

## Executive Summary

The fight against poverty and inequity is the Ecuadorian government's primary objective in its third mandate, as outlined in its National Development Plan for Good Living (PNBV) 2013-2017. Although the oil-centred economy continues to grow, the rate slowed over the last few years. Despite progress toward achieving the goals of the PNBV and Millennium Development Goals (MDGs), the country needs to accelerate its efforts to achieve them with equity. A projected budget will require some adjustments to ensure coherence with a weaker-than-expected public finance stream and potential measures could negatively impact the provision of social services in 2014 and future years.

After the signature of the Mid-term Review (MTR) in 2013 for a co-operation cycle ending in 2014, the Country Office (CO) continued to sharpen its equity focus to advocate for all children and adolescents having equal opportunities to reach their full potential in an upper-middle income country context.

The most important achievements of 2013 included continuing support for the incorporation of an equity focus regarding children's rights in the policies, strategies and goals of the PNBV 2013-2017, thanks to the dissemination of the *Atlas de desigualdades socioeconómicas del Ecuador respecto de los derechos del Buen Vivir*, a joint collaboration of the National Secretariat for Planning and Development (SENPLADES), the United Nations (UN), and Andean University "Simon Bolivar". This document was essential for the elaboration of the National Strategy for Equality and the Eradication of Poverty.

With support from the CO, progress in the country's equity agenda for under-served children and families included an accelerated basic education model anchored to national efforts to improve educational results; commitments by key actors to eradicate child labour; an innovative and holistic conceptual framework to address adolescent violence policy and programmatic issues; expansion of country-led initiatives to accelerate reductions to the maternal and under-five mortality rates (U5MR) and to fight malnutrition within the Committing to Child Survival: A Promise Renewed (APR) global initiative framework, accompanied by the CO and key UN partners; and the closing and handover of Inter-cultural Bilingual Education for the Amazon Region (EIBAMAZ) regional initiative.

Significant shortfalls that call for further follow-up and strengthening include:

- The electoral period and staff turnover in some ministries and national structures implied challenges and delays in the MTR signature, with consequences for implementation of the Country Programme (CP);
- The Ministry of Education's (ME) decision to review UNICEF's co-operation carefully due to new priorities that it had identified, resulting in additional challenges and delays inhibiting the results in CP education-related outputs;
- An important shortfall linked to the internal CO transition that intends to adequate the programmatic structure to new priorities, considering the new operative and financial environment, which meant longer-than-expected negotiations with partners about new perspectives; and
- Institutional changes related to the new PNBV and the country's main strategies, which resulted in the need to review the CO's communication with implementing partners upon the inauguration of the new Presidential term in May.

Successful partnerships forged and/or consolidated in 2013 include:

- A public-private business network to eradicate child labour (a Ministry of Labour Relations (MRL)-led inter-ministerial initiative working with 34 major public and private companies, including over 10,000 suppliers and 20,000 collaborators, and supported by the CO);

- Effective strategic alliances to promote breastfeeding (including the Ministry of Public Health (MSP), the Pan American Health Organization (PAHO/WHO), the business sector, social networks and media); and
- A strategic alliance with the MSP, PAHO/WHO and the United Nations Population Fund (UNFPA) for the achievement of APR agenda goals.

## Country Situation Affecting Children and Women

Indicators influencing the situation of children and adolescents include the following:

a) In 2013, the GDP grew by 3.5% ([ECLAC 2013](#)). By way of comparison, in 2012 the GDP grew by 5.1% and in 2011 it grew by 7.8% ([BCE](#)).

b) Income poverty at the national level reached 23.7% as of June 2013, compared to 25.3% in 2012. In 2013, poverty stood at 14.9% in urban areas and 40.7% rurally. Extreme poverty by income declined from 9.4% to 8.1% at June 2013 ([INEC](#)). [ECLAC](#) (2013) mentions that, around 2011, multi-dimensional child poverty was 40.7% and extreme multi-dimensional poverty 15.1%. Additionally, in 2011, 47% of all children and adolescents lived in households with monetary poverty and 19.3% lived in households with extreme monetary poverty. The Gini co-efficient was 0.429 in June 2013, similar to the one for June 2012 (0.430) ([INEC](#)). UNICEF's new strategic plan for 2014–2017 includes child poverty, which opens the door for a relevant co-operation programme that supports national efforts to eradicate extreme poverty by 2017.

c) In June 2013, unemployment reached 3.9%, lower than the 4.1% rate in June 2012. Under-employment increased, from 53.3% in June 2012 to 56.4% in June 2013. Full employment declined from 41.2% to 38.4% during the same period ([INEC](#)).

d) 2013 inflation reached 2.7% ([INEC](#)).

In observing the current situation of children and adolescents:

a) The neo-natal mortality rate for 2011 was 6.1 per 1,000 live births ([SENPLADES](#)). The infant mortality rate was 10 per 1,000 live births in 2011 ([SENPLADES](#)). Ecuador's PNBV 2013-2017 has defined a goal of lowering infant mortality rate to 6 per 1,000 live births by 2017. U5MR was 13.7 per 1,000 live births in 2011 ([SENPLADES](#)). When disaggregated territorially, provinces such as Cotopaxi, Chimborazo and Bolívar present rates considerably higher than the national average (22.4, 20.7 and 20.4, respectively) ([SENPLADES](#)). The maternal mortality rate (per 100,000 live births) reached 70.4 in 2011 ([SENPLADES](#)) and, although this rate represents an increase over previous years (59 in 2010 and 60.1 in 2009), this may be due to improved registration of maternal deaths. For this last indicator, in 2011 the provinces of Sucumbíos and Zamora Chinchipe show rates of more than double the national average (167.3 and 143.3, respectively) ([SENPLADES](#)).

b) The National Health and Nutrition Survey (ENSANUT) conducted between 2011 and 2013 shows a stunting rate among under-fives of 25.3%, which rises to 42.3% among the indigenous population. It also shows that, in the poorest economic quintile, the stunting rate was 36.5%, compared to 13.8% among the wealthiest quintile. The provinces of Bolívar and Chimborazo have a prevalence of greater than 40% ([MSP 2013](#)). In this regard, the PNBV set a goal of eradicating stunting among children under two years old (from 24% in 2012) by 2017 ([SENPLADES 2013](#)). The PNBV states that, in 2012, 29.9% of children and adolescents between ages 5 and 11 suffered from obesity or were overweight ([SENPLADES 2013](#)). The challenge to overcome malnutrition, and the national strategy to do it, resulted in a prioritisation of UNICEF's contribution in terms of promoting breastfeeding.

c) School attendance rates for middle basic education (children between 9 and 11 years of age) stood at 83.2% in 2012 ([SENPLADES](#)), while in 2011 and 2010 it was 80.6% and 79.6%, respectively. As of 2012, the rates for the Montubio, indigenous and Afro-Ecuadorian ethnic groups were 77%, 79% and 79%, respectively. The net upper basic education rate for children between 12 and 14 was 74.5% in 2012; however, unlike the previous indicator, the inequalities are more pronounced: the Montubios, indigenous and Afro-Ecuadorian populations had rates of 59.3%, 63% and 64.8%, respectively ([SENPLADES](#)). Between 2011 and 2012, the net upper basic education rate among indigenous persons descended from 73.3% to 63.3% ([SENPLADES](#)). The upper secondary school rate for children between 15 and 17 was 63.9% in 2012. For this latter indicator, the differences among ethnic groups are even more marked. For example, the rate was 67.1% for mestizos and 43.3% for Montubios. There also is evidence of significant gaps in the geographical dimension: the rate in Esmeraldas was 49.2%, while in Azuay it was 72.8% ([SENPLADES](#)), for instance.

d) The 2012 national survey on child labour estimates that 8.6% of all children between 5 and 17 work. This is approximately 360,000 children and adolescents ([INEC 2013](#)). The prevalence of child labour increases with age (5 to 11 years, 4.2%; 12 to 14, 11.9%; 15 to 17, 15.7%). The prevalence in rural areas is 15.5%, while in urban areas it is 4.3%. Among the indigenous population, the percentage rises to 29% ([INEC 2013](#)). Of all working children, 56%, or 201,374, are involved in dangerous child labour. Boys comprise 66% of this group. Child labour in domestic tasks (14 or more hours a week) is 13.5%. Almost seven out of every 10 people in this category are women ([INEC, 2013](#)). Child labour and strengthening the capacities of the public and private institutions to eradicate child labour, in the framework of the national policy, has been an area prioritised by UNICEF in Ecuador.

Significant progress was made in terms of macro indicators that facilitate the exercise of the rights of children and adolescents. Although, in observing compliance with children's and adolescents' rights, average national progress is good, Ecuador still faces the challenge of inequality, which is seen when the national average is disaggregated by zone, geographical location, ethnicity, age and other variables.

Ecuador has an atlas of socio-economic inequalities that, based on the censuses from 1990, 2001 and 2010, makes it possible to map the places of greatest vulnerability and identify some bottlenecks (document available at [link](#)).

## Country Programme Analytical Overview

2013 was a transition year for UNICEF Ecuador, with the finalisation of the MTR; a Programme and Budget Review (PBR) with changes in the orientation and priorities of the CP and consequent changes to the CO structure for 2014; an internal audit and its corresponding response plan; the complete harmonisation of internal governance and management procedures; and the beginning of the UN Development Action Framework (UNDAF) and Rights Protection Centre (CPD) processes.

The MTR review allowed UNICEF to look at the strategic areas that will be addressed in the next co-operation program and that are present in the first draft of the UNDAF results.

After the launch of the government's third national development plan, there was progress in defining the regulatory framework and public policies, and introducing an equality approach to address structural inequities. This framework significantly reinforces the opportunities for structural transformation in the situation of the most disadvantaged children and adolescents.

The advocacy results, Special Session on Children (SSC), Communication for Development (C4D) and partnerships strategy marked the first step toward integrated approaches that facilitate addressing determinants, bottlenecks and barriers involved in reproducing inequalities and contribute to triggering social and cultural changes, practices, behaviours and new models of governmental child rights service delivery.

In 2012 and 2013, strategic support was given to national policies, contributing to the improvement of the legal framework and equality agenda, of reintegration models for children in conflict with the law and of inclusion and quality education, including inter-cultural bilingual education.

The priority given by the country to infant and maternal mortality in the frame of the APR global movement created an opportunity for UNICEF to contribute through technical assistance and continuous advocacy. Interest in the Positive Adolescent Development approach is a priority strategy to be explored in coming years. Other areas where UNICEF contributed are knowledge exchange to measure multi-dimensional child poverty (National Secretariat for the Eradication of Poverty, National Institute of Statistics and Census (INEC) and the Ministry of Social Development Co-ordination (MCDS)); recognition of C4D as a key programming component (national counterpart professionals trained); and recognition of the Atlas of Inequities, led by the government and supported by UN agencies, as an input for the new national development plan, placing special attention on the inequalities present in the country.

The country took significant steps toward equity, which were accompanied by the CO upon government request. This involved developing an innovative conceptual framework and approach for the new National Equity Agenda; applying an innovative multi-disciplinary and multi-sectorial comprehensive approach to child rights with the inter-generational life cycle; connections with a multiplicity of vulnerable groups; integral and cross-sectoral linkages; and reinforcing capacities at the central, regional and local levels.

The combination of shortfalls mentioned in the executive summary implied the absence of effective institutional follow-up, hampering national government and CO efforts to capitalise on the momentum generated by several initiatives, such as child justice, indigenous bilingual education, sports for development (S4D) and quality and inclusive education.

The gross income earned by private fundraising and partnership in 2013 was US\$ 2.1 million. This value represents an increase of 21% in comparison with 2012.

### **Humanitarian Assistance**

The government did not require either UN or UNICEF humanitarian assistance during 2013. Nevertheless, the CO provided permanent technical advice to the ME for the design and promulgation of different aspects of the public policy for emergencies and disaster risk reduction (DRR). This was possible through Accord 0443-12 of 15/10/2012, implemented throughout 2013, defining the main axes for education in DRR and consolidating an action plan for public education investment and deployment of a decentralised national structure headed by the ME's National Directorate of Risk Management.

During 2013, the main challenge was to implement and stimulate the consolidation of the DRR policy in the ME's everyday activities. To accomplish this, through an agreement with the ME and Plan International, and in the framework of the European Community Humanitarian Office Disaster Preparedness (DIPECHO) 2013/2014 Action Plan, UNICEF has joined efforts to facilitate the appropriation of the policy and the training of over 3,000 functionaries and teachers of the ME and the Metropolitan Council of Quito, as well as students, parents and community-based leaders in the scope and instruments to facilitate articulation around DRR in the education sector.

Simultaneously, permanent and systematic technical assistance was provided to the National Directorate of Risk Management, not only for the implementation of public policy and the public investment project, but also in the construction of a strategic vision of DRR in the ME that will be reviewed by national authorities.

### **Effective Advocacy**

*Mostly met benchmarks*

The MCDS and the National Council for Children and Adolescents (CNNA) and the Ministry of Economic and Social Inclusion (MIES) have shown interest in promoting a positive approach for adolescent development. In this regard, MIES, supported by technical assistance from UNICEF, is incorporating among its institutional strategies and at the level of decentralised action in services in the territories the implementation of positive development activities for adolescents, promoting among technical teams, communities, families and adolescents innovative visions of the latter's potential and capacities for civic contribution to the promotion of good living in communities.

The National Assembly approved a new organic penal code. At present, it is under consideration by the President—the final legislative step prior to its publication and entry in force. Close follow-up will be done to this penal reform in 2014. When it came to children and adolescent issues, the CNNA and UNICEF advocated and provided technical assistance for the penal reform to be closer to international standards and the recommendations of the Committee on the Rights of the Child.

Ecuador has shown its political willingness to reduce maternal and infant mortality, clearly expressed in its PNBV and its goals, and in the commitment to the APR initiative. Country-led efforts and actions are supported jointly by UNICEF, PAHO/WHO and UNFPA.

## Capacity Development

*Mostly met benchmarks*

Co-operation centred on the provision of technical assistance in the field of public policies and strengthening the capacity of duty-bearers in the areas prioritised in the national agenda, with emphasis on inequality. However, it is necessary to strengthen this approach even further in a middle-income country like Ecuador. In order to illustrate this, some relevant support actions that have been articulated are:

1. With contributions from the Universidad Metropolitana de Caracas, Venezuela and support from UNICEF, initial steps were taken with implementing partners such as MIES, to train the practising community in the positive development of adolescents. This training was carried out within the framework of an ecological development approach, for functionaries from MIES who are receiving initial training and adopting the approach.
2. Ecuador committed to eradicate extreme poverty (by income and multi-dimensional) by 2017. This represents a good opportunity for UNICEF to contribute in line with its 2014-2017 strategic plan, specifically with its social inclusion outcome. Steps were taken through supporting technical exchanges with Peru, UNICEF Peru, ECLAC and CONEVAL of Mexico, functionaries from INEC, the Technical Secretariat for the Eradication of Poverty and the MCDS to look at multi-dimensional poverty measures and methodologies.
3. The ME trained 32 district directors and functionaries from Imbabura, Carchi, Esmeraldas and Sucumbíos in the application of the toolbox for educational inclusion, considering the new ME management model of zones, districts and circuits.
4. Given the new ME regulations on adolescent participation and community service (200 hours), the Foundation for the Child and Community (FUNDIC), with UNICEF support, trained 70 schools in Quito, Sigchos, Joya de los Sachas, Ambato and Latacunga, to apply the strategy of adolescent citizenship skills. At present, 9,000 adolescents are participating.
5. The Kichwa Confederation of Ecuador (ECUARUNARI) trained indigenous leaders and authorities in the strategy of follow-up to and oversight of the policies of the Ten-year Education Plan among the indigenous population and the application of the education early alert with other civil society partners.

6. In line with the national strategy to eradicate malnutrition, employees from 14 private businesses, within the framework of socially-responsible management strategies, were trained with the module on nutrition and promotion of maternal breastfeeding, and initial development of modules on the promotion of rights and family care.

7. Within the framework of the national strategy to reduce maternal and neo-natal mortality rates, in the provinces of Chimborazo, Cotopaxi, Tungurahua, Pastaza and Guayas the MSP strengthen its personnel in hospitals and the provincial directorate. In partnership with the MSP, PAHO/WHO, UNFPA and others, specialised training sessions were held in clinical care for 30 doctors and nurses, in co-ordination with Hospital of Medical Simulation of the Universidad San Francisco de Quito.

## Communication for Development (C4D)

*Mostly met benchmarks*

Generally, the CO supported the mobilisation of different sectors, including communities, in comprehensive programmes, child labour, maternal breastfeeding and S4D through, for example, UNICEF-Ecuador Goodwill Ambassadors football player Antonio Valencia and singer Karla Kanora.

During 2013, the national strategy for mobilisation and C4D for promoting maternal breastfeeding was expanded under the guidelines of the MSP and jointly supported by PAHO/WHO and UNICEF. The following results were achieved:

1. More than 1.3 million people had access to key messages on breastfeeding through social networks and more than 50 national and local TV and radio stations and newspapers in Quito, Guayaquil, Cuenca and Esmeraldas.
2. Knowledge for a national and local team of eight Ministry of Health (MSP) staff were strengthened to certify child-friendly hospitals, jointly with PAHO/WHO. As a result, six hospitals were advised and certified, and the Ministry now has the capacity to advise the remaining ones.
3. About 80,000 mothers and children benefitted from the establishment of breastfeeding centres in two Guayaquil hospitals, equipped with the support of a private business (Tupperware).
4. Partnerships were established with 14 major private sector companies for the promotion of breastfeeding. 3,500 of their staff were trained, and civil society nation-wide sensitised, through key messages on the importance of breastfeeding.

A website for the general public was developed (<http://www.unicef.org.ec/micrositios/TLEA/>) and a specific website with four training modules was also designed for private businesses and their clients. The contents of the instruments implemented, primarily through the website, were validated with different sectors, including the audiences, among which the private sector has been key.

A soon-to-be-published document *Alliances for child nutrition: Maternal breastfeeding, an act of love*, systematises this good practice.

## Service Delivery

*Fully met benchmarks*

This strategy is not applicable to the CO, as the Ecuadorian government fully covers its service delivery needs.

## Strategic Partnerships

*Mostly met benchmarks*

Ecuador defined the universal exercise of human rights as a mandate in its 2008 Constitution. The state has policies to advance in this direction, which requires the involvement not only of public institutions but also the private sector, academia and civil society. In this area, UNICEF proposes integral alliances to support national goals of eradicating child labour, sexual exploitation and the promotion of breastfeeding, among others. Two partnerships are the following:

1. The MRL leads the Business Network for a Child Labour-free Ecuador, which has developed as one of great importance. In this regard, an active commitment was achieved for integrating some of the country's largest businesses in a significant process of developing indicators, policies, regulations and socially-responsible management practices, both in companies directly and in their value chains. This action is consistent with the concept of sustainability and development, as it links the eradication of child labour with the change of productive matrix in Ecuador and social inclusion.
2. The extensive relation established with PETROAMAZONAS EP, the largest public enterprise in Ecuador, to advance in the Codes of Ethics and the Zero Tolerance of Sexual Exploitation of Minors campaign is one of the most important partnership initiatives supported in this period. The top management of PETROAMAZONAS EP participates actively in the implementation of this initiative and aspires to reach the communities, schools, adolescents and families in the oil fields and affected areas in order to prevent the sexual exploitation of children and adolescents and to develop mechanisms for hiring and supervision to censure these practices in the company's value chains.

## Knowledge Management

*Mostly met benchmarks*

Important contributions were made through the Knowledge Management strategy, which is particularly relevant in the context of a middle-income country like Ecuador. This has been done in the framework of the generation of evidence for informing decision-makers, in addition to providing advocacy instruments for the universal exercise of the rights of children and adolescents.

SENPLADES, with the support of the UN, now has an Atlas of Socio-Economic Inequalities in Ecuador, which, through the use of the 1990, 2001 and 2010 censuses and the disaggregated maps based on them, shows the territories where there remain challenges to the exercise of human rights, including their evolution in time ([link](#)). This document has served as an input for the preparation of the PNBV 2013-2017 and the development of the policies, strategies and goals called for therein. In addition, this document already identifies some bottlenecks.

Working with the Universidad Casa Grande de Guayaquil, a draft of the study of violence among and toward adolescents in Ecuador was prepared for publication in 2014. This study offers a holistic perspective and ecological model look of violence at both the conceptual and statistical levels. This will make it possible to have an innovative instrument to refresh the traditional view of violence, limited to considerations of aggressor and victim, expanding it to include the factors and determinants producing the violence in the different environments of adolescent development.

The MSP, with support from PAHO/WHO and UNICEF, published and disseminated the first results of the ENSANUT. It provided relevant and updated information for UNICEF's mission regarding stunting, malnutrition, exclusive maternal breastfeeding and other themes.

The ME, supported by UNICEF, has a toolkit for educational inclusion that is an instrument for the districts and circuits (administrative divisions). Also, as part of the EIBAMAZ regional sub-programme in its closing phase, the *Sabiduría Amazónica* (Amazonian Wisdom) series was published.

The CNNA, supported by UNICEF and Plan International, took the first step toward updating the situation of the rights of children and adolescents. The Observatory for the Rights of Children and Adolescents (ODNA), an excellence centre in the region for this type of analysis, will carry out this task. In regard to ODNA and its relationships with UNICEF Ecuador, it has evolved to one that considers its international projection and specialised technical contribution. It entity also provided important initial inputs for the definition of the next co-operation programme.

Knowledge management within the CO remains a challenge for the coming year.

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

#### *Mostly met benchmarks*

Human Rights-based Approaches to Programming/Co-operation HRBAP tools were used in the analysis of the Common Country Assessment (CCA) – UNDAF. The outcomes of the MTR and the UNDAF first draft (not approved by the government as of this writing) allow UNICEF to foresee that its next co-operation programme will be based on rights considering equity and positive children and adolescent development, taking into consideration the government's human rights mandate, as per the 2008 Constitution and its PNBV 2014-2017. Some shifts were made in order to consider those issues in the transition period to the new co-operation programme that will start in 2015.

In its programmatic implementation, the CO used the HRBAP to support the APR strategy (covering nutrition, maternal breastfeeding and the reduction of neo-natal and mother-child mortality), the strategies for educational inclusion on the northern border and the special protection approach within the framework of the debate on the new Penal Code and in the public-private partnership for the eradication of child labour. The case study on educational inclusion with the indigenous population on the northern border was documented as a good practice in programming with UNICEF Ecuador's HBRAP approach by Headquarters (*HRBAP and Equity: recent UNICEF experiences* (draft), to be published soon by NYHQ).

Given that the new Constitution mandates the universal exercise of human rights, the CO uses HRBAP to identify those parties whose capacities need to be strengthened to fulfil their duties and roles in order to achieve the constitutional mandate. For instance, the causal analysis and identification of bottlenecks make it possible to accompany and support public servants of the ME in the framework of a profound process of institutional reform.

The National Assembly approved a new organic penal code presently under consideration by the President (final legislative step prior to its entry into force). The CNNA and UNICEF advocated and provided technical assistance, requested by the responsible legislative commission, when it came to child-related areas aimed at ensuring specificity of adolescents in accordance with the CRC and mitigate the impact of more severe penal measures for adolescents in conflict with the law. Close follow-up will be given during 2014.

The Atlas of Social Inequalities, prepared by Universidad Simón Bolívar for SENPLADES and supported by the UN, incorporates the rights-based approach and permits the monitoring of public policies from this perspective. It facilitates monitoring of social indicators on children and adolescents from the HRBA.

The Ministry of Justice, Human Rights and Religion (MJDHC) and the Public Prosecutor invited UNICEF and the Office of the High Commissioner for Human Rights (OHCHR) to accompany these institutions in the

procedures related to indigenous groups (Taromenani) in voluntary isolation and protection measures for two Taromenani girls who are witnesses to a serious criminal process currently under investigation, regarding this isolated ethnicity in Ecuador's Amazonian territory.

The CO continued to advocate for full compliance with the main areas of concern and recommendations of the Committee of the rights of the Child (CRC/C/ECU/CO/4) in consideration of reports submitted by Ecuador under article 44 of the Convention.

## Gender Equality

*Mostly met benchmarks*

Within the framework of actions for the prevention of sexual exploitation related to extractive industries, UNICEF will continue to provide direct technical assistance to promote an education model centred on the change of perceptions, attitudes and behaviours regarding sexual exploitation among adolescents in Ecuador. To that end, it promoted a model of new relations, particularly in the sphere of education, among adolescents, men and women, which proposes egalitarian treatment and discourages the cultural stereotypes of sexist violence and discrimination among adolescents.

Among the main results of the process of maternal breastfeeding, it is estimated that some 80,000 mothers and children are benefiting from two breastfeeding centres (lactariums) established in two hospitals in Guayaquil, in co-ordination with the MSP, UNICEF and the Tupperware company. In this process, key aspects of gender violence prevention also are treated.

Internally, gender mainstreaming work can be still be strengthened in the current co-operation programme. The inclusion of a Gender Equity Marker (GEM) in the planning outline will be carefully reviewed. There are positive perspectives, although with some challenges, to work on gender with other UN agencies.

## Environmental Sustainability

*Initiating action to meet benchmarks*

No specific results achieved or relevant activities undertaken during the reporting period. Further focus on and attention to this strategy need to be developed by the CO in the coming years.

## South-South and Triangular Co-operation

Horizontal and South-South co-operation—one of the fundamental roles of the UN and UNICEF for the support and orientation of middle-income countries as well as an opportunity to support the national agenda of international co-operation—continues to be a widely-used strategy for the UNICEF co-operation programme in Ecuador.

Some of the results achieved with this strategy were:

1. Within the framework of the Bi-national Agenda between Ecuador and Peru, eradication of child labour was defined in November 2012 as one of its priorities. This is reflected in the memorandum of understanding (MoU) for the implementation of the exchange of political and technical experiences for the eradication of child labour project, signed by the MRL of Ecuador and Ministry of Labour and Employment Promotion in Peru. To operationalise this MoU, the MRL, with UNICEF support, is performing a qualitative study of child labour,

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education and actors on the border. This study is underway and expected to be published in 2014.

2. In terms of technical exchange aimed at providing experiences of different institutions dealing with the same challenges, it is important to mention the following:

a) The Technical Secretariat for the Eradication of Poverty, the MCDS and INEC looked at the methodology to calculate multi-dimensional child poverty with Peru, ECLAC, UNICEF LACRO, UNICEF Peru and CONEVAL of Mexico;

b) The Ministries of Finance and Education strengthened their knowledge for the analysis, measurement and monitoring of social investment in children, with various countries in the region, through an experience exchange event fostered by the Government of Colombia and UNICEF LACRO;

c) The municipalities of Quito and Guayaquil strengthened their knowledge for formulating and implementing urban social policies for children with an equity approach with various countries in the region, promoted by UNICEF LACRO and the Universidad de Tres de Febrero of Buenos Aires through an event; and

d) Within the national objective to strengthen INEC, exchanges with the National Institute of Statistics and Geography of Mexico were promoted in terms of sampling frame, maintenance of the sample and other related themes.

## Narrative Analysis by Programme Component Results and Intermediate Results

### Ecuador - 1350

#### PC 1 - Early childhood and adolescent health and nutrition

 On-track

**PCR** 1350/A0/05/001 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.

**Progress:** The main strategies developed included high-level advocacy, consolidation of multi-partner alliances and C4D. During 2013, UNICEF focused its contribution on the APR global and regional goals included in the PNBV 2013-2017, namely: supporting Ecuador's policies in terms of reduction of malnutrition (the PNBV includes the target of reducing chronic malnutrition in children under two years of age from 24% in 2012 to 3% or less in 2017, and raising the prevalence of exclusive breastfeeding from 43,8% in 2012 to 64% in 2017); reduction of neo-natal and maternal mortality (reducing infant mortality rate from 10.1 in 2011 to 6 per 1,000 live births in 2017); and reduction of HIV infections in new-borns and adolescents.

The main results are 1) reduced inequities in maternal and child health and nutrition by the renewed country-led commitment to A Promise Renewed for the Americas: Reducing Inequities in Reproductive, Maternal and Child Health, involving MSP-targeted actions, mainstreaming and capacity-building efforts, with UNICEF, PAHO/WHO and UNFPA support and assistance; 2) action plans developed, and MSP staff knowledge enhanced, in Chimborazo and Guayas provinces to implement better the National Strategy for the Reduction of Maternal and Neo-natal Mortality with UNICEF-PAHO/WHO-UNFPA technical assistance and accompaniment; 3) strategic alliances established with 14 major private sector companies for the promotion of breastfeeding; and 4) the agenda and organisation efforts of young people living with HIV was accompanied and supported; and the government accelerated its efforts to prevent the transmission of HIV and syphilis to new-borns, for which UNICEF and PAHO/WHO support was required to accompany the process in order to enhance HIV and sexually-transmitted diseases qualitative monitoring and testing.

The main challenge for UNICEF and health partners for 2014 will be to assist effectively government-led actions and campaigns to accelerate progress in chronic malnutrition, overweight and obesity, and accompany the diffusion of ENSANUT results for advocacy and social behaviour change purposes, issued by the MSP with UNICEF and PAHO/WHO assistance.

 On-track

**IR** 1350/A0/05/001/003 By 2012, access of children and women to quality services for pre-natal, childbirth and post-natal services, as well as services for the prevention of vertical transmission of HIV, is increased.

**Progress:** In knowledge management, the following was achieved: 1) baseline on neo-natal deaths for the provinces of Tungurahua, Cotopaxi, Chimborazo and Pastaza, and a system designed for surveillance in co-ordination with the MSP and the CNNA, with technical assistance from UNICEF; 2) baseline on the vertical transmission of HIV in the framework of the Regional Strategy for the Elimination of the Vertical Transmission of HIV and Congenital Syphilis, as part of the joint work with PAHO/WHO and UNAIDS; 3) Ecuador has a study on the situation of children orphaned as a result of HIV/AIDS, along with the CNNA; and 4) evaluation of the cold chain process and universal access to vaccination in the Amazon province of Morona Santiago, canton of Taisha, with a predominantly Shuar-Ashuar indigenous population. UNICEF provided technical assistance.

In the area of communication, the MSP conducted nation-wide C4D campaigns to promote higher coverage of HIV testing for pregnant women; ensure access to anti-retroviral treatment and prevention of the vertical transmission of HIV/AIDS; and foster child vaccination, sound nutrition and perinatal care.

 Discontinued

**IR** 1350/A0/05/001/009 By 2012, 30% of adolescents prevent early pregnancy, HIV/AIDS and violence against them in prioritised areas.

**Progress:** In 2010, 16.9% of adolescents between 15 and 19 years of age and 0.6% between 12 and 14 years are mothers, giving Ecuador the highest rate in the Andean Region. The incidence of HIV/AIDS is 33 per 100.000 people (Ministry of Health 2011). Between 2005 and 2010, HIV increased from 1070 cases to 3966. AIDS also increased, from 474 to 1301 cases during the same period. The three main causes of preventable deaths in adolescents are traffic accidents, suicides and homicides.

Despite important progress, there is a long way to go, particularly in the area of early pregnancy and violence. In 2011, the government implemented the National Inter-Sector Strategy for Family Planning and Adolescent Birth Control, with technical advisory services provided by UNFPA and UNICEF. In 2013, actions for strengthening the Ecuadorian and Latin American/Caribbean networks of young

people living with HIV/AIDS were developed in co-ordination with UNICEF LACRO, UNAIDS and UNFPA. This included the participation of the regional female representative of the Latin American and Caribbean Network of Positive Youths (J+LAC) in the first process to strengthen the participation of young women in Latin America and the Caribbean in preparation for Cairo+20 and the Post-2015 Agenda.

As a result of the MTR with the Government of Ecuador, it was agreed to continue work in the area of health through the creation of a single IR that provides a better combination of the issues of nutrition, promotion of maternal breastfeeding and primary healthcare. Indicators of early pregnancy and HIV/AIDS in adolescents will be monitored in co-ordination with PAHO/WHO and UNAIDS as part of the rolling situation analysis. Violence affecting adolescent-related policies and indicators will also be monitored in co-ordination with PAHO/WHO and UNFPA. This main issue is also being tackled through PCR 2 (education) and 3 (protection).

 On-track

**IR 1350/A0/05/001/010** By 2014, the Primary Health Care (APS) model is applied, and the right to maternal breastfeeding is being promoted at the national level at the legislative, private and family levels.

**Progress:** In the provinces of Chimborazo, Cotopaxi, Tungurahua, Pastaza and Guayas, the experience of personnel in the hospitals and regional and provincial directorates of the MSP are being strengthened to reduce maternal and neo-natal mortality, in partnership with the Ministry, PAHO/WHO and UNFPA. Among other achievements, specialised training sessions were held in clinical care for 30 doctors and nurses in Zone 3 (Cotopaxi, Tungurahua, Chimborazo y Pastaza), in co-ordination with the Hospital of Medical Simulation of the Universidad San Francisco de Quito.

In addition, the MSP designed its national Health Promotion Strategy, with support from UNICEF.

Apart from the support given by Tupperware, which enabled 80,000 mothers and children to benefit from the establishment of breastfeeding centres in two hospitals in Guayaquil, alliances were established with 14 other major private sector companies for the promotion of breastfeeding. 3,500 of their staff members were trained, and civil society nation-wide sensitised, on key messages regarding the importance of breastfeeding. A website for the general public was developed (<http://www.unicef.org.ec/micrositios/TLEA/>) and a specific website with four training modules was also designed for private businesses and their clients.

Following the support given to the MSP by UNICEF and PAHO/WHO for staff training and for the assessment and certification of Child-Friendly Hospitals, the Ministry assessed another 13 hospitals in order to certify them (at the beginning of 2013, six had already been certified). In addition, key messages on child nutrition and breastfeeding were disseminated in several provinces, thanks to the training and replication of knowledge acquired by 10 MSP communication staff members: six months of training in child nutrition and communication co-ordinated with the MSP and the Agencia de Comunicación de Niñas, Niños y Adolescentes (ACNNA).

The PNBV 2013-2017 includes key goals on eradication of malnutrition, reduction of obesity and overweight, and increasing the prevalence of exclusive breastfeeding, among others. This is supported by the analysis and processing of results of the ENSANUT. UNICEF, jointly with PAHO, accompanied this survey from its planning phase until the dissemination of the first results. An agreement was signed and a workplan is being implemented with ECUARUNARI on the promotion of healthy nutrition and breastfeeding in two of the indigenous territories of the Central Highlands (Chimborazo and Cotopaxi) most affected by chronic child malnutrition.

## PC 2 - Universal education with equity

 Constrained

**PCR 1350/A0/05/002** Increase the access of boys, girls and adolescents (0 to 17 years of age) to quality education in early childhood development programmes, and in pre-school, basic and upper-high schools in prioritised provinces.

**Progress:** UNICEF promoted increasing access to child development and quality education through capacity development, technical assistance and knowledge management strategies.

Within the framework of ME-UNICEF programme and plan of action, UNICEF concluded its co-operation in the sphere of inter-cultural bilingual education with the presentation of educational materials for a good beginning to school life, in nine Amazonian languages. In 2013, it was able to systematise the processes of school inclusion on the northern border with indigenous peoples, adolescents with unfinished schooling and promotion of adolescent participation in educational opportunities in the culture of peace and citizenship formation.

Also, following the ME request, the CO sponsored the analysis by a regional expert for conceiving a strategy to be followed by the Ministry in the development of standards.

Given the ME interest, UNICEF and Plan International are supporting efforts to implement the risk management policy. National and international technical assistance was provided and training of trainers and the strengthening of management and co-ordination mechanisms of risk management direction for the ME were promoted.

The Ministry, together with UNICEF, is reviewing and analysing bi-lateral and multi-lateral co-operation in the education framework. After these new sectoral adjustments, it is expected that UNICEF will continue its collaboration in the different education outputs, namely those related to ECD, the Out-of-School initiative and Metas 2021, also including the education sector risk management national efforts. After the closure of the EIBAMAZ regional program, a remaining challenge for 2014 will be to maintain the momentum of inter-cultural bilingual education in Ecuador.

 On-track

**IR 1350/A0/05/002/009** Monitoring and management of the PCR.

**Progress:** Position is fully funded.

 Constrained

**IR 1350/A0/05/002/010** The child development and early education strategy applies management standards and is working to improve cultural pertinence by 2014.

**Progress:** The ME and University of Cuenca, with UNICEF support, presented Amazonian indigenous organisations with the bibliographical catalogue of publications made in the framework of the EIBAMAZ programme, which includes educational materials in nine Amazonian indigenous languages and curricular proposals for a good start in school life, under the modality of EIFC.

In the framework of the UN Human Security Trust Fund joint programme with national authorities and partners, an agreement and workplan with the Fondo Ecuatoriano Populorum Progressio (FEPP) includes the reproduction of Eperara and Chachi educational materials and teacher training, which will be carried out in the first quarter of 2014.

 No Progress

**IR 1350/A0/05/002/011** By 2014, the country has indicators and instruction manuals for applying and monitoring learning, professional performance (leadership and teachers) and school management standards, with differentiated strategies for groups in situations of high vulnerability.

**Progress:** This new IR was identified by the ME and UNICEF as a result of the MTR. The CO received an advisory mission by a UNICEF regional specialist, who prepared a document of recommendations regarding education standards with an equity criteria, an activity planned for 2014. However, it is worth noting that no significant advances were experienced at this end. The new Minister was interviewed to determine the need to review the pertinence and viability of this intermediate result. An agreement with the Ministry is expected to be reached by February 2014.

 No Progress

**IR 1350/A0/05/002/012** By 2014, the country has a preliminary proposal for learning standards in the areas of physical education and art education for students of general basic and secondary education, and for the professional performance of mentors, auditors and educational advisors.

**Progress:** This is also a new IR identified and agreed upon from the MTR process. The ME is also analysing its pertinence and viability. During the reporting period, progress and results were fairly weak. As per the Ministry's request, the terms of reference and conceptual document on artistic/aesthetic education was prepared for the Minister's approval.

 On-track

**IR 1350/A0/05/002/013** In 2014, Ecuador strengthens its capacities for preparation, response and resilience in the education sector, for execution of the ME's Public Policy on Risk Management.

**Progress:** During 2011-2012, UNICEF co-operation and technical assistance allowed the CO to contribute to the design and promulgation of the public policy for reducing the risks to the education community deriving from natural and man-made threats. This was possible through Accord 0443-12 of 15 October 2012, implemented throughout 2013, which, in addition to defining the main axes for education in DRR, consolidates a project action plan for public investment and a national structure headed by the National Directorate of Risk Management, operating in the decentralised territories and units throughout the country.

During 2013, the main challenge was to implement and promote the consolidation of the policy in the ME's everyday activities. To accomplish this, in an arrangement with the ME and Plan International, and in the framework of the DIPECHO 2013/2014 Action Plan, UNICEF joined efforts to facilitate the appropriation of the policy and the training of over 3,000 functionaries and teachers of the ME and

the Municipality of the Metropolitan District of Quito, as well as students, parents and community-based leaders in the scope and instruments to facilitate articulation around DRR in education.

Simultaneously, permanent and systematic technical assistance was provided to the National Directorate of Risk Management, not only for the implementation of the public policy and the public investment project in the education sector, but also in the construction of a strategic vision of DRR in the ME that will be reviewed by the authorities.

### PC 3 - Strengthening of the comprehensive protection policy

 On-track

**PCR** 1350/A0/05/003 By 2014, boys, girls and adolescents living in cities and rural areas, determined as a 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.

**Progress:** The main strategies included advocacy, technical assistance, knowledge management and horizontal co-operation through experience exchanges for public institution capacity development.

The MCDS, MIES and the CNNA agreed to incorporate, with UNICEF collaboration and accompaniment, the positive adolescent development approach in the sectoral and inter-sectoral strategies and public policies for inclusion and social equality. This approach promotes violence prevention and the civic contribution of adolescents.

Together with the Universidad Casa Grande and as agreed upon with the line ministries, the co-operation programme made a contextual study of violence and adolescents that includes a holistic approach and recommendations for policies to overcome the tension between adolescents and intra-family violence, incorporating other dimensions of violence—structural, cultural or social—in the design and construction of policies. The study is expected to be published in the first quarter of 2014 with the objective to count on solid evidence for advocacy.

Under the co-ordination and leadership of the MRL, with important UNICEF support, and the participation of such ministries as MCDS, MIES and ME, the Business Network for a Child Labour Free Ecuador increased to 34 major companies (last update 31 December 2013), including 10,000 supplier companies and 20,000 client and collaborator companies. Apart from the increase, possibly the most relevant fact was the consolidation of public-private ties and the highly positive and enthusiastic work dynamics to eradicate child labour in Ecuador, applying a public-private administration model for reaching the goals established in the PNBV. The network is one of the flagship initiatives of the MRL. Particular emphasis was placed on the promotion of strategies for educational inclusion as the universal foundation of the system of comprehensive protection of children and adolescents. In this context, for the decentralised ME structure near the Colombian border, UNICEF and partners prioritised social mobilisation on the northern border for educational inclusion, the promotion of education modalities for persons with severe age-to-grade lag and the formation of positive citizenship for adolescents both in and outside the education system.

The country also continues to make very significant advances in the sustainable institutional mechanisms for the registration and identification of children, especially for new-borns, thanks to the expansion of coverage of the Registration Agencies in Health Establishments (ARCES), supported by UNICEF.

Ecuador is reformulating its penal legal framework. The reform debate included the key child protection topics for which UNICEF provided technical assistance. Despite the wide debate on the issue, the presidential veto was submitted and is pending approval by the National Assembly as the last legislative step. Consequently, some changes could be expected in the final approved text.

Several challenges in the protection sector will necessarily imply particular efforts in 2014. For instance, despite the positive development in birth registration, efforts need to be reinforced in order to ensure better child registry results, focusing additional strategies beyond the health environment. Moreover, the National Equality Agenda implies the complete review of the whole social protection model, with theoretically interesting and innovative developments; however, the challenge will be its actual implementation, keeping specificity of child protection issues within the inter-generational agenda and ensuring efficient cross-sectoral co-ordination. The violence and adolescents approach will necessitate important efforts and resources from the national government and consistent accompaniment and support from UNICEF and key partners during 2014 and subsequent years, for instance, developing the whole array of diversion measures and other public alternative to detention.

 Discontinued

**IR** 1350/A0/05/003/008 In 2011, in the prioritised geographical areas, there are specialised services of special protection and operational networks articulated with the Decentralised Comprehensive Child and Adolescent Protection System, which is also monitoring enforcement of their rights by the Canton Councils for Children and Adolescents and the National Generation Equality Council.

 On-track

**IR 1350/A0/05/003/010** 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.

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

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

 On-track

**IR 1350/A0/05/003/011** Monitoring and Management of the PCR.

**Progress:** Position is fully funded.

 On-track

**IR 1350/A0/05/003/012** By 2014, incarceration and non-incarceration measures for adolescents in conflict with the law and their adherence to national and international standards are institutionalised, at least in the cities of Quito and Guayaquil.

**Progress:** Regarding the agreement and action plan with the MJDHC, two experiences in accelerated basic education were implemented in as many Centres for Adolescent in Conflict with the Law in Esmeraldas and Guayaquil. Three hundred adolescents in conflict with the law received accelerated basic education with highly-developed educational materials and trained teachers. The ME and the MJDHC participated actively. The Centres for Adolescent Offenders have guides for professional performance for applying socio-educative programmes in Centres for Adolescent in Conflict with the Law.

In the same regard, UNICEF contributed to the development of these guides, applied in eleven units at the national level, and which currently need to be incorporated into the performance indicators for the technical personnel of all Centres for Adolescent in Conflict with the Law. UNICEF supported the institutional reform of the MJDHC in the area of adolescent in conflict with the law. The former Directorate of Centres for Adolescent in Conflict with the Law was transformed into a lead entity of greater hierarchy—a sub-Secretariat—with two technical directors for socio-educative programmes for detention and for non-deprivation of liberty measures.

As agreed with the MJDHC, it is an essential need to scale up UNICEF collaboration on broader mid- and long-term child justice agendas.

UNICEF provided permanent and timely technical assistance as requested by the appropriate legislative commissions of National Assembly and the MJDHC to ensure the standards for the human rights of children.

 On-track

**IR 1350/A0/05/003/013** By 2014, public institutions have the capacity to promote strategies for building children's resilience in the face of violence.

**Progress:** The social sector ministries have current information on the new approach to violence against children and adolescents. UNICEF worked with the Universidad Casa Grande, to develop, with up-to-date analyses and statistics, a theoretical framework on violence to be published in the first quarter of 2014 that includes a systematic analysis and provides elements on policies and statistics to support recommendations for action from a comprehensive perspective. This study is a tool for advocacy to integrate a holistic approach to violence in the strategies developed thus far.

The operators and technical personnel from the entities working with children and adolescents have a toolbox on violence that is part of UNICEF's response to the Global Campaign to End Violence Now. A series of messages, which can be promoted by key actors, are included in this material. National Assembly radio programming is accompanied by the Network of Child and Adolescent Communicators of Ecuador (RED NNACE) and ACNNA. This important advocacy and social mobilisation initiative is technically and financially supported by UNICEF. During 2013, 22 child topics were included, including bullying or corporal punishment as a punishable action of intra-family violence. Contents on children's rights and the legislative agenda were developed and dealt with in 22 widely-broadcast radio programmes, with the participation of a number of parliamentarians.

The MIES and the MCDS prioritise adolescent issues within the framework of the inter-generational equality agenda. UNICEF contributed actively to accompany both MCDS and MIES to integrate conceptual approaches to positive adolescent development in social spaces.

These actions were developed with the technical assistance of the centre of excellence of the Universidad Metropolitana de Caracas and specialised technical assistance and recommendations were provided for policies in this field. A major review of the strategies and policies for adolescents is expected. The two largest oil companies in Ecuador—one public and one private—began actions to train their field personnel in measures for the prevention of sexual exploitation of children and adolescents, in conformity with the new thematic policies developed in this field.

The MRL, with UNICEF support, developed a protocol for action to eradicate hazardous child labour in the decentralised autonomous governments, and three baselines for child labour have been developed. For its part, the Network of Businesses for a Child Labour-free Ecuador drew up action plans for eradicating child labour in the framework of a public-private partnership considered to be a model of socially-responsible management.

Moreover, in regard to social reintegration and resilience mechanisms in educational inclusion, the territories on the northern border were prioritised by decentralised education authorities, especially the provinces of Sucumbíos and Esmeraldas, for the strengthening of the educational modality for adolescents with incomplete schooling. The methodology of social mobilisation for educational inclusion on the northern border has a toolbox that has permitted the divulgation of the strategy in Esmeraldas, Sucumbíos, Carchi and Imbabura. The modality of accelerated basic education was the object of assessment and adaptation in accordance with the ME's new management model, providing permanent technical assistance to the direction of education for youths and adults with incomplete schooling.

Among the strategies for positive adolescent development was the promotion of resilience and training in the culture of peace and citizenship. The co-operation programme accompanied the ME and the Metropolitan District of Quito to promote two strategies: the first one centred on school life and the second one on life in the *barrio*. In the former, the modality's coverage of student participation in training in citizenship capacities was expanded. For the 2013-2014 period, it includes approximately 78 secondary schools, 70 schools, 10,000 adolescents and 20,000 pre-adolescents. Within this strategy an agreement with the ME and the DMCQ was signed.

As a part of an alliance among the Vicariate of Esmeraldas, the Pontificia Universidad Católica de Esmeraldas, the MJDHC and the Judiciary Council, the Nation of Peace experience, which was promoted in the province of Esmeraldas, was reinforced with systematisation and the presentation of the education for peace toolbox, including Cinema for Peace, Music for Peace, Collaborative Games for Peace and Street Football. The latter two activities have partnerships with Nation of Peace to expand their work in the reintegration centres for adolescents in conflict with the law and marginal urban neighbourhoods of Quito and other cities. In the same area, and within the framework of the regional initiative *Vamos a Jugar*, an activity took place in Guayaquil with Fútbol Más (a Chilean NGO), supported by Goodwill Ambassador Antonio Valencia and UNICEF to promote life skills among their participants.

 On-track

**IR 1350/A0/05/003/014** Public institutions have the capacity for the elimination of the under-registration of children under five years of age by 2014.

**Progress:** The Civil Registry continues the development of ARCES with UNICEF accompaniment and support. Currently, 67 ARCES are in operation and, in 2013, they registered 70,000 children born in health units and under-fives living near health establishments. This is an important joint effort by the Civil Registry and the MSP. It is an innovation that has allowed thousands of children under five to have direct and timely access, upon birth, to immediate registration in the health units. The Government of Ecuador, with UNICEF support, is seriously committed to eliminating the under-registration of under-fives; and, for the school and adolescent population, the Civil Registrar's office is registering children and adolescents. It should be emphasised that UNICEF has advocated incessantly for an end to the under-register of children and adolescents.

 On-track

**PCR 1350/A0/05/007** By 2014, the State shall increase its social investment to 6% of GDP to reduce gaps in child and adolescent populations in the excluded zones that have been determined to be a higher priority.

**Progress:** During 2013, UNICEF focused its contribution to the national efforts on reducing disparities, discrimination and poverty. As such, it contributed mainly to objective two of the PNBV (foster equality, cohesion, inclusion and social and territorial equity in its diversity).

The main strategies developed included capacity building, exchange of experiences among countries of the Latin American region, and South-South co-operation.

National and local government institutions strengthened their knowledge in the following ways:

1. Design, implement and monitor national and local policies on the rights of children, youth and senior citizens;
2. Multi-dimensional child poverty measurement methodologies;
- 3 Analyse, calculate and monitor public funding and social investment in favour of children's rights; and
- 4 Design and implement urban child-friendly policies with an equity focus.

The main challenges for UNICEF and partners for 2014 will be to secure an adequate specificity of children's rights policies in the context of the present institutional and legal reforms oriented toward life cycle and inter-generational perspectives, and to accompany Ecuador's efforts to analyse and tackle multi-dimensional poverty, especially life cycle and child poverty, in the context of its new National Strategy for Equality and the Eradication of Poverty.

 Constrained

**IR 1350/A0/05/007/002** By 2012, in their review of social investment, the Ministry of Finance (MF), the MCDS 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.

**Progress:** In the area of capacity development, UNICEF assistance has facilitated the National Assembly's establishment of the General State Budget Implementation Control Unit to monitor the General Budget. To date, seven monthly reports on expenditures and income and financing by the State and two publications analysing social investment in the General Budgets of the State for 2010 and 2011 have been produced. The MF created the Budget Evaluation, Follow-up and Performance Department, an initiative that arose from an exchange of experiences with the Ministry of Finance of Argentina, supported by UNICEF. In addition, the country has *Arguments to Foster Social Investment* as an advocacy instrument to give priority to budget resources for the benefit of children and adolescents in the Territorial Development and Planning of the Decentralised Autonomous Governments (GADs) in line with the provisions of the Code of Land Management Autonomy and Decentralization (COOTAD).

The capacity development strategy was key to achieving the following: 1) the design of methodologies for examining and monitoring social investment in the MCDS, IESS and Municipalities of Quito and Guayaquil; and 2) international methodologies to measure social investment adapted to Ecuador and civil servants from various government institutions trained in analysing and measuring social investment by exchanging experiences and specialised advisory services in a joint effort of MCDS, SENPLADES, INEC, the Central Bank, the MF, ECLAC, GIZ and UNICEF.

MIES-INFA, with technical support from UNICEF, submitted an investment project that made it possible to obtain a budget amounting to US\$33 million for the special protection of children and adolescents in 2012. This budget was eight times larger than what had been allocated in 2010.

 On-track

**IR 1350/A0/05/007/003** Monitoring and Management of the PCR.

**Progress:** Position is fully funded.

 No Progress

**IR 1350/A0/05/007/004** 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.

**Progress:** In the framework of the PNBV Building a Pluri-national and Inter-cultural State and the Pluri-national Plan to Eliminate Racial Discrimination and Ethnic and Cultural Exclusion, UNICEF gave priority to supporting the monitoring of social public policies and mechanisms to promote the participation of children and adolescents of the country's Afro-Ecuadorian and indigenous peoples. As for capacity development and knowledge generation strategies, the following achievements are noteworthy: 1) ten provinces established commitments and plans of action to eliminate racial discrimination, with an emphasis on children and adolescents, in co-ordination with the Secretariat of Peoples, Social Movements and Public Participation, Ecuadorian Centre for Training and Education of Street Educators (CECAFEC) and UNICEF; 2) Teaching Commission (comprised of members of state institutions and civil society organisations of the indigenous, Afro-Ecuadorian and back-country costal (*montubio*) peoples of Ecuador, in co-ordination with the Secretariat of Peoples, Social Movements, and Public Participation, the ME, CECAFEC and UNICEF) set up to mainstream the inter-cultural approach into the school curriculum; and 3) a study conducted on the types and forms of discrimination against children and adolescents.

The partnership with ECUARUNARI and Fundación Azúcar also made it possible to hold the First National Meeting of Indigenous and Afro-Ecuadorian Children and Adolescents.

 On-track

**IR 1350/A0/05/007/005** Public policies on decentralisation and deconcentration of protection for the life cycle in the territories are being promoted and applied by 2014.

**Progress:** The National Competencies Council and SENPLADES, with UNICEF support, prepared recommendations for policies, management and institutionalism for the decentralisation and deconcentration of the protection of rights in the life cycle. Furthermore, 200 functionaries of the GADs in the province of Pichincha were trained in planning and budgeting, in order to strengthen their planning and budgeting knowledge with a human and children's rights approach, and 120 functionaries and caregivers were trained in order to strengthen their experience to provide care for children attending the Children's Good Living Centres throughout the province. The Kayambi, Panzaleo y Puruwa peoples—Kichwa peoples from the provinces of Pichincha, Imbabura, Cotopaxi and Chimborazo—are improving the exercise of their right to a good-quality, inter-cultural education by implementing co-responsibility mechanisms with the ME for the solution of the main problems identified in their territories, in co-ordination with ECUARUNARI and the *Contrato Social por la Educación* organisation.

Through the exchange of experiences with other countries of Latin America, the experience of various governmental instances at the national and local level was strengthened for the formulation and monitoring of public policies for children and adolescents:

1. the CNNA—transitioning to the National Council for Inter-generational Equality—has a conceptual structure and baseline for the formulation of inter-generational public policies, particularly for children and adolescents;
2. the Technical Secretariat for the Eradication of Poverty, the MCDS and INEC improved their experience for measuring multi-dimensional child poverty through the exchange of experiences and co-ordination with ECLAC, UNICEF LACRO and Peru, and CONEVAL of Mexico;
3. the MF and ME enhanced their experience for the analysis, measurement and monitoring of social investment in children, through the exchange of experiences with various countries in the region, promoted by the Government of Colombia and UNICEF LACRO; and
4. the municipalities of Quito and Guayaquil strengthened their knowledge for formulating and implementing urban social policies for children with an equity approach, thanks to the exchange of experiences with various countries in the region, promoted by UNICEF LACRO and the Universidad de Tres de Febrero in Buenos Aires.

The Atlas of Socio-economic Inequalities in Ecuador, Regarding the Rights to Good Living, a joint collaboration of SENPLADES, the UN and the Universidad Andina Simón Bolívar, was a key input for the development of the new PNBV.

#### PC 4 - Cross-sectoral costs

 On-track

##### PCR 1350/A0/05/004 Cross sectoral

**Progress:** In The co-operation programme between the Government of Ecuador and UNICEF for the period 2010-2014 ended its MTR with the signing of the agreement with the Minister of Foreign Affairs of Ecuador. The lessons learned in this process not only will be put into practice in the second part of the current programme of co-operation, but will serve as inputs for the preparation for the next period. The preparation of the next co-operation period already began with the identification of priorities based on the review of the most important issues of the national situation and the preparation of the UNDAF, both of which are co-ordinated by the Resident Co-ordinator's Office. However, given the delays in the UNDAF process, UNICEF moved forward with several conversations with national authorities, members of civil society and academia within the framework of and connected with the UNDAF on the added value UNICEF can provide with its next co-operation programme in Ecuador, which will begin in 2015. During the first months of 2014, the CO expects to begin the process of information and negotiation of UNICEF'S new programme in concordance with the UNDAF effects.

The use of the SAP VISION system, control dashboards (the recently-launched inSight system), RAM and others continues to be consolidated in the office. On the other hand, the implementation of measures began, led by management and with the support of the areas involved to finish addressing the recommendations of the audit the office received in the early months of 2013. Both the improved use of systems and the implementation of improvements based on audit observations will allow the CO to improve the efficacy and efficiency of its administration.

The full implementation of the Monitoring Results for Equity System (MoRES) remains a challenge for the CO, which must be addressed during the remainder of the current co-operation period and the one to begin in 2015. For the following co-operation programme, this strategy must be included from the initial design phase, as stipulated in the new guidelines for the preparation of CPDs.

 On-track

**IR 1350/A0/05/004/003 Advocacy and communications:** The problems, solutions and rights of children and adolescents brought to the attention of their families, decision-makers and public opinion in order to priorities them in family and social life.

**Progress:** The information on children and adolescents published between January and December 2013 generated almost US\$ 3 million in free press coverage, growing by 28% over the same period in 2012. On the Internet, 1,620,261 'hits' were generated, signalling a growth of 126%. On Facebook, there were 20,434 fans, an increase of 67%. There were 15,162 followers on Twitter, a jump of 155%. On YouTube, which has 66 videos, visits increased by 64%, with 210,534.

The Global End Violence Now Initiative mobilised youths between 18 and 34 years of age, generating interaction among 2,200 followers

on Facebook and 7,000 on Twitter. For the regional campaign “Vamos a Jugar”, the CO supported social mobilisation on the right to play with Goodwill Ambassador Antonio Valencia through the social networks, with more than 344,320 persons viewing the message and 1,920 interacting with Vamos a Jugar, achieving a significant presence in that period of time. Also, the campaign of the UN Secretary-General to put an end to violence against women was strongly promoted throughout the year, in co-ordination with other organisations of the UN, like UN Women, WFP, PAHO, FAO, UNHCR, which publicised gender discrimination as the structural base of violence and, in that context, of the problems of girls and rural women who face considerable discrimination. In addition, the CO collaborated with the United Nations Organization for Human Rights in the Free and Equal campaign against discrimination of LGBTI persons. These actions were publicized through the mass communication networks, along with successful inter-agency co-ordination.

The first partnership was signed with a public communication medium, the *El Telégrafo* daily, which has achieved a qualitative and informative relevance in Ecuador and beyond its borders. This partnership will enhance UNICEF’s visibility, succeed in showing our added value by facilitating spokespersons in different parts of the world to enrich the information on children and adolescents, and train journalists from the newspaper in themes of children and adolescents and a rights-, gender- and inter-culturally-based approach.

Another important partnership is the one signed with Publicitas, which places at the service of UNICEF and children all of its installed capacity and talent in order to contribute to a strong communicative process against violence against children. This is the national version of the Global End Violence Now Initiative.

The action of the public-private network of companies against child labour was reinforced with web-based information to promote the eradication of child labour. In addition, thanks to the partnership with the *El Telégrafo*, UNICEF has a permanent platform for publishing its campaigns and messages.

In C4D, the promotion of maternal breastfeeding continued. As an innovation, a toolkit for training in the private sector was developed. Also, Goodwill Ambassador Karla Kanora provided awareness-raising to increase the practice of breastfeeding.

The participation and voice of adolescents was manifested in the RED NNACE Network’s work, preparing the Sin Adultos (Without Adults) digital platform to promote the voice and participation of adolescents at the regional level. UNICEF will support efforts at the national level to give adolescents the opportunity to create a space to realise their rights.

An on-line library was created to place photographs, audio materials and publications at the disposal of UNICEF staff.

Due to the transition in the communication area, with the support of LACRO the strategic guidelines to be followed by the office during this time were defined.



On-track

#### IR 1350/A0/05/004/007 Programme and Management Excellence

**Progress:** Once the MTR process ended with the presentation and approval of the results of the exercise by UNICEF’s Executive Board in September 2013, the office turned its attention to the preparation of the UNDAF for the next period of co-operation. This exercise, co-ordinated by the Office of the Resident Co-ordinator, had the continuous participation of UNICEF’s team. It also has the support of the UNICEF Regional Director for LACRO, who acts as one of the tutors in this process. The process of negotiating the UNDAF and its strategic effects and indicators is underway, but with delays. Nevertheless, based on the PNBV, UNICEF took steps to ensure the authorities’ understanding of the importance of the theme of children. A first draft of the CPD is now being prepared and will require external technical assistance because of the transition process the office is undergoing. A challenge in this area is the design of a new programme of co-operation that is coherent with the present situation of the country and the CO, and which contributes effectively to the universal exercise of the rights of children under UNICEF’s mandate, in line with the Paris Declaration and within the framework of the Organisation’s policies for middle-income countries.

Work with INEC continued through the strengthening of knowledge and experience, especially promoting technical exchanges with the Mexican National Institute of Statistics, Geography and Informatics (INEGI) on the Integrated System of Household Surveys of Ecuador. Challenges for the coming years include work with the INEC in the production of specific information on children and adolescents, for example, in the theme of child poverty and new forms of rapid data collection in which UNICEF has useful experience (for example the “U report” in Uganda).

Internally, the CO continues to strengthen its RBM through, among other initiatives, the joint and participatory review of the management dashboards. Especially important was this joint review, given the structural change through which the CO is passing. The RBM must continue to be reinforced, especially in the implementation of the results-based budgeting in the next co-operation programme and the incorporation of new staff corresponding to the structure approved by the 2013 PBR. This means continuing the strengthening of this competency in the CO, especially in 2014, when the changes approved by 2013 PBR come into effect and which special interest should be placed on training for the new staff.

At present, there already is an action plan, and decision-making, correction and inclusion of new procedures are underway with the aim of addressing all recommendations from the 2013 audit. This process is led by the management of the CO with the support of all the areas involved in the different audit recommendations. The CO should continue to work on the incorporation of the recommendations

from the audit in order to improve management efficiency and efficacy.

 On-track

**IR 1350/A0/05/004/008** Cross-cutting project support

**Progress:** Implementation of the Human Talent Development plan continues, with the aim of ensuring a programmatic transition and adequate operationalization. Given Ecuador's incorporation into the Operations Hub in LACRO, Panama, the first reviews of the processes that need to be modified have begun. Among the various processes analysed are those of contracts, liquidation of funds, vendor forms, DCT payments, supplies and re-programming. During 2014, it will be necessary to implement the proposed changes so as to have an orderly transition to the Hub and thus ensure an adequate implementation of the co-operation programme, this being the final year of the current period.

In addition, the CO already has an updated HACT manual that includes changes to instruments like co-operation agreements with the operational counterparts, etc. This instrument, prepared jointly under the leadership of Programmes and with the permanent support of Operations, serves to orient current office procedures, and, in 2014, will serve as an important training guide, along with other instruments, for the new CO staff. In addition, a programme of introduction and induction for the entire team was prepared for 2014.

With the changes proposed in the financial sources during the PBR 2013, UNICEF's new structure in Ecuador will make it possible to dedicate more funds to the Programmes area.

 On-track

**IR 1350/A0/05/004/009** In-country private sector fundraising cost-efficiency generates quality funding to the Country Programme.

**Progress:** The Private Fundraising Partnership (PFP) Unit continues to strengthen the integrated partnerships as a way to promote children's rights and corporate principles, in line with UNICEF's global corporate social responsibility (CSR) policies. In this way, UNICEF Ecuador is part of the public-private alliance to eliminate hazardous child labour by 2015, which now has the participation of the MRL and 34 private companies working toward this goal. The CO developed a module to promote breastfeeding, which was offered to the private sector—namely, Banco del Pichincha, Banco Rumiñahui Co-operative Oscus, Tventas and TVcable—which have received breastfeeding workshops for their employees and value chains. By 2014, the CO expects the number of these programmatic modules to increase with the support of an external consultancy. In this same line, the CSR area was strengthened with technical assistance for greater articulation with Programmes.

In Cause-related Marketing (CRM), the CO has maintained its partnership with Diners Club and began a new one with the ACE Insurance Company, which include CRM components and an insurance product. It is important to note that the major philanthropy partnerships grants were generated with Antonio Valencia, the OCP Foundation and Tupperware (a re-newed alliance).

In terms of fundraising, as of December 2013 the following results were achieved: US\$ 1,683,000 contributed by 27,650 individual donors—which is a 68% increase over the value collected in 2012—and US\$ 435,000 from the corporate channel.

The gross income earned by PFP in 2013 was US\$ 2.1 million. This value represents an increase of 21% over 2012.

Given the transition experienced by the area during 2013, follow-up and a close support system was negotiated with LACRO in order to ensure good performance in the fundraising area.

 Met

**PCR 1350/A0/05/005** The rights of children are respected by all social stakeholders and considered in the development programmes at local, regional and national levels.

**Progress:** Ecuador participated in the Regional Programme for the Rights of Indigenous Children and Adolescents (Programa Regional de Derechos de la Niñez y la Adolescencia Indígena, PRDNAI) supported by UNICEF and Spanish Co-operation (AECID), which was implemented in 15 countries of Latin America between 2007 and 2012.

PRDNAI was principally aimed at placing the issues of indigenous children and adolescents among civil society's awareness and priorities, as well as including them into the main concerns of government authorities involved and onto the agendas of indigenous organisations. It had three strategic guidelines: 1) producing and compiling disaggregated information on the rights of indigenous children and adolescents; 2) empowering indigenous organisations and other social stakeholders for an inter-cultural political dialogue, including the full participation of indigenous peoples, especially the active participation of children, adolescents and women; and 3) building up the institutional capacity of states (national and local), the UN and UNICEF to guarantee the rights of indigenous children and adolescents.

This program contributes to the implementation of rights enshrined in the CRC, ILO Convention 169 and the UN Declaration on the Rights

of Indigenous Peoples. This contribution pertains to a pluri-national and inter-cultural country, as defined by the 2008 Constitution, which recognises the collective and individual rights of indigenous nations and peoples, as well as Afro-Ecuadorian and back country (*montubio*) peoples.

The CO co-operated in producing strategic information and managing knowledge for social inclusion, and in drafting and implementing public policies aimed at reducing inequities and enforcing the rights of indigenous children and adolescents. To this end, priority was given to supporting capacity-building strategies as well as the generation and management of knowledge developed by indigenous organisations, with the active participation of children and adolescents.



Met

**IR 1350/A0/05/005/004** Inter-cultural public policies.

**Progress:**

Although the sub-regional programme Proinclusión concluded at the end of 2012, it should be noted that, during the period covered by this report, the CO continued to work in favour of the rights of indigenous children and adolescents through UNICEF's other lines of work, especially those related to inter-cultural bilingual education and public policies.



Constrained

**PCR 1350/A0/05/800** Effective & efficient programme management and operations support

**Progress:** The challenge achieved for 2013 was to extend the definitions, processes and accountabilities, as well as their effective implementation, to reduce the time/response provided by the operations area to the rest of the functional areas. Stringent planning and follow-up mechanisms are indispensable for the entire CO to comply with the mandate of effectiveness in operations and programming. The 2013 PBR approved the new office structure and agreed that the Ecuador office would be part of the Panama Hub effective May 2014. Therefore, the CO initiated the process of reviewing its internal work processes based on the new Hub structure. As a result, 23 internal work processes were reviewed. The key processes identified were travel, DCT liquidations, DCT advance, DCT reprogramming, DCT refunds, Payments, supplies, contracts, HR processes and others. Those processes were reviewed and designed based on the new office structure, to be incorporated into the Panama Hub on May 2014 and will be the basis for negotiating the Service Level Agreement (SLA) to be signed with the Panama Hub. The reviewed processes were shared with the RO in November and clearance had been obtained and submitted to the CMT for final approval. This SLA will clearly define the office and hub responsibilities, defining each process, accountabilities, validity period of the agreement, indicators to measure the hub performance and documents required when processing different transactions. Some of the financial and HR functions currently performed with the existing structure will be absorbed by the Panama Hub.



On-track

**IR 1350/A0/05/800/001** Effective and efficient governance and systems

**Progress:** The consultative committees, CRC, CMT, PCARC, LPSB, JCC, Programmes Board, Communications Committee, and LTC continued in full operation, meeting as programmed or ad-hoc, depending on the need, during the last two quarters of the year. With respect to the achievement of the goals established in the AMP, the progress of each sector (Programmes, Communications, PFP, M&E and Operations) was analysed in a plenary session of the expanded CMT held on 2 December. At that meeting, it was found that progress had been made in strategic aspects of programmes in terms of the interaction and articulation among PCRs/IRs, identification of critical areas of intervention, labour climate (even during this period of change), the mobilisation of resources at the individual level beyond expectations, and empowerment of human talent.

The CO underwent an internal audit between March and April. The first part of this exercise was done over the web and phone consisting primarily of data and information gathering; and, for the second part, two auditors from New York were present at the CO. The final report of the audit was released on 29 July 2013. As a result, and in discussion with the audit team, it was decided that the CO was to take a number of measures. The report contains 18 agreed-upon actions requiring management attention. An action plan had been prepared to address each of the audit recommendations and was approved by the CMT. The audit report is reviewed and updated on a monthly basis and reported to the regional office and OIAI.



Constrained

**IR 1350/A0/05/800/002** Effective and efficient management and stewardship of financial resources.

**Progress:** Direct support from the management team was provided to Programmes, PFP and Communication in order to achieve the defined goals. As a result, the implementation rate achieved in 2013 was 81% (considering 2012 and 2013 budget). The CO will have

the opportunity to implement the remaining balance of programme OR funds in the last year of the current co-operation period. The outstanding DCT is \$817,124; out of this, \$47,325 is more than nine months overdue.

 Constrained

**IR 1350/A0/05/800/003** Effective and efficient management of human capacity.

**Progress:** The audit report determined that punctuality of staff performance evaluation reports (PERs) was unsatisfactory. The audit noted that, for 2011, only 52% of reports were completed by February 2012. For 2012, only 40% (8 out of 20) were adequately completed by 12 April 2013. Following the audit recommendation in 2013, better results were achieved on the mid-year review of the PERs and 95% (19 out of 20) were adequately completed on time.

An action plan was developed to ensure an appropriate level of staff to support the transition and a timely hiring processes to fill vacant posts. The plan was presented to the entire office for consultation and, taking into account suggestions from the staff, inputs were validated and a final version presented to the RO for its clearance. Feedback from the RO was positive, suggestions were incorporated in the plan and the plan was presented to the CMT for its endorsement and activation. The planning phase of the action plan was finalised on 29 April. The strategic plans contains four phases:

Staff entitlements, April to June 2013: presentation to all staff members regarding entitlements for abolished posts, individual meetings, and calculation of compensation payments discussed with each SM, available options and others.

Notification, July to September 2013: individual meetings with staff, options discussed, exchange of information available on policies and procedures and issuance of notification letters in co-ordination with LACRO.

Staff Development, July to October 2013: Hiring of the Advance Talent consulting firm to cover topics such as mapping of competencies, competencies and coaching, enhancements on competencies, stress management, preparation for outside employment and others. In addition, flexi-time, tele-working and other labour schemes were approved.

Recruitment for new positions, June to November 2013: planning selection processes, advertisement of positions, selection panel, interview planning and tests, preparation of recommendations, discussion with LACRO and agreement to have the CRB conducted by the RO to ensure transparency of the selection process due to the lack of local personnel at the same level. We expect to complete the recruitment of positions by mid- December and issue the letters of appointment to be effective at the beginning of 2014.

As of this writing, most of the recruitment processes are on schedule. In regard to the Operations Assistant and ICT posts to be effective by June 2014, completion of the recruitment process is expected in the first quarter of 2014.

Based on the above, the CO is preparing an induction plan to prepare all staff, including new personnel, in subjects related to programming, financial and admin policies, SAP, ethics and other topics required to develop their functions. This plan will be implemented from January to March 2014.

Discussions with the RO to support this training phase for staff under the new office structure and preparation for the transition to the Hub had been agreed during the visit of the LACRO mission in October 2013.

**IR 1350/A0/05/800/888** HR

 Constrained

**IR 1350/P0/05/800/005** SALES

**Progress:** In the licensing channel, Geneva HQ continues to set business guidelines. For 2013, licences for all paper and stationary products were kept; it is expected that, for 2014, new licences will be approved for children's clothing, sports products and didactic games.

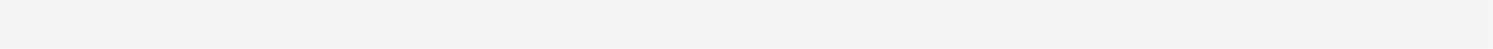
In the case of Ecuador, the CO had a pilot project with the Pinto clothing company; unfortunately, an agreement was not reached due to the demands from Pinto in terms of the rights to use the image of UNICEF's Goodwill Ambassadors.

2013 was a transition year with respect to paper and stationary products. The Mariscal group ended UNICEF's licence guaranteeing a minimum payment of \$90,988.90. Grifitext was awarded the paper and stationary products licence; it developed a line of cards, agendas, notebooks and stationary products with some alternatives adapted to the Ecuadorian market. Royalties for UNICEF, for the first year of the licence are guaranteed in the amount of \$52,413.00. Total revenue from licensing is expected to be \$143,401.

For 2014, the CO has recommended that LACRO and Geneva HQ develop global and/or regional alliances that will directly benefit Ecuador, given the limitations of the national industry.

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The CO will continue to work with LACRO with the objective of developing regional alliances that will allow the national market to access new products.



## Effective Governance Structure

The functioning of the mandatory committees (8 CMT, 21 CRC, 24 JDP, 13 PCARC, 2 LPSB, 2 JCC) continues to strengthen, increasing efficiency and effectiveness with adequate terms of reference and regular meetings for discussing themes pertinent to their jurisdictions and providing effective support to management. In 2013, 17 meetings of the UNCT were attended, as well as other inter-agency meetings and thematic groups pertaining to UN agencies.

Strategic themes emphasising programmatic and operational priorities were discussed and resolved at the level of the CMT. Themes of great relevance were handled in the CMT, such as the preparation for the audit, discussion of the audit report and action plan, preparation and presentation of proposals for presentation to the PBR, and review of processes and programmatic and operational matters.

Risks and opportunities were identified, analysed and discussed, updating the CO's risk profile in June. Due to the workload, the Business Continuity Plan was not reviewed and updated, so its updating and implementation must be included in the AMP priorities for 2014.

## Strategic Risk Management

The CO updated the ERM and EWEA instruments in 2013, in accordance with the guidelines established for these exercises. The CO received the comments on the EWEA from the regional advisors at LACRO, providing it with inputs for improving the instrument and preparing the office to face emergencies.

CO personnel continue to participate in the testing of the radios used by all staff, co-ordinated by UNDSS. All personnel also have backpacks with the items necessary for an emergency. In addition, and in order to guarantee the functioning of the CO in case of an emergency, it continues to have an Emergency Operations Centre shared with WFP, UNDP, UN Women and others, near Quito and visited monthly by UNICEF personnel and tested jointly twice a year. Essential personnel have equipment for accessing VISION/SAP remotely, facilitating office operations in case of emergencies.

With respect to internal risks, the CO adopted new agreements forms for NGOs, with greater detail for performing closer monitoring of planned activities. The office also has a co-operation management manual that will be quite useful, especially for those functionaries that joined the country team in 2014. All NGOs receiving more than \$ 100,000 were evaluated according to the HACT regulations currently in force. A pending challenge is to strengthen joint work between the Operations and Programmes areas with respect to the guaranteed activities, especially related to NGOs risk levels.

In June 2013, the CO conducted an exercise to review and update its risk profile. Also, the proposed work plan to mitigate identified risks was updated and included in the AMP and on the monitoring tables of the various areas. The main risks identified are Predictability of Funding and Knowledge Management. In terms of the former, the office is making additional efforts to improve local fundraising, in both qualitative terms and sustainability, focusing on individual donors. The cost-sharing portion of locally-raised funds was increased in order to strength local fundraising further and achieve sustainability. Regarding knowledge management, IMEP quality continues to be improved in terms of prioritisation and funding of the initiatives. In terms of information available, the CO has subscribed to *The Economist* magazine in order to have access to its contents. In addition, it has supported the use of the databases to which UNICEF is subscribed and that are available through the Intranet.

## Evaluation

In the external sphere, the CO neither made nor supported any evaluation. With respect to the evaluation finished in 2012 on child labour, whose management response was placed in UNICEF's on-line system for that purpose, one activity remains pending: the use of a research agenda on child labour based on the National Survey of Child Labour done by INEC in 2012. Under this agenda, technical assistance will be provided for the preparation of the report on this survey. For 2014, there is a plan to negotiate with SENPLADES, specifically the sub-secretariat of monitoring and evaluation, regarding the performance of an evaluation of a government plan in the areas of UNICEF's work and interest that has an impact on the fulfilment of the rights of children and adolescents.

Internally, the CO re-activated the Monitoring and Evaluation Committee that figures in the CPAP for the period of 2010–2014, following the mid-year evaluation with the counterparts for each of the programmatic PCRs in the current programme of co-operation. The results of this review were presented to the SETECI, SENPLADES and MCDS.

The review of the AMP on two occasions in 2013 served to evaluate the progress achieved by each area in regard to the objectives defined by the office for 2013. These moments of reflection also make it possible to see the progress and identify challenges that need to be addressed to ensure an adequate implementation of the current co-operation programme.

## Effective Use of Information and Communication Technology

In 2013, the CO continued its process of technological renewal, permitting the staff to have up-to-date computer, communication and office technology tools for their daily work. The meeting rooms were equipped with air conditioning, automatic projection screens, new projector equipment, computers with wireless peripherals; the computer equipment in all offices meets the organisation's high standards; the latest models of smart phones were distributed for personal and office emergency lines; and the satellite equipment was renewed.

The process of "virtualisation" of the office servers was completed, adjusting them to UNICEF's new standards at the global level.

Throughout 2013, the CO had printer, scanner and copier equipment, allowing personnel to optimise their time through the adequate use of these multi-functional machines and the office to save in terms of paper, toner and copier costs.

As in previous years, the CO was included in the piloting of various global-level ICT projects, such as the installation of Service Pack 1 for Windows Server 2008R2 Hyper-V Hosts and the installation of the Organisation's new standard backup server, VEEAM Backup and Replication Version 6.5. In this regard, the projects were implemented with good results and within the timeframes set by Headquarters, allowing NY to ensure that the software was suitable and provided a point of departure for implementing them in the rest of UNICEF's offices around the world.

Throughout 2013, the CO in Ecuador had ICT structure appropriate for its financial transactions and programmatic needs through the SAP system. For this purpose, it had two Internet links (each one with fibre optic and radio backup links), whose bandwidths were each symmetric 4,072 Kbps, increasing the size over the previous year. The constant monitoring of these links showed that the transactions generated in SAP had adequate response times and that voice over IP, video-conferences, transfer of archives via FTP and Internet navigation all operated at high speeds.

As part of UN House, we worked jointly with other UN Agencies to implement the Business Continuity Plan. Today, there is an alternative office outside Quito with Internet services, satellite equipment, a server, laptops and backups of our office which would allow us to act efficiently during emergency situations.

With respect to security, all CO staff functionaries have VHF radios that allow them to use this important communication medium in case of emergencies, under the coordination of the UNDSS.

## Fundraising and Donor Relations

The results obtained in the area of resource mobilisation are positive. The funds raised locally through all lines accounts for 53% of the planned annual budget for the co-operation programme, which is \$4 million.

The financial crisis continued to affect the fundraising process negatively as can be seen in a reduction of funding assigned to the CO by traditional donors and the governments and committees of the European countries. Also, the impact of new legal reforms in Ecuador and the economic policy carried out by the government continue to be manifested in the actions and decisions of the private business sector regarding the budgetary adjustment of the contributions of their CSR programmes.

This translated into a greater need and urgency for mobilising local funding to provide sustainability for UNICEF co-operation in the country. In this regard, the managerial decision to increase the cost-income ratio (percentage of funds raised that are re-invested in fundraising activities) to 35% was a positive aspect of the development of the individual donor channel, which showed excellent results in 2013, increasing 101% between 2012 (13,780) and 2013 (27,650).

2013 was a year of change in the concession of UNICEF licences. In the area of stationary products, the Grafitext group replaced Imprenta Mariscal as the licensee, helping to increase the minimum guaranteed resources from royalties produced by the licence. For 2014, we expect to increase new lines through global or regional partnerships in a joint effort with the Regional Office.

Local initiatives in resource mobilisation through individual donors, corporate channels and licence concessions generated income for the CO in 2013 in the amount of \$ 2.1 million, which was 104% of the estimated fundraising budget. With this result, the CO projects that, in 2014, local resource mobilisation will reach 65% of the approved annual amount for the current co-operation programme.

With respect to donor relations, all reports were submitted on time. In addition, it is important to mention that the implementation of the regional programme EIBAMAZ ended successfully in 2013.

## Management of Financial and Other Assets

In the area of Operations, the 2013 audit reviewed the CO processes to make sure they followed the Organisation's rules and regulations, and were in accordance with the established policies and procedures. Based on the review and scope that was found, the auditors concluded that the controls and processes of Operations were established in accordance with the requirements of the organisation, and were functioning adequately during the period audited. Some observations were made in the audit report, so a work plan was created to review and monitor frequently the implementation of the auditors' recommendations.

Following one of the auditors' recommendations, 24 internal processes were reviewed, assessing the operationally of the transactions, at both the programmatic and operational levels, in function of the new Panama Hub structure and taking into consideration the adequate segregation of the Organisation's functions and policies. Among the processes reviewed were Travel, DCT advances, DCT liquidations, DCT re-programming, payments, contracts, supplies, human resources processes and others. These processes were

shared with the Regional Offices with the aim of preparing for the Office's integration into the Hub.

The audit report and action plan for implementing the recommendations were presented at the CMT on 25 September for review and discussion. This report contains 18 observations to be implemented by the CO. At this meeting, an agreement was reached on the need to prioritise the recommendations in order to strengthen internal controls in all areas mentioned by the auditors. The action plan for the recommendations is reviewed periodically and updated, reporting progress to the Regional Office and the OIAI. As of 31 December, observations had been closed, or 28% of the total.

Direct implementation of the financial resources continued to be a challenge for the CO during 2013. As of 31 December, the total amount of available resources was \$11.5 million and the amount of implementation was \$9.3 million, or 81% of the total (considering budgets for 2013 and 2012). Regular resources showed an implementation level of 90%, other e resources 77% and institutional budget 100%.

The funds under DCT are monitored by programmes personnel. As of 31 December, the DCT outstanding balance of more than nine months was \$47,325, or 4.8% of the total, and is comprised of amounts pending liquidation by the National Competencies Council (\$32,325) and the National Secretariat for Migrants (\$15,000). The efforts necessary to liquidate these amounts at the beginning of 2014 will be continued. The CO continues to implement the HACT, meeting the requisites for micro-evaluations in the required cases. All the processes pertinent to operations related to HACT were reviewed and the preparation of HACT manual concluded, with its respective forms to be shared with the implementing partners and facilitate operational management.

## Supply Management

The supplies component of the co-operation programme is not relevant, and goods seldom are acquired for the implementing partners' work plans. This was one of the fundamental reasons justifying the abolition of an Administrative Assistant post in the Operations area with the purpose of reducing costs, upon determining that this area does not require a person dedicated to the purchase of supplies. The purchases made in 2013 were mostly for updating computers, monitors, satellite telephones, emergency kits and office stationery and supplies.

## Human Resources

The CO's integrated Budget 2014-2017 considered: guidelines and budgetary ceilings; MTR results; LACRO guidelines, including those for hubs establishment; a participatory process exploring options and developing strategies for improving efficiency and effectiveness, and reviewing the current structure; and the financial situation facing the office. As per a LACRO request, two proposals were prepared: one with the structure of an individual office and another as part of a hub. The proposal approved was the one having the CO as part of the Panama Hub beginning on 1 May 2014.

A net reduction of nine posts was approved by the PBR, resulting from the abolition of 21 posts and the creation of 12 new ones. It should be mentioned that, among the 21 abolished posts, five were vacant and some new positions were considered post level changes.

A strategic plan was designed in order to align the CO and manage the transition, including an ecological model to display the co-operation programme and strategies; a board built on the management of the office areas; statutory bodies raising awareness, orientation and integration of relevant information about the change; and enabling trust and inclusive spaces for cross communication.

The plan was prepared for the process of organisational change, which represented a constructive and participatory dialogue, including guidelines from the Representative, proposed actions, consultation by teams,

staff proposals, validation, and consultations with LACRO, validation by the CMT and plan implementation.

This plan for the change process was structured in four phases:

- I) Rights, benefits and options: reviewing benefits of each staff member, evaluation of individual options regarding their benefits, review of employment records, presentation of administrative instructions and other actions.
- II) Notification: notifying personnel of the abolition of posts.
- III) Development of talent: strengthen the competencies and skills for the transition of internal and external career. A course on stress management also was implemented.
- IV) Recruitment of posts for the new structure: a strategic and transparent plan was prepared, beginning with the selection of members of the interview panel formed mostly of internal and external personnel (LACRO and other COs). Panel recommendations were submitted to the LACRO CRB to guarantee the objectivity and transparency of the processes.

To ensure the free flow of information between management and staff, communication was handled as follows:

- Enable trusted and inclusive spaces.
- Comprehensive information on relevant topics of the process.
- Messages built on policies, standards and organisational decisions.
- Active, timely and transparent participation.
- Reinforcement of fundamental aspects of the process.
- Exchange of information and consultation.
- Creation of a team of internal facilitators for AMP and PBR, among others.

Monthly staff meetings continue as a means of communicating and sharing information. These meetings provide staff with the opportunity to discuss with management the themes they consider necessary.

To respond to the demand and requirements of 2014, the management prepared an induction plan, with LACRO support, for the new staff.

## Efficiency Gains and Cost Savings

In preparation for the PBR 2013, the CO made an analysis of the office structure, taking into account the competencies of the personnel required for 2014-2017 versus. The availability of resources and considering the new operational mechanisms of the hub approach. As a result of this exercise, it identified net savings for the 2014-2017 period in the amount of \$3,335,764 in salary costs compared to the current structure—a savings of 35%. This amount represents a net reduction of nine posts, a proposal that was approved by the regional PBR.

The changes approved in the institutional budget produced savings that allow for the financing of the Monitoring and Evaluation post at the NOB level (formerly financed with RR) and additional savings in the amount of \$1,013,972, to be used to cover office costs, freeing the costs previously financed with regular resources. RR increased by \$898,118, as the financing of other core programme posts was approved, liberating salary costs in other resources in the amount of \$3,219,910. The approved changes will allow the CO to have a sustainable structure and permit the achievement of effective and efficient results during the coming years, anticipating additional resources to be used in accordance with the CP objectives.

In 2013, the CO contributed the sum of \$82,242 to the contingency fund managed by the Regional Office, the result of savings from the vacant NOC Operations Manager post, whose functions were covered with an international TA at the P3 level.

## Changes in AMP & CPMP

The CPMP 2010-2014 was reviewed at the beginning of the year and presented at the regional PBR jointly with the institutional Budget for 2014-2017. As a result, the CO will face significant changes in 2014, centred on a new structure at the programme and operations level, with a reduction of nine posts. At the beginning of 2014, it will initiate operations with a new personnel structure that will require training plans in the areas of operations and programmes, ethics, administrative and financial policies, SAP and other themes.

Another important change to be considered in the AMP for 2014 will be the implementation of the 2013 PBR decision to incorporate the CO into the Panama Hub beginning May 2014. In response to this decision, the CO reviewed 24 internal processes, visualising the operability of the transactions, both at the programmatic and operational level, in function of the new Hub structure. The new levels of responsibility were reviewed carefully to guarantee the efficiency and efficacy of the operations and determine the levels of responsibility of the CO and the Hub.

In the 2014 AMP, it also will be important to emphasise the follow-up and implementation of the recommendations of the audit performed at the beginning of 2013. These activities will allow the CO to strengthen its internal controls to optimise the Organisation's resources.

In October 2013, the Resident Co-ordinator confirmed that the Government of Ecuador had officially ratified its proposal to cede the installations of the former *Colegio Nacional Simón Bolívar* (secondary school), completely rehabilitated, to the UNDP for the use of all the UN agencies established in Ecuador. This building is located in the historic centre of Quito and is considered a cultural patrimony. The conditions offered by the government are favourable, since they cover all the costs of restoration and rehabilitation of the property. A provisional study was made to determine the installation costs (a one-time investment), in the amount of \$1,355,000, of which approximately \$170,000 would correspond to UNICEF. DFAM and LACRO have been informed of this decision. The building is expected to be available at the end of 2016. The AMP should anticipate a series of preliminary activities required by Headquarters before moving to the new building.

## Summary Notes and Acronyms

### Acronyms

|       |   |
|-------|---|
| ACNNA | Child and Adolescent Communication Agency                         |
| APR   | Committing to Child Survival: A Promise Renewed global initiative |
| BCE   | Central Bank of Ecuador   |
| C4D   | Communication for Development                                     |
| CMT   | Country Management Team   |
| CNNA  | National Council for Children and Adolescents                     |
| CO    | Country Office  |
| COAR  | Country Office Annual Report                                      |
| CP    | Country Programme   |
| CPAP  | Country Programme Action Plan                                     |
| CPD   | Rights Protection Centre  |
| CPMP  | Country Programme Management Plan                                 |
| CRB   | Central Review Body   |
| CRM   | Cause-related Marketing   |
| CRC   | Convention on the Rights of the Child                             |
| CSR   | Corporate social responsibility                                   |
| DCT   | Direct cash transfer  |
| DRR   | Disaster risk reduction   |

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| ECLAC      | Economic Commission for Latin America and the Caribbean                                    |
| ECUARUNARI | Kichwa Confederation of Ecuador  |
| EIBAMAZ    | Intercultural Bilingual Education for the Amazon Region                                    |
| EIFC       | Child, Family and Community Education  |
| ENSANUT    | National Health and Nutrition Survey   |
| EWEA       | Early Warning Early Action   |
| FEPP       | <u>Fondo Ecuatoriano Populorum Progressio</u>  |
| FUNDIC     | Foundation for the Child and Community   |
| GAD        | Decentralised Autonomous Government  |
| GEM        | Gender Equity Marker   |
| GDP        | Gross Domestic Product   |
| HACT       | Harmonised Approach to Cash Transfers  |
| HRBA       | Human Rights-based Approach  |
| HRBAP      | Human Rights-based Approach to Programming/Co-operation                                    |
| INEC       | National Institute of Statistics and Census  |
| INEGI      | National Institute of Statistics, Geography and Informatics (Mexico)                       |
| IR         | Intermediate result  |
| JCC        | Joint Consultative Body  |
| JDP        | Programmes Board   |
| LACRO      | UNICEF Latin America and the Caribbean Regional Office                                     |
| LPSB       | Local Property Survey Board  |
| MCDS       | Ministry of Social Development Co-ordination   |
| MDG        | Millennium Development Goals   |
| ME         | Ministry of Education  |
| MF         | Ministry of Finance  |
| MI         | Ministry of the Interior   |
| MIC        | Middle-income Country  |
| MIES       | Ministry of Economic and Social Inclusion  |
| MJDHC      | Ministry of Justice, Human Rights and Religion   |
| MoU        | Memorandum of Understanding  |
| MRL        | Ministry of Labour Relations   |
| MSP        | Ministry of Health   |
| MTR        | Mid-term Review  |
| MTSP       | Mid-term Strategic Plan  |
| NGO        | Non-governmental Organisation  |
| ODNA       | Observatory for the Rights of Children and Adolescents                                     |
| OHCHR      | Office of the UN High Commissioner for Human Rights  |
| OR         | Other Resources  |
| PAHO/WHO   | Pan American Health Organization/world Health Organization                                 |
| PBR        | Programme and Budget Review  |
| PCR        | Programme Component Result   |
| PFP        | Private Fundraising Partnership  |
| PNBV       | Plan Nacional de Desarrollo para el Buen Vivir (National Development Plan for Good Living) |
| RBM        | Results-based Management   |
| RED NNACE  | Network of Child and Adolescent Communicators of Ecuador                                   |
| RR         | Regular Resources  |
| S4D        | Sports for Development   |
| SLA        | Service Level Agreement  |
| SENPLADES  | National Secretariat for Planning and Development  |
| SETECI     | Technical Secretariat for International Co-operation                                       |
| U5MR       | Under-five mortality rate  |

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| UN     | United Nations                                   |
| UNAIDS | Joint United Nations Programme on HIV/AIDS       |
| UNDAF  | United Nations Development Action Framework      |
| UNDSS  | United Nations Department of Safety and Security |
| UNFPA  | United Nations Population Fund                   |
| UNICEF | United Nations Children 's Fund                  |
| UPR    | Universal Periodic Review                        |

## Document Centre

### Evaluation

### Other Publications

|    | Title   |
|----|---|
| 1  | UNICEF in Action. Management report 2012  |
| 2  | UNICEF in Action No. 2  |
| 3  | UNICEF in Action No. 3  |
| 4  | Executive Summary. Volume 1. National Health and Nutritio Survey in Ecuador 2011 - 2013   |
| 5  | Atlas of the Socio-Economic Inequalities in Ecuador   |
| 6  | How is social investment faring? Implementation of the social sector budget from January to June 2012 (Newsletter No. 34).  |
| 7  | Web page containing training modules on maternal breastfeeding designed for private business personnel and clients (provisional Web site: <a href="http://ideasendesarrollo.com/unicef/">http://ideasendesarrollo.com/unicef/</a> )   |
| 8  | Web page and IPAD application "Tu leche es amor" ("Your milk is love"). Web site: <a href="http://www.unicef.org.ec/micrositios/TLEA/">http://www.unicef.org.ec/micrositios/TLEA/</a> IPAD application: <a href="https://itunes.apple.com/ec/app/tu-leche-es-amor/id631161892?l=en&amp;mt=8">https://itunes.apple.com/ec/app/tu-leche-es-amor/id631161892?l=en&amp;mt=8</a> |
| 9  | How is Social Investment Faring? (Newsletter N. 32)   |
| 10 | How is social investment faring? (Newsletter No. 33)  |
| 11 | Ethno-education readings for grades 4,5,6, 7 and 8 of basic education   |
| 12 | Toolbox for educational inclusion. Material for managers of the districts and circuits  |
| 13 | Memoire 2013 of the Business Network for a Child Labour Free Ecuador  |
| 14 | Report: "Strengthening and sustainability of the Child-Friendly Hospital. External assessment of 6 maternity hospitals"   |
| 15 | External assessment of the implementation of the National Programme of Control of Iodine Deficiency Disorders   |
| 16 | Manual for the management of cooperation  |