP, contributing to the communication and the corporate engagement goals with a regional perspective. The breast-feeding campaign, celebrity programme and partnerships with Tupperware, Fundación Cisneros and BBVA are being seen as an example by other COs in the region. The guidelines for knowledge centres developed by Venezuela and the design ‘Card Full of Life’ campaign were adopted by other offices.
- Venezuela has yet to present its initial reports on the two Optional Protocols: on the sale of children, child prostitution and child pornography and on the involvement of children in armed conflict. In 2011, Venezuela will present its Universal Periodic Review (UPR). This is an opportunity for the country to bring its obligations up to date.

### 3.1.2 Programme Strategy

#### 3.1.2.1 Capacity Development

- During the development of the CPAP, key capacity development issues were agreed upon to strengthen the response for the most vulnerable children. The Government and UNICEF are working to obtain, strengthen and maintain the capabilities required to establish and implement functional systems that ensure children’s rights.
- **For an efficient child protection and juvenile justice system:** a) curriculum and manuals on Human Rights and protocols were developed for judges and child protection system workers; b) survey was designed to assess the situation of adolescents in conflict with the law and to identify alternative to deprivation of liberty; and c) adolescents, CSOs, communal council staffs and teachers in vulnerable areas where UNICEF works are being provided with information on these topics.
- **To create a sustainable emergency preparedness and risk management system:** a) a curriculum incorporating psychosocial support was approved and is being shared and discussed at the State level; and b) key counterparts received information on INEE Minimum Standards for Education in Emergencies and other norms on disaster risk reduction in the education sector.
- **The promotion of IBE for indigenous children includes:** a) the production and distribution of the UN Declaration on the Rights of Indigenous Peoples, school materials, indigenous literature; b) the promotion of traditional games; and c) the creation of a university-level diploma course with the Universidad de Zulia, from which 23 indigenous teachers have already graduated.
- **For the promotion of a culture of exclusive maternal breast-feeding:** a) creation of a university-level Diploma Course on Maternal Breast-feeding, which already graduated 45 health professionals; b) a multi-media communication campaign that reached more than 2 million persons; c) social mobilisation, involving 70 allies; and d) the principles of the International Code of Marketing Maternal Breast-milk Substitutes were incorporated into the ethical norms for paediatricians. This year, 218 paediatricians and 20% of all students of paediatrics were trained in the norm.
- For 2011, there is a need to strengthen the culture of generating statistics among child protection and juvenile justice system civil servants, through the intensification of training courses and use of statistics as a daily activity.

#### 3.1.2.2 Effective Advocacy

Advocacy strategy in the Venezuelan context combines three approaches for the design and implementation of public policies in accordance with international standards:

- **Upstream advocacy** which requires: a) showing evidence on the situation of the children, especially the most disadvantaged (child rights observatories; adoption of
DevInfo/INEInfo as a tool for monitoring MDGs and situation of children; and inclusion of ethnicity issues in the 2011 census and the national survey on violence against adolescents in the family, school and community); b) direct collaboration with Governmental organisations to influence legislation (Trafficking in Persons bill and legal framework on juvenile justice) and policies (educational curriculum, child protection system).

- This approach focuses mainly on the national level, with the Government as the main counterpart. It uses data, international agreements and good practices from other countries to influence the national legal framework.

- **Downstream advocacy** is done through the establishment of municipal and state alliances in order to build models of equity that could be replicated at the national level or influence public policy. To build models for reducing violence against adolescents in slums and promoting the self-recognition of indigenous children, UNICEF formed alliances with a variety of partners, including the media, private sector, municipal and federal governments, academia and celebrities. This approach is based on the strengthening of a cohesive and coordinated group of allies, through permanent monitoring and evaluation of the models and documentation of initiatives that could nurture upstream advocacy.

- **Conflict reduction advocacy** aims at influencing allies to minimise polemic initiatives that could place legislation, programmes, policies and initiatives that promote children’s rights at risk. In this case, UNICEF acts with a low profile as a moderator with all allies including Government, private sector, knowledge centres, social and community organisations and scientific societies.

- During 2010 some new issues and opportunities for advocacy emerged, such as special education laws and the analysis of the National Survey on Violence against Adolescents and the National Education Survey, which might show that national averages mask significant regional, ethnical, age and disability-related disparities.

### 3.1.2.3 Strategic Partnerships

Partnership is a core strategy for the entire VCO. The alliances were built based on the role each ally can play in the development of public policies to improve the situation of most disadvantaged children.

- **National and local Governments**: a) provided technical assistance to ensure the meeting of international standards on Trafficking of Persons bill and on curriculum revision; and b) coordinated allies on the development of a model to reduce violence; emergency preparedness; social mobilisation; and establishment of rehabilitation programmes for adolescents in conflict with the law.

- **Private sector partners**: Established an integrated alliance that includes fundraising, programme interventions, dissemination of information and corporate social responsibility, focused on specific child rights. The integrated alliance serves to involve all VCO staff in looking for possible new partnerships, using their areas as entry points to commit the private sector to child-related issues.

- **Social and community organisations, adolescent and religious groups**: Contributed to the implementation of innovative practices that could lead to public policies at the local level, especially for adolescents in slums and indigenous peoples.

- **Communication Media**: UNICEF established long-term alliances with important media to support C4D campaigns to promote public policy development and implementation. These partnerships include television channels (Grupo Cisneros); radios stations (FM Centre and IRFA); video production companies (A&B and Pimenton Filmes); advertising agencies (Leo Burnett, Draft FCB); and newspapers (Cadena Capriles). In addition, local allies made communication channels available, allowing participation by indigenous persons and adolescents living in slums.

- **Knowledge centres**: Produce specific studies and share knowledge on issues regarding indigenous people; children and adolescents affected by violence and children affected by emergencies. In addition, VCO received supported from private companies and knowledge centres that produce data analysis (LACSO, DATANALISIS and TELEFÔNICA).
• Political parties: UNICEF participated in an inter-agency process of MDG dissemination in preparation for the parliamentary elections.

• In 2011, coordination and management mechanisms will be reinforced to address challenges caused by rapid growth in the number and nature of new partnerships. There is also a need to promote sustainable alliances, especially with the productive sector.

3.1.2.4 Knowledge Management

• The VCO placed its experience in knowledge management and generation at the disposition of the Organisation and local partners.

• Knowledge Centres: As part of the strategy led by TACRO for establishing a database of knowledge centres in Latin America and the Caribbean, the CO prepared a methodological guide based on different conceptual constructions on the meaning of knowledge societies and networks, as well as an automated database. The guide was circulated by TACRO and used by Country Offices in Paraguay, Costa Rica, Colombia, Brazil, Honduras, Mexico, Cuba and Nicaragua; This work resulted in the identification of 50 knowledge centres on themes of children and adolescents relevant to the achievement of the MDGs and the MTSP. This is an important input for the fostering of South-South cooperation.

• Consolidation of the results-based management approach (RBM): VCO continued to advance in the consolidation of the RBM approach, adapted to the situation of a MIC and a small office. VCO decided to document the model.

• Strategic alliances: The dissemination of its achievements in results-based management among allies has led to the strengthening of these alliances, both with private businesses and the Government. Partnerships were established and consolidated with research centres and universities to perform and disseminate studies, registries and surveys on relevant topics such as violence against children and adolescents, maternal breast-feeding, HIV and child labour. The strategy is to apply the knowledge/action approach for implementing public policies or designing policies that respond to emerging situations.

• The challenges for 2011 is to achieve an agile mechanism that facilitates consensus with the Government for disseminating knowledge generated to all sectors of the country, and to place at UNICEF’s disposition the CO’s experience in applying the RBM model, described in the document entitled "Rights and Results: Approaches for Change. Systematization of UNICEF teamwork initiatives in Venezuela", currently in draft form.

3.1.2.5 C4D - Communication for Development

• The Office is working to address implementation of Communication for Development (C4D) as a strategic approach to address behavioural change through the dissemination of key messages, and as a way to influence public policies through constant monitoring and data collection, in order to advocate for better services. In this regard, in 2010 VCO carried out four campaigns: one aimed at promoting EBF amongst mothers; another for adolescents, focused on the prevention of gender-based violence during courtship; hand-washing with soap, for children in schools; and a ‘good treatment’ campaign. The following aspects were considered in the implementation of these campaigns.

• Creativity: The effectiveness of the campaigns was due to the originality and innovation of the creative concept and key messages, mainly focused on the benefits.

• Partnerships and Social Mobilisation: a) Strengthening partnerships with strategic actors from different sectors (Governmental, social and community organisations, the UN, the private sector and the communication media) was crucial even in a highly polarised context. Social mobilisation was one of the most outstanding results of the EBF campaign, through the organisation of 35 different awareness-raising activities.

• Celebrities: Involvement of UNICEF celebrities was also important (EBF campaign). They supported UNICEF in the dissemination of information, facilitated the
establishment of new alliances, expanded the reach of our messages and provided advice on the best use of the media.

- **M&E**: Two million persons were exposed to messages from the breast-feeding campaign, according to a study by Leo Burnett. In regard to the hand-washing campaign the Government is doing follow-up on hygiene habits in schools, as well as the availability of soap and water. Effective monitoring also allows UNICEF to advocate for improvement of public services and reinforce public policies in favour of children.
- For 2011 better coordination with counterparts is required to ensure the sustainability of the campaigns on a long term basis and maximise their positive impact. It will be necessary to intensify M&E activities to show evidence of the impact on people’s lives, as well as on the quality of public services.

### 3.1.3 Normative Principles

#### 3.1.3.1 Human Rights Based Approach to Cooperation

In 2010 UNICEF worked to reinforce its competencies in the normative principle, focusing on public policies for the most disadvantaged.

- **At the national level**: UNICEF began incorporating variables for disaggregating data (ethnicity, location, geographic, disability situation, gender and age cohorts) in its effort to improve its information systems and statistical records. This will help to identify disparities and disadvantaged groups. It is expected that planning with partners can incorporate strategies for addressing them.
- **At the local level**: Strategies for strengthening families’ and adolescents’ skills for life and participatory research and programming methodologies were incorporated into the Office’s programming with public and private allies. This reinforces the principles of participation and strengthening of families’ capacities to guarantee the rights of children and adolescents.
- **Private sector**: The new model of integrated alliances with the private sector promoted by the Office offers concrete tools for complying with the principle of social co-responsibility to guarantee human rights. It allows partners to contribute much more than economic resources, making them partners in reducing differences and reaching the MDGs through their own platforms with their own human, financial and material resources, and to multiply their impact on children’s lives.
- **Internally**: UNICEF coordinated training in the Human-Rights Based Approach (HRBA) to Cooperation for UN functionaries with the UNHC. 100% of programme staff and 50% of the other UNICEF staff know the international framework for Human Rights protection and its monitoring mechanisms, as well as the new process of UPR to the Human Rights Council.
- Venezuela will present its UPR in 2011. UNICEF faces the challenge of creating mechanisms to guarantee that the voice of adolescents will be visible in planning processes with allies and in accountability mechanisms.

#### 3.1.3.2 Gender Equality and Mainstreaming

- In the framework of the United Nations Secretary-General’s campaign "UNite to End Violence against Women", the VCO strengthened its work on the issue of violence among adolescents.
- **At the national level**: The Joint Programme (JP) ‘Social Inclusion through the Prevention and Reduction Violence against Women, Female Adolescents and Girls’ (UNICEF, UNDP, UNFPA and UNIFEM) followed UNICEF’s new policy on gender, with a marked emphasis on prevention of gender-based violence during courtship. This JP had the following lines of action: a) training for justice system civil servants; b) implementation of the single form for registering cases; c) strengthening of community plans of action; d) Participation of adolescents and youths in actions for preventing violence against women; and e) Mass awareness-raising campaign aimed at adolescents.
• UNICEF also worked with other UN agencies in the preparation and implementation of standard operational procedures for preventing and responding to sexual violence and gender-based violence in border areas where the UNHCR is present.

• **Internally:** This year the Gender Scorecard (GSC) evaluation was performed to monitor gender equality and empowerment of women within the UN. The results showed: a) information gaps existing in the country; b) a need for joint action by the UNCT to mainstream the gender approach; b) limitations in terms of the organisation and autonomy of women’s groups; d) the importance of monitoring and evaluation; and e) a need for more training within the agencies.

• In 2011 Venezuela will host the V United Nations Sub-regional Meeting on Gender, where new opportunities for emphasising the Secretary-General’s Campaign will be discussed.

### 3.1.3.3 Environmental Sustainability

Although environmental sustainability is not an explicit issue in Venezuelan CPAP, this subject is being considered in some initiatives, such as the new national curriculum, specifically on integrated risk management, for which UNICEF provided technical assistance, promotes the protection of a healthy environment and measures efforts to reduce the impact of climate change. The development of the new curriculum, particularly its sustainable development aspects, was prepared with technical expertise of Governmental and civil society organisations, as well as academia. In the context of IBE with indigenous peoples, pedagogical contents and materials were also developed. These learning resources reinforce traditional practices of protecting mother Earth. This is a contribution to sustainable development and equitable environment.

For 2011, the content of the new curriculum will be shared nationally and could be adapted regionally.

### 3.2 Programme Components

**Title:** More Protection, Less Violence

**Purpose**
The key planned results of the ‘More Protection, Less Violence’ programme component are: a) administrative, judicial and security entities give adequate attention to, and apply correct protocols for, the most common cases of violence against children and adolescents; b) all adolescents in conflict with the law have access to national socio-educative programmes and rehabilitation services; c) adolescents, teachers, health workers and social workers in the two largest urban centres implement positive adolescent development initiatives emphasising life skills for prevention of violence, exploitation, abuse, HIV and teenage pregnancy; d) disaggregated, up-to-date data on children and adolescents and on the child protection sector are available for policymakers and practitioners; and e) all children and adolescents affected by disasters and conflict receive adequate psychosocial support.

**Resources Used**

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Any other important resources

Global Thematic Founds (FA4) 79,000

Results Achieved

Monitoring
a) Three studies were completed: An analysis of available statistical records on violence; the economic costs of violence; and local-level institutional responses of protection system
b) National statistical registry of cases of proven rights violations, in 10 Protection Councils, and identified the minimum conditions necessary for guaranteeing national-level implementation
c) Baseline for violence against adolescents in families, schools and communities
d) For the first time in Venezuela, a monitoring system about the situation of children and adolescents was incorporated into indices at the municipal level.

Strengthening capacities
a) 100% of the country’s judges specialised in protection learned trial procedures of the Protection National Law (LOPNNA) and mechanisms for conciliation and mediation in the protection system
b) The Ombudsperson’s Office School of Human Rights increased to 2,500 the number of persons with knowledge about human rights of children, indigenous peoples and women;
c) 500 protection system institutions were supervised by the Ombudsperson's Office, applying the residential care model developed in 2009
d) Curricula on risk management incorporated into international standards on education in emergencies.

Advocacy
a) Trafficking in Persons bill incorporates international standards
b) In Baruta Municipality, the Municipal Social Development Policy was redefined to cover all out-of-school adolescents.

Partnerships
UNICEF is promoting integrated alliances around community initiatives in the prevention of violence and adolescent development taking place in slum communities in Caracas:
a) The number of allies involved in implementing the model increased from one to nine between 2009-2010, more than half of them at no cost to UNICEF
b) All allies trained in positive adolescent development and comprise a community of practice that facilitates an exchange of knowledge, experiences and innovations
c) Municipal protection and social development policies for addressing the adolescents redefined.

Attention to disparities: Information disaggregated by ethnicity, gender, geographic location and disability has been incorporated into different studies and surveys.

Exchange of knowledge: Experience in alliances for adolescent development in violent environments was documented.
Constraints
a) The main counter-parts need to strengthen their competencies on knowledge generation and statistics; b) limited exchange of knowledge and weak linkages between efforts among State and CSOs for the design and application of protection policies; c) the competencies of the Ombudsperson’s office to supervise protection institutions should be improved; and d) oral tradition in the organisation’s complicates the processes of documenting successful experiences in the country.

In 2010, there was an increase in in alliances with the private sector, Government, corporate partners, knowledge centres, CSOs and UN for developing processes of violence prevention and promotion of adolescent development.

Future Workplan
1) Review of progress, priorities and strategies in the framework of the upcoming MTR;
2) Publicise the results of studies of violence, with emphasis on showing the inequities and vulnerable groups identified, and present proposals for policy-based solutions
3) Creation of capacities for generating and managing statistical information in protection institutions and at the national and local level, juvenile justice and common standards and methodologies for protecting child victims of violence
4) Dissemination of the vision of human rights, violence prevention and adolescent development, with emphasis on the most vulnerable populations, by strengthening alliances in institutions and in society in general
5) Use of the Universal Periodic Review process to strengthen partnerships in matters of child protection and adolescent development, both within and outside the United Nations System
6) Dissemination of policy documents produced within the framework of the cooperation programme – for example, the curricular document and the national systematization of successful experiences in risk management in the education sector
7) Strengthening of coordination mechanism as rapid growth in the number of diverse partnerships creates management challenges
8) Creation of mechanisms to ensure that adolescents’ voices are heard in planning processes with partners and in accountability mechanisms.

Title: More Inclusion, Less Disparity

Purpose
The ‘More Inclusion, Less Disparity’ component aims to reduce disparities. It promotes the visibility and positioning of children and adolescents at the centre of national and local public policies and budgets to reduce disparities. It also emphasises early childhood development and secondary education. Actions focusing on the most excluded communities will be implemented to generate best practices at the local level that can later be expanded nationwide.

The planned key results for the More Inclusion, Less Disparity programme component in 2010 were:
a) Teachers in primary and secondary education apply curricula and pedagogical practices for good treatment of children and adolescents, respect for cultural diversity and non-discrimination
b) Children ages one to six in government-managed day-care programmes receive quality comprehensive attention
c) The allocation of social budgets is analysed and reported
d) Businesses incorporate children’s rights into their policies, especially regarding breast-feeding, HIV, violence prevention, early childhood education and child labour
e) Quality, timely and disaggregated information on children and adolescents covering key social sectors and issues — especially nutrition, HIV/AIDS and educational quality — is available for evidence-based planning and decision-making.
Resources Used

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Results Achieved

Monitoring
a) The time to process education data has been reduced from 14 to four months
b) Official methodology for calculating education indicators available to general public
c) The “No More Child Labour” study inserted the theme into the dialogue with national authorities
d) The 2011 Census incorporates the theme of self-recognition of Afro-descendants for the first time
e) The weekly malaria registration system for indigenous populations in Amazonas facilitates early warnings both to authorities and the population
f) The national government has information on the quality of institutional response to paediatric HIV
g) Education authorities and indigenous organisations in Zulia and Amazonas have qualitative information on good practices and lessons learned on IBE.

Strengthening capacities
a) The principles of the International Code on Marketing Breast-milk Substitutes are incorporated into the code of professional ethics of paediatricians. This led to a review of the code of professional ethics, consensus on the Decalogue of the Paediatrician on EBF, and the monitoring its application
b) The country’s first diploma course on EBF was created.

Advocacy
a) Curriculum reform incorporated Human Rights and inter-culturality
b) The guidelines of specific policies for the IBE modality with indigenous populations were designed by the MPPE with the participation of indigenous organizations
c) The “Simoncitos Comunitarios” programme incorporates priority pedagogical components into the care and attention provided for 350,000 children between the ages 0-6 from disadvantaged families.

Partnerships
a) Three companies incorporated the rights of children into their daily work
b) More than 2 million persons received key messages on EBF through a campaign based on the C4D. More than US$1 million was mobilised through spaces donated by the communication media;
c) More than 1,000 health and nutrition professionals in Caracas enhanced their knowledge of counselling on EBF.

Attention to disparities
a) Schools, leaders and communities that are representative of four indigenous peoples created their own education projects in the framework of the national IBE policy
b) 750 indigenous teachers applied curricular and pedagogical strategies to facilitate the reinforcement of the maternal language, knowledge and child caring patterns
c) Indigenous teachers, children and adolescents produced seven pedagogical tools (one-third of CPAP commitment) for learning indigenous language and culture.

Exchange of knowledge
The exchange of knowledge in PROEIB Andes yielded on lessons learned in IBE.

Lessons Learned
a) Inter- and intra-institutional monitoring mechanisms facilitate linkages and improve prospects for achieving the expected results
b) The longer permanence of civil servants in public institutions permits an agile exchange of information
c) The reinforcement of results-based management approach should be a permanent task with allies
d) For sustainability of CPAP actions, some allies must have strategies to adopt the results.

Partnerships
Ties were expanded with government, CSOs, the private and public communication media, the private sector and national universities. In particular, 70 CSOs promoting EBF joined the social mobilisation campaign. UNICEF worked with PAHO/WHO to prepare the Andean study of State response to paediatric HIV.

Future Workplan
1) Review of results and necessary adjustments in the framework of the MTR
2) Technical assistance and advocacy for accelerating curriculum changes in the education system and initiation of the national teacher training plan, in coordination with the Ministry of Education and the Red de Apoyo de Justicia y Paz
3) Positioning of key issues related to quality education on the agenda of the new National Assembly
4) Work plan signed with MPPPyF for the SITAN and for including children in information on the public budget
5) Institutional agreement with the Ministry of Health, ensuring the sustainability of the work plan associated with CPAP results in the area of child and adolescent health
6) Advocacy with key Governmental actors to facilitate the dissemination of studies and disaggregation of official statistics for use in designing public policies and decision-making
7) Promotion of sustainable alliances, especially with the private sector.

Title: Cross-sectoral costs

Purpose
The cross-sectoral component include all activities that support the general implementation of the programme, such as administrative actions to purchase supplies, monitoring, salaries for staff performing cross-cutting functions, private fund-raising and partnerships and other areas.
**Resources Used**

<table>
<thead>
<tr>
<th></th>
<th>TOTAL (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total approved budget 2010</td>
<td>481,000</td>
</tr>
<tr>
<td>Summary of funds which were actually available to the Programme Component in 2009 from RR and OR</td>
<td>421,000</td>
</tr>
<tr>
<td>RR (includes PL&amp;M)</td>
<td>333,000</td>
</tr>
<tr>
<td>OR</td>
<td>88,000</td>
</tr>
<tr>
<td>List the donors to OR and the amounts available from each</td>
<td>88,000</td>
</tr>
</tbody>
</table>

**Results Achieved**

Due to the definition of this component in the CPAP, outcomes were not defined for it. However, in 2011 results related with this component will be reported in the framework of formal implementation of the RPS.

**Future Workplan**

Agree work plans and actions to ensure achievement of defined results for this component in 2011.

**4 OPERATIONS & MANAGEMENT**

**4.1 Governance & Systems**

**4.1.1 Governance Structure**

The management model being promoted by the Office since 2007 was consolidated in a document entitled ‘Rights and Results: Approaches for Change: Systematization of UNICEF teamwork initiatives in Venezuela’, which will be published at the beginning of 2011. This model responds to the organisation’s directives on RBM and HRBAP, and is being implemented in all areas of the Office for achieving the commitments assumed in the CPAP and CPMP.

The governance structure was established and functions according to the mandates, through the statutory committees: the CMT (9 meetings), staff association and other statutory committees such as the CRC, CRB, JCC training, communications and emergency. UNICEF also participated actively in inter-agency committees and core groups (140 person-hours) on operations (UNICEF presiding), communication, salaries, UNETE, ICT, HIV, education (UNICEF presiding), borders, gender, poverty, health and M&E.

At CMT meetings, strategic themes related to socio-political variables, risk and scenario analysis, financial implementation, resource mobilisation, donor reports, training, Office management, human resources and staff association issues, approval of TOA, and other themes were discussed, based on the Office Management Report – Venezuela.

The staff worked on five management priorities; it was necessary to get support from consultants to cover the social communication topics generated through a programme with a public policy and advocacy approach.

**4.1.2 Strategic Risk Management**

In the framework of Risk Management Policy, in 2010 the Office carried out four exercises with the participation of all personnel, strengthening corporate preparation and response to uncertainty or potential risks. With support from TACRO, the key actions and list of priority preparations for an emergency situation, by area and in the framework of the EWEA, were determined and the country’s risk profile was updated quarterly. The Risk Library and Office risk profile were prepared collectively. In this exercise, the need
to take measures to minimise risks to the organisation was verified, considering the political, economic and social contexts that influence the implementation of the Country Programme.

Jointly with UNDP, UNICEF led inter-agency initiatives to implement the BCP and the potential for inter-agency support for implementation were identified. A space was found at UNESCO and approved by the UNCT to be fitted out as alternative work site in the framework of the BCP. During the electricity emergency decreed by the Government, the CO implemented a contingency plan for adapting to restrictions on consumption.

The devaluation of the Bolívar against the Dollar and the creation of a preferential exchange rate for income generated by the PFP area required a review and adaptation of internal fundraising processes. In all these challenges, adaptation to change and the evaluation of alternatives were elements that minimised risk in an area that is fundamental for the Office.

The country had emergencies in 14 of 24 states. For this, institutional mechanisms were activated along with plans contained in the EWEA, although the Government did not ask the UN for humanitarian aid.

4.1.3 Evaluation

Taking into account the evaluation framework established in the document about evaluation policy, in accordance with Executive Board decision 2006/9 on the evaluation function in UNICEF (E/2006/34/Rev.1), during 2010 the VCO did not undertake any evaluations. It is expected that, in the framework of the MTR in 2011, at least one evaluation will be made to demonstrate the achievements of the CPAP and CPMP.

4.1.4 Information Technology and Communication

The Office strengthened its use of technologies, especially Web systems, expanding its field of support for the PFP and Programmes areas.

The on-line fundraising system for individuals was reinstated, correcting weaknesses detected at the beginning of the year. The relation between the Web service provider and the Office was formalised, establishing service levels of operational capacity and security for the site. The form of payment in the Virtual Store’s website was expanded, adding the option of using credit cards for purchases. This method of payment accounts for 3% of total sales.

The Office is implementing on-line programmes to educate about equity; contents are aimed at dissemination and promotion of key themes from the CPAP through specialised and sensitised allies in the area of social responsibility.

The Adolescent Development team created a site with contents in their area, called the Red ALA – Ayudando a la Adolescencia ('Helping Adolescents Network'), where adolescents can discuss issues and share information and experiences, uniting efforts and multiplying the Office's potential for influencing the treatment of this topic.

Internally, the updating and replacement of technology components provide a 99% service level for end-users and a reliable platform for operations. The CO completed the roll-out and updating for implementing ProMS 9.1.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

In response to the strategic framework for partnerships and collaborative relationships, the Country Office is developing a new business model based on two parallel and synergetic strategies aimed at: optimising fundraising and resource mobilisation with a public policy approach and ensuring that corporate social responsibility policies include children’s rights. The corporate engagement approach was elaborated in the ‘Education with Equity’ programme. Together with corporate allies, the principles of human rights were promoted for socially responsible management in the private sector, and the companies’ human resources, financial and communication platforms were used to multiply programme impact without additional cost to UNICEF. Alliances with companies
such as SIGO, Tupperware and PEPSICO are some examples of corporate engagement combined with corporate fundraising.

Fundraising and sales adopted violence prevention, good treatment and adolescent development as their main campaign messages. Some examples are: the 2nd 7K UNICEF Race; the innovative integrated alliance with A&B Producciones (percentage per ticket sold during the film screening of 'Hermano'); and the 7th edition of the PLM’s Cards Full of Life campaign.

These activities were key to allowing the CO to reach the PSFR and PL&M goals for 2010. Together they raised more than US$2.9 million, including funds mobilised for Haiti (US$ 400,000). This represents a 43% growth of PFP in local currency and 18% in US dollars, as compared to 2009 (PSFR: 57% in local currency and 27% US$861,000; PLM: 37% local currency and 14% US$ 1.9 million). PFP’s net contribution to Programme was approximately US$1.1 million.

PLM’s in-house operation continues to have high levels of profitability (PBA 2011: approximately US$570,000), with operational cost of 60%. The business model is constantly being evaluated, given the possibility of moving to a licensing model if the actual market’s conditions change.

Ninety per cent of PSFR funds come through the corporate channel (Panama III) with 100 pledge donors. The cost/income ratio is 47% in local currency and 28% in US$. Finally, US$49,300 of Research and Development funds were received and fully implemented.

4.2.2 Management of Financial and Other Assets

The 66% devaluation of the national currency and the establishment of a preferential exchange rate for activities related to PFP required additional procedures (opening of accounts, access to accounting codes, sale of local currency) for recording and processing these transactions. Support was received from DFAM and Geneva for validating and approving these changes. This devaluation produced a savings (US$180,000) in the administrative budget in the Post’s line, as well as in the Post’s budget in PLM, where there was a savings of US$100,000.

The TOA is kept up to date with the corresponding segregation of functions, limits of authorisation and parties responsible for budgets. Three delays were experienced in the sending of banking reconciliations. The VAT for 2008 was recovered; the recovery for 2009 was being awaited in late 2010. No outstanding DCT were for more than nine months.

Coordinated work between the Operations and PFP areas, facilitated preparations for the RER, provisional RER and SRW. Furthermore, Operations supported the systematisation and operational and financial flows of the PFP area. Adequate control of PLM inventories and Office assets was maintained. Three PSBs were performed to write off obsolete equipment and cards, damaged products and out of date material.

The 60% increase in rental costs caused a delay in the renewal of the contract. VCO unsuccessfully looked for alternatives for minimising this impact on the Office budget. DFAM was informed of these negotiations. In December 2010 VCO received a rent increase notification on behalf of the owner of the offices for the period February 2011 – January 2012 that is impossible to pay with the current VCO budget. The Offices has already initiated the search for other offices that comply with the security requirements and for which rent fees are within our budget capabilities. VCO expect to be able to move, once we have obtained all the approvals, no later than April, 2011. No incidents with official vehicles were reported, and security measures for vehicles were reinforced with the installation of protective film on the windows. An agreement was signed with a local taxi company, due to heavy traffic congestion and the need to respond more quickly to transportation requirements.

4.2.3 Supply

The Office’s level of supply acquisition remained similar to that for 2009, accounting for 5% of the total Office budget. Ninety-five per cent of the supplies acquired were for the
Programmes, Communications and PSFR areas, and were related to the printing of publications, POP material and support material for fundraising events. The national market cannot supply all the materials and equipment needed at adequate prices and quality levels. Therefore the Office turned to offshore purchases for acquiring specific equipment (satellite telephones, UHF radios, computers). This year, delays were experienced once again in customs clearance processes, due to new procedures and changes in customs authorities, causing an increase in the cost of customs services and administrative procedures.

The offshore purchase of supplies (through TACRO) to lower costs for some items did not materialise due to the impossibility of coordinating an operations staff member for this activity.

4.3 Human Resource Capacity

As a way of supporting UNICEF’s comprehensive Human Resources strategy, the e-PAS manual was implemented for national staff. Training courses were presented, manual forms designed and evaluation dates and standards established. This exercise was implemented to familiarise staff members with this instrument and prepare for the ongoing organisational changes.

Decisions are pending on new posts for the PFP area, previously approved by the Regional PBR, but for which Headquarters had not given final approval by end-2010. The staff was reinforced by the incorporation of a staff member from (NETI) and an intern from the Basque Government.

The Office supported other offices – providing a total of 69 person/days for matters related to emergencies, strategic alliances, recruitment, audit and sale of products and greeting cards – to TACRO and the Bolivia, Brazil, Costa Rica, Cuba, Ecuador, Nicaragua and Panama Country Offices. It also received 23 days of direct oversight and support from TACRO in matters of social responsibility, emergencies, Afro-descendants, finances and PLM. UNICEF provided three days of support to UNFPA in their recruitment process for the new Assistant Representative.

In the field of training courses, the CO implemented 100% of the activities included in the Training Plan, with a budgetary savings of 32%.

A consultant was hired for Communications during the process of recruiting the new Communication Officer. There were two cases of sick leave that surpassed 150 days (Assistant to the Representative and Financial Assistant), which were reviewed by the HQ Medical Service.

In January 2010 the local labour climate survey was performed, which the office has been implementing as an annual practice since 2009, and as a means to validate the results of the global survey and extract information to support decision-making in this area.

In the area of security, nine incidents were reported related to theft, cloning of cards, extortion, damage to property and three violent deaths of close relatives of Office staff members. An internal workshop was held on electronic security; UNDSS periodically informs staff members on good practices and recommendations in this area.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement

a) More accuracy is required for estimates of Cash-Flow, to avoid excess liquidity in the bank; b) number of reimbursements of unexecuted funds by counterparts should be reduced; c) the CO should seek a more balanced distribution of planned activities over the course of the year, avoiding concentrating them in the final quarter; d) office supplies should be purchased off-shore as a way of lowering costs; and e) the staff recruitment and selection processes needs to be more dynamic. In addition, the CO should strengthen the flow of internal communication between areas and explore physical space for the office that offer adequate space for operations and provide the security needed.
4.4.2 Changes in AMP

Execution of the AMP is monitored through the Governance structure; the mid-year and end-of-year reviews are used for making adjustments to this document. The AMP is a tool used by all areas of the Office for planning, alignment, follow-up and identification of early warnings regarding the management results of the VCO. For 2011, the incorporation of the ERM approach and methodology is expected as an input to the planning strategy for the year and the identification of possible scenarios under which the Office might have to operate.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations
1. Partnerships for Protection, Alliances for Adolescents

5.2 List of Other Publications
1. Declaración de las Naciones Unidas sobre los Derechos de los Pueblos Indígenas y la Convención sobre los Derechos del Niño, versión en español
2. Declaración de las Naciones Unidas sobre los Derechos de los Pueblos Indígenas, versión bilingüe castellano-wayunaiki
3. Partnerships for Protection, Alliances for Adolescents
4. Guía Navega Seguro. Serie de 3 CD.
5. Education in emergency
7. Breast-feeding Campaign
8. Hand-washing Campaign

6. INNOVATION & LESSONS LEARNED

Title: "Partnerships for Protection, Alliances for Adolescents. Community-Based Violence Prevention and Adolescent Development in Venezuela, 2009-2010"

Contact Person: José Paulo de Araujo (jaraujo@unicef.org)

Abstract
In a MICs such as Venezuela, UNICEF assumed the role of mobilising resources for children and adolescents and promoting the development and leadership of the rights-holders themselves. UNICEF promoted partnerships among CSOs and the State through initiatives like ‘Partnerships for Protection, Alliances for Adolescents’ in two slums areas where approximately 58,000 adolescents live, with high indexes of poverty and violence, clear indicators of disparity with relation to national averages, weak institutional presence, low quality of basic services and presence of organised armed violence. The initiative consists of community intervention based on “positive adolescent development”, implementing methodologies and activities that can be adapted to other urban contexts. The initiative is part of the Adolescent Development sub-component of the CPAP, aimed at creating protection networks in families, communities and institutions to apply programmes and policies, with an adolescent development approach, in selected municipalities.

Innovation or Lessons Learned
The innovation consists of the demonstration of how UNICEF can facilitate and support a process aimed at adolescent development and violence prevention in slum communities in a middle-income country. Partners have been incorporated and have participated in all possible contexts affecting adolescents. Adolescents’ problems are interrelated, so it has
been crucial to use a holistic approach to adolescent development that cuts across the two components of the country programme: ‘More Protection, Less Violence’ and ‘More Inclusion, Less Disparity’. The holistic approach (established in the United Nations Secretary-General Study on Violence Against Children) takes the form of participation by adolescents and their families (the micro system), advanced by the schools (the meso-system), the communities (the exo-system) and the public policy framework (the macro-system).

The latter is the final element linking actions and empowering and multiplying resources and initiatives: research, information and monitoring systems, and innovative educational methodologies.

From the outset, the statement of expected results and strategic priorities agreed between the Bolivarian Republic of Venezuela and UNICEF was fundamental for achieving the progress that has been made. It provided the power to establish a common and shared strategic vision. However, the national political context has demanded greater advocacy around the best interest of the adolescent, which requires more coordination among the different actors. The two communities selected are in Caracas (24 de Marzo, located in the slums of Petare Norte and Santa Cruz del Este, located in Baruta) and respond to the criteria of being highly violent and impoverished.

**Potential Application**

The experience is replicable in the area of adolescent protection and development. It is a map that shows how to build alliances and initiate integrated programmes for the prevention of violence in urban contexts. An initiative such as ‘Partnerships for Protection, Alliances for Adolescents’ is particularly useful for middle-income countries, where the mobilisation of technical expertise of allies and advocacy at the highest political level makes the difference. This is an example of how, even with limited resources, UNICEF’s influence, credibility, and capacity to convene and generate consensus can be instrumental for realising the rights of children and adolescents, influencing the base of evidence build jointly with its allies.

**Issue/Background**

37% of the Venezuelan population is made up of children and adolescents; 88% are highly urbanised. School dropout, substance abuse, pregnancies and violence among adolescents have become significant problems. The available information shows that only half of all adolescents are enrolled in secondary education, and approximately 10% drop out before finishing the third year of this level; violence is a threat to the well-being and healthy development of children; male adolescents between 15 and 19 are the main victims of homicide, and therefore a highly vulnerable group. Many lives saved in early childhood are lost because of urban violence.

**Strategy and Implementation**

*Linking together different networks/partners.* The central strategy of this innovation is the formation of alliances for a model of violence prevention and adolescent development that is adjusted to the situation of peri-urban areas of the large cities. Alliances were created with governments (local and national), knowledge centres, the media, the corporate sector, civil society and community organizations as well as directly involving adolescents, their families and schools.

*Capacity Development.* For these alliances to function fully it is necessary to develop the capacities of the different actors. Through a system of coordination and exchange of experiences, civil society organisations and the corporate sector are empowered to look beyond philanthropic projects, toward a definition of public policy that could achieve national scope. Similarly, governments are encouraged to see these civil society organisations and businesses as potential allies for maintaining and/or executing public policies.
Knowledge generation, advocacy and C4D. Collective work produces evidence that can be used for more solid advocacy, based on a joint experience carried out by different actors. Empowered by knowledge and practice, partners are more willing and better trained to formulate and implement public policies, and to communicate the necessary changes of behaviour to duty-bearers and rights-holders.

**Progress and Results**

*A shared vision among all allies:* a) An operational community of practice, with an online forum and direct exchanges for the planning of programmes and monitoring of activities; and b) protection and social development policies of municipal governments, redefined for a specialised approach to the adolescents.

*Capacity building:* a) adolescents have gained knowledge and skills and can speak out and act as multipliers of information on preventing violence during courtship and adolescent pregnancy; b) a virtual network created by young persons offers information and tools on what to do and where to turn in situations of violence against children and adolescents; c) the education community has improved knowledge of human rights and school discipline; d) adolescents are using creative communication tools for resolving conflicts.

*Knowledge generation:* a) study of adolescent school drop-out carried out, incorporating the experiences and opinions of urban adolescents; b) registry of organisations working for the comprehensive protection of children and adolescents in the communities completed; c) opinion study on the uses and abuses of the Internet carried out; d) municipal monitoring system incorporating indices on children and adolescents created for the first time in Venezuela; and e) documented the on-going process of violence prevention and adolescent development in communities.

**Next Steps**

a) Broader dissemination of the vision of positive adolescent development and prevention of violence. Promote the public agenda centred on adolescents.

b) Consolidate alliances with municipal governments, support implementation of municipal plans for protection of children and adolescents with broad social participation, ensuring that adolescents’ vision and voice is heard in processes of planning and execution of public policies.

c) Use the results of national studies on violence (baseline and national survey on violence against adolescents with the Ministry of Education) as inputs for local strategies for prevention and protection being implemented in municipalities.

d) Advocate regularly with private sector partners and civil society organisations to definitively overcome the needs-based approach, advancing with increasing effectiveness towards a human rights approach centred on the creation and effective implementation of public policies.

e) Support the creation of capacities for the production and regular use of statistical information. Disseminate the results of studies and finalise the information and monitoring system on the situation of children and adolescents. Consolidate the monitoring and documentation of the processes already initiated and disseminate policy documents.

f) Strengthen coordination mechanisms among allies as their number increases.

**7 SOUTH-SOUTH COOPERATION**

Since 2009, the VCO has promoted the exchange of knowledge and good practices between the country and other nations in the region. However, to date no South-South cooperation initiatives have been initiated.