

**UNICEF AND SOCIAL-PASTORAL CARE ORGANIZATION CARITAS COCHABAMBA REPORT**

*I. ANALYSIS OF RESULTS*

We analyze the results from two different angles: qualitative and quantitative. The quantitative section looks at the numerical list of actions taken by the program from August 2014 to June 2017. The qualitative part compiles the most frequent assessments of the program from its different stakeholders.

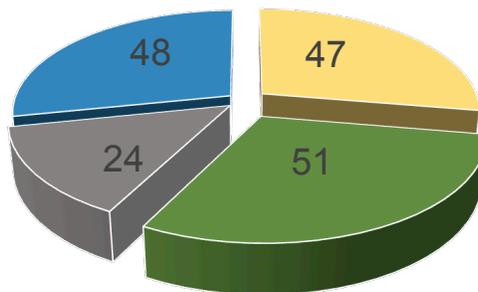
At the quantitative level, the breakdown of cases referred to the program from the Child Protective Services and the Integral Municipal Legal Service since the program started is as follows:

**CASES REFERRED TO THE PROGRAM BY CHILD PROTECTIVE SERVICES AND THE INTEGRAL MUNICIPAL LEGAL SERVICE**

YEAR	REFERRING AGENCY		TOTAL	%
	CHILD PROTECTIVE SERVICES	INTEGRAL MUNICIPAL LEGAL SERVICE		
2014	38	9	47	28%
2015	42	9	51	30%
2016	(Not applicable)		24	14%
2017	(Not applicable)		48	28%
<b>TOTAL</b>			<b>170</b>	<b>100%</b>

Source: Compiled internally. 2017 Based on the annual “Amistad for Families” program reports and data provided by the Child Protective Services and Integral Municipal Legal Service of the Autonomous Municipal Government of Tiquipaya

**CASES REFERRED TO THE PROGRAM BY CHILD PROTECTIVE SERVICES AND INTEGRAL MUNICIPAL LEGAL SERVICE**



A total of **170 cases** were referred to the program during the period, and the number of cases addressed was distributed more or less evenly over the four years. However, the percentage for 2014 (28%) is significant if we take into account that the program was only running during the second half of this year, that is, from August 1 onward. The high number of cases handled during those months was a necessary byproduct of the program's test phase, during which the program began to support those in need through its different services while at the same time laying the foundation for the program itself (implementing it and designing the processes and tools used to run it). This initial experience allowed the team to scale the magnitude of its actions as it went, and to measure its technical and operational capabilities in order to ultimately define the criteria for providing services<sup>1</sup>. Another decisive factor was that the program was not part of Asociación Amistad's Strategic Plan until the 2016 – 2020 plan. Its inclusion helped define the program's coverage as well as its achievements based on progress indicators and results. This change could explain the lower percentage of cases handled that year (14%).

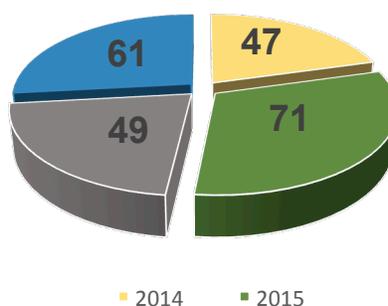
It is also important to consider the cumulative number of cases for each year, shown below:

**CUMULATIVE NUMBER OF CASES PER YEAR**

YEAR	CASE CATEGORY		TOTAL	%
	CASES REFERRED DURING THE SAME YEAR	CASES FROM PREVIOUS YEARS IN THE PROCESS OF BEING RESOLVED		
<b>2014</b>	47	0	47	21%
<b>2015</b>	51	20	71	31%
<b>2016</b>	24	25	49	21%
<b>2017</b>	48	13	61	27%
<b>TOTAL</b>	<b>170</b>	<b>58</b>	<b>228</b>	<b>100%</b>

Source: Compiled internally. 2017 Based on the annual "Amistad for Families" program reports

**CUMMULATIVE CASES PER YEAR**



Source: Compiled internally. 2017 Based on the annual "Amistad for Families" program reports

<sup>1</sup> In reality, 30 to 35 cases had already been set as the caseload limit in the project's original design, but it was possible to validate that limit through this direct and practical experience.

The data included above aims to show that in practice, the service provided is cumulative rather than based on the number of cases referred each year, since the support provided to families can last for up to a year or a year and a half. For example, in 2015 the Child Protective Services and Integral Municipal Legal Service referred 51 cases to the program, but the total number of cases actually addressed was 71, since 20 of those cases had carried over from the previous year.

Additionally, to understand the implications of these support processes, it is important to keep in mind that the program counts each family as one case, so 170 cases actually means 170 families served.

Although statistics are necessary and objectively relevant, they can only be put into context through a complementary qualitative analysis.

### COLOR-CODED CASE STATUS BREAKDOWN<sup>2</sup>

YEAR	TOTAL NUMBER OF CASES ACCORDING TO REPORTS	STATUS OF CASES							
		BLUE	%	GREEN	%	YELLOW	%	RED	%
2014	47	2	4%	31	66%	9	19%	5	11%
2015	51	0	0	33	65%	10	20%	8	15%
2016	24	0	0	20	83%	4	17%	0	0
2017	48	0	0	24	50%	20	42%	4	8%
<b>TOTAL</b>	<b>170</b>	<b>2</b>	<b>1%</b>	<b>108</b>	<b>64%</b>	<b>43</b>	<b>25%</b>	<b>17</b>	<b>10%</b>

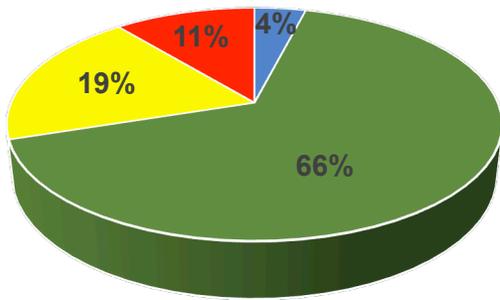
Source: Compiled internally. 2017 Based on the December 2017 "Amistad for

Below are yearly trends in case statuses, as well as the trend for the entire period (2014 – 2017).

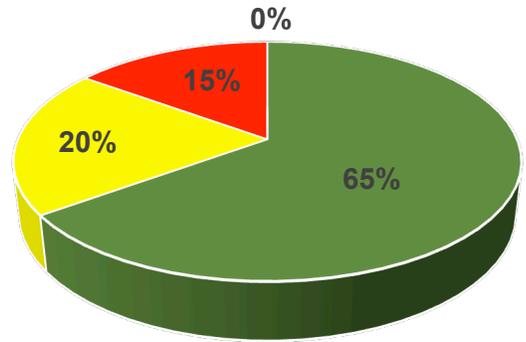
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<sup>2</sup> Where **blue** means the family satisfactorily completed the goals in the Family Development Plan (FDP) and made additional unexpected progress; **green** means the family satisfactorily completed the goals in the FDP; **yellow** means that the case is currently in progress; and **red** means no positive changes have been recorded despite the program's involvement, or that the family left the program due to varying circumstances (change of residence, for example).

COLOR-CODED CASE STATUS 2014

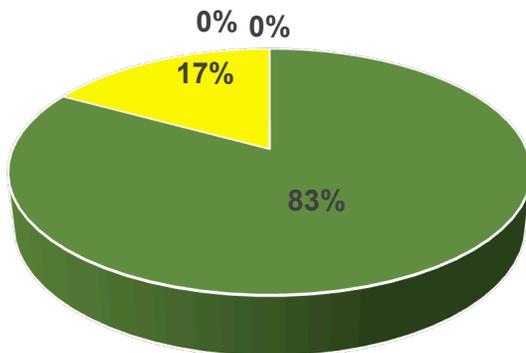


COLOR-CODED CASE STATUS 2015

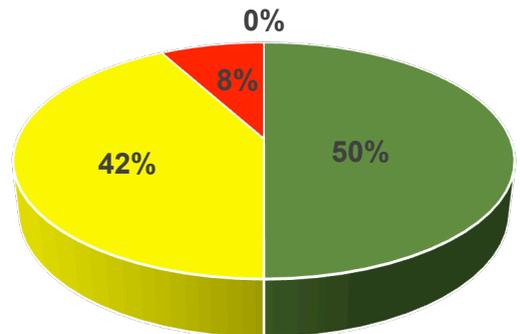


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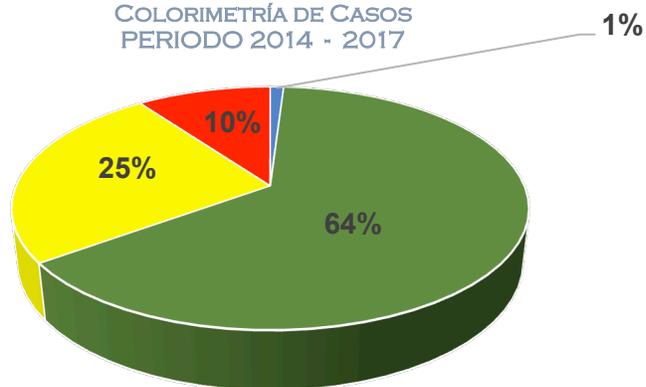
COLOR-CODED CASE STATUS 2016



COLOR-CODED CASE STATUS 2017



COLORIMETRÍA DE CASOS PERIODO 2014 - 2017



Source: Compiled internally. 2017 Based on the December 2017 "Amistad for Families" report

In the yearly graphs, the largest percentages are in the "green" and "yellow" categories, particularly in 2016, with 83% of cases marked "green," showing a clear trend towards successfully achieving the goals and results set in order to strengthen the families. On the other hand, the decline or, in the case of 2016, nonexistence of the color "red" reflects low program drop-out rates for families, underscoring the widespread effectiveness of the program's

involvement for the families<sup>3</sup>. The relative difference in the “green” (42%) and “yellow” (50%) percentages in the final year (2017) as compared to previous years is to be expected because at this time most of the cases are in process.

As may be expected, the trend over the entire period is similar to the one described above, with significant success in terms of the percentage of families strengthened (64%), or in the process of being strengthened (25%).

At this stage it can be asserted that one of the results achieved by the program is its **effective contribution to strengthening families at social and psychological risk** through actions to promote parenting skills, as well as personalized accompaniment, support and follow-up processes. It is important to emphasize that this work to strengthen family groups did not just target fathers/mothers or birth families, but also involved other members of the extended family (grandparents, aunts and uncles, etc.), so that processes of reuniting families are supported by a larger family network that cares for children and adolescents while their parents attend the program's services.

Consistent with this data, in qualitative terms, essentially all external stakeholders consulted agree on the program's different contributions toward strengthening families.

From the perspective of the fathers, mothers, couples and grandparents who were interviewed, the program is an *emotionally stable and supportive space* where they feel welcomed and listened to, which helps them to endure the daily tensions and worries of their different life circumstances. The program has thus become an *important part of families' social support network*. For some, it is one of multiple key spaces they can draw on, and for many others, it is their only resource for support.

*"... I have no family. I'm alone. Since I came here, I now feel like I have a family. Here I can talk, discuss things, they support me... Here I open up about my problems as if they were my Mom or my Dad. They give me advice and I leave feeling at peace, and that's how I keep on going..."* (Juana Díaz, mother from a family in the “Amistad for Families” program)

*"... I share all the daily burdens I carry with them. They tell me “this is what you need to do;” they listen to us and give us good advice. I thank God that the program exists.”* (Celia Díaz, mother from a family in the “Amistad for Families” program)

They place a lot of value on the chance program gives them to reframe and bring healing to abusive and violent experiences that they themselves underwent with their partners or that their children suffered:

*"...Who in this life has always done the right thing? We make mistakes in life, but where there are mistakes, there is also healing. If we mess up with our children or spouse, it can be fixed... That's what I have learned. Out in the world we are stouthearted, but home life calls for something else— love, tenderness—, and if we don't know how to cultivate that something else, the family falls apart... We learn and develop it here.”* (Juana Díaz, mother from a family in the “Amistad for Families” program)

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<sup>3</sup> It should be noted that after the first few years of involvement with families, the program's team decided to only start counting cases as part of the program after the family's first month of participation. The purpose was to avoid a rise in the number of “red” cases, which ultimately would not reflect the real impact of the action taken.

Based on their experiences in the program, they gain an *understanding of violence* as a relational dynamic linked to domination and power, but also as something *that can be transformed in order to reintegrate and reunite families*. This leads to fewer children and adolescents without parental care or at risk of losing it.

*"If I'd had this guidance before, maybe my husband and I could have understood each other, and there would be no separation between children or spouses, because here I have seen couples grow stronger, and they're doing well."* (Juana Díaz, mother from a family in the "Amistad for Families" program)

*"It helped me because I was about to leave my child's father, and here at these Thursday meetings the talks have helped me, especially in improving communication and resolving our differences without fighting. It was possible to mend my relationship, and we're still together."* (Daniela, mother from a family in the "Amistad for Families" program)

*"... they help us with our children. On Thursdays they help us learn how to raise our children and relate to our spouses. They don't address this in Cercado (municipality of Cochabamba). Oftentimes they just reach a settlement in court and go their separate ways; there are problems. Here, however, the problems are resolved amicably. The goal is for children to stay with their parents or to keep marriages from breaking up. That is what I like best about this program. At Child Protective Services, they force you to make amends whether you want to or not. Here it is different. They try to find a way to bring families that are falling apart back together again"* (Gustavo Cáceres, father from a family in the "Amistad for Families" program)

Even in cases where reuniting the family is not possible, the program's involvement would significantly help improve the family relationships:

*"Some people come here and say "I'm leaving my spouse," but fathers have a different attitude, because when they come here the father doesn't want to pay child support, so the mother gets revenge through her children... They start out fighting over the pettiest details, but when they go to the program their mindset changes. Even the expression on their face changes. They are transformed. They come in still set on splitting up, but they do it more amicably. Fathers are more conscientious and say, "I was supposed to give 20%, but I'll give a bit more." That's what the program does: it gives them a different outlook and helps them take responsibility for their children, who are the ones most harmed by their fights. They understand that their children are top priority, not themselves. ... They realize that regardless of whether they are together, they are dads and moms, because they learned why it's important not to fight and to get along for the sake of their children"* (Marisol Camacho Catorceno, Head of the Integral Municipal Legal Service of the Autonomous Municipal Government of Tiquipaya)

*"In the two cases we referred to the program this year, we saw how much people had changed during our follow-up. When I went to do follow-up, the couple was still together and was no longer torn between splitting up or staying together. On one occasion, the wife told me "yes we argue, but we don't shout at each other anymore"..."* (Jean Carla Vallejos Zurita, Social Worker with the Child Protective Services in District 6 of the Autonomous Municipal Government of Tiquipaya)

*"I see couples come in here ready to gouge each other's eyes out... They can pick a fight over a spoon, but after going to Parenting School and coming back to draw up agreement, whether to stay together or split up, we are spared quite a rigmarole. They are conscientious parents..."*

*Around town I see the couples holding each other's hands, when before I saw them at the office yanking each other's hair out. I haven't participated in the support process, but it is very gratifying to see. They come to me and they're feel ashamed that in the past I'd had to say, "hey, stop yelling, your kid is here, be quiet!" Then I see them out and about holding hands... There was a couple that came in constantly, and I would say to them "what can I do for you my valued customers?" Then they went to the Parenting School. They were a young couple, and they told me that María Luz (Coordinator of the "Amistad for Families" program) had moved them away from the mother-in-law to a different place where the family no longer got involved, and that was all it took to improve their relationship. They are affectionate with each other – the program even teaches them to express their affection, that there's no rule against it..." (Marisol Camacho Catorceno, Head of the Integral Municipal Legal Service of the Autonomous Municipal Government of Tiquipaya)*

This would be possible as a result of how the program helps change people's mindsets and attitudes, for example, questioning machismo and encouraging fathers to be involved in raising and bringing up their children so there is more gender equality:

*"They taught us that housework isn't just women's responsibility, but men should do it too. It's a matter of organization. They taught me that I need to try to help my wife, even though I work all day, the chores around the house are more involved. Every day we have to cook, wash.... The program taught me to value my wife more, whereas before I just saw her as a companion... It taught me to value her work... And to pay more attention to my children. I didn't used to know what clothes they had, whether they did their homework, whether they ate their meals, whether there was any food in the house. It taught me to attend to my family more and set up ground rules and a system. Without ground rules and a system, the family wouldn't function." (Boris Luna, father from a family in the "Amistad for Families" program)*

*"We came to the program because of problems with my wife. We had to separate, despite the help they gave us here, we couldn't make it work. We had to split up, and I ended up with my two children, ages six and seven. Thanks to the parenting school, I was able to take on the responsibility of being a father." (Juan Carlos Saramani, father from a family in the "Amistad for Families" program)*

*"They also teach you how to value yourself, to recognize your worth, because sometimes when you're down, you might think you're worthless. But you're far from worthless. I'm grateful to the program for teaching me to recognize my own worth as a woman and a person." (Silvia Quispe, mother from a family in the "Amistad for Families" program)*

From the more technical perspective of the staff at the Child Protective Services and Integral Municipal Legal Service, a tangible result of the program's activities has been to help keep cases out of court, provided no crimes of been committed. It provides an important alternative for reestablishing family and social relationships through measures like psychosocial and educational intervention instead of going to court. This approach gives families the added benefit of avoiding the bureaucracy of court proceedings, as well as their economic and emotional toll on people.

*"The program has helped us keep these cases out of the court system. In some cases, we can commit to reestablishing the rights of children and adolescents. In others, the parents are unwilling to cooperate, and this leaves us with only one option, that of filing the case with the Juvenile Court. We have a high rate of cases that go to court, but a formal proceeding is not in*

*the families' best interest, because money is already tight for them and they have to hire a lawyer. Since the court proceeding starts in Quillacollo, it takes a long time. The program's advantage is that the Parenting School gives them guidance, they makeX their Family Development Plan and it is not necessary to take cases to court. We have less cases go to court."* (Celia Zamorano Peñaloza, Head of Child Protective Services of the Autonomous Municipal Government of Tiquipaya)

Ultimately the program, with its holistic, psychosocial and educational approach, not only complements the legal guidance and counsel approach taken by the Child Protective Services and Integral Municipal Legal Service, but it also helps **prevent the institutionalization of children and adolescents.**

In this vein, the program's activities in the municipality of Tiquipaya help these public services fulfill their legal mandate, while simultaneously helping to improve their institutional image among the population.

*"I came to the tutoring program because my mom abandoned us. My father has never lived with us either, so I live with my grandma, but I used to live at Gotita de Leche, an orphanage in Oruro, with my brother Ebrahim. My grandma loves us a lot, but her husband, Mr. José, did not want us to live with them because we were troublemakers. He just wanted Cibeles, my older sister, to live with them. I am happy at the tutoring program because since I started coming, they don't want to take us away from my grandma, and now we are with my mom, too."* (Yerico Bejarano Vacaflo, age 10, a beneficiary of the "Amistad for Families" program)

The "Amistad for Families" Program and its different services have assisted a total of **448 children and adolescents**, as detailed below:

#### NUMBER OF CHILDREN AND ADOLESCENTS SERVED BY THE PROGRAM

YEAR	# OF CASES				TOTAL	%
	Children and Adolescents Served Directly	%	Children and Adolescents Served Indirectly	%		
2014	58	25%	51	24%	109	24%
2015	63	27%	50	23%	113	25%
2016	52	22%	53	24%	105	24%
2017	59	26%	62	29%	121	27%
<b>TOTAL</b>	<b>232</b>	<b>100%</b>	<b>216</b>	<b>100%</b>	<b>448</b>	<b>100%</b>

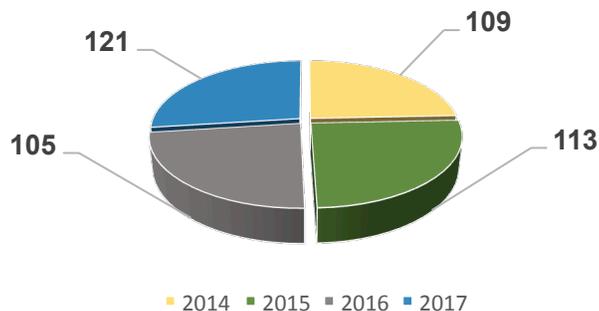
Source: Compiled internally. 2017 Based on the December 2017 "Amistad for Families" report

Children and adolescents served directly are those who, as part of their families, receive the comprehensive social support provided by the program, as well as the specific services for their age group, including the tutoring program, socio-emotional or behavioral support, or psychopedagogical support, according to each case's needs. Children and adolescents served

indirectly are assisted exclusively through the social family support program, benefiting from occasional monitoring of their academic performance, as well as possible enrollment in other alternative community programs based on their specific needs.

The record of the different modes of service again attests to the holistic nature of the program's involvement, which, in the case of the above percentages, has remained stable over the years, with no significant variations (22 to 27% served directly and 23 to 29% served indirectly).

NUMBER OF CHILDREN AND ADOLESCENTS SERVED  
BY THE PROGRAM 2014 - 2017



Source: Compiled internally. 2017 Based on the December 2017 "Amistad for

Overall, the percentage of children and adolescents served by the program is also stable from year to year, with a slight increase in 2017 (27%), especially in those served indirectly. In this vein, parents stress the **program's contribution to their children's academic performance and good behavior.**

*"...At this point my son has changed drastically. He didn't go to school, he didn't listen to his grandparents, and he was rebellious to the point of being disrespectful to them... Now he has changed when it comes to respecting his elders... He's doing better at school, he didn't fail the year. His behavior has improved – before he would waste loads of time on the Internet. He thought what he was doing was fine, because he was focused on the here and now and not the future. They are teaching him values, now he shares with his brothers, plays, his Internet habit is slowly lessening. Before he would go out without permission, but now he at least asks me permission to go out. Now he does his chores, cleans his room, and takes care of his own hygiene, whereas before that was unlikely to happen" (Gustavo Cáceres, father from a family in the "Amistad for Families" program)*

In terms of the desired results for the Equal Educational Opportunities component, the program has managed to help children and adolescents **develop and acquire positive habits and values** by establishing routines and assigning responsibilities at the center, which they then put into practice and replicate in their homes.

*"... my son is different now. Before washing dishes was like a huge pain, but here they taught him that you need to sweep and clean up and that it's his responsibility. Now he helps out more around the house." (Silvia Quispe, mother from a family in the "Amistad for Families" program)*

According to some children and adolescents, the program has broadened their opportunities to interact with their peers and other adults, helping them gain confidence and self-esteem.

*"At the tutoring program, I learned to befriend other children. It's all wonderful. Sometimes I don't listen to the teachers, and I used to get really mad, but I realized I was doing it all wrong. The teachers forgive me, and now I learned to cook thanks to sweet Ms. Amanda (the program's cook), and I also learned how to do things by myself. Before I didn't want to do difficult things– I was scared to– but now I do them and I learned a lot of new things."* (Bryan Flores Apaza, age 11, beneficiary of the "Amistad for Families" program)

*"When I first came to the tutoring program, I was afraid because I didn't know anyone. Now I know everyone and all the teachers who teach us good values– not talking back, not lying, and not using foul language etc. I love coming to the tutoring program because I'll make progress each day and little by little I'll improve. I wish the tutoring program lasted forever. The tutoring program is for families, children and adolescents. Here I learned to appreciate my family, friends and teachers."* (Joselyn Flores Apaza, age 13, beneficiary of the "Amistad for Families" program)

Many of the attendees expressed that their favorite part is sharing responsibilities with the adults around them, and they especially prefer the kitchen and the garden: *"I like how Ms. Amandita taught me how to cook"; "I like helping out in the kitchen"; "what I like most is helping Ms. Amandita"; "I like working in the garden best"; "I like planting plants and watering".* Children and adolescents may especially prefer these activities because those spaces allow them to find mother or father figures. It is important to remember that activities related to providing food are symbolically associated with a maternal role, and the gardening activities are overseen by the program's only male adult, José Cáceres.

An aspect generally valued highly by parents is the **nutritional assistance** their sons and daughters receive at the program, which for many is an alternative when money is scarce or, in other cases, when nutritional habits in the home are unhealthy.

*"What would I do without the tutoring program? They've helped me because my daughters come here in the afternoons. I work the whole day, and they come here straight from school, they are fed, and this is a huge help to me. They bring them to my room the evening. Before they were left all alone and their dad was sneaking in to take them..."* (Ana, mother from a family benefited by the "Amistad for Families" program)

Lastly, an area of involvement that has shown significant results is **Information and Awareness Raising**, which has promoted interaction and coordination between the different social stakeholders, thus strengthening the existing Inter-Institutional Network. The network takes two key types of actions within the community: political advocacy and assisting people through a "living network" of support. The network strategically brings together public and private organizations that play a role in assistance and prevention activities in the municipality.

The Network's actions have had a significant impact on the municipality's structure that has helped **institutionally strengthen the Child Protective Services and Integral Municipal Legal Service**, as well as other organizations connected to the protection system's activities, such as the Special Task Force for Combating Violence (Spanish acronym: FELCV), the court system, the Office of the Prosecutor, and others.

This has improved these services' material conditions and human resources through:

- Funding for vehicles for the Child Protective Services, Integral Municipal Legal Service, Special Task Force for Combating Violence, and Special Task Force for Combating Crime (Spanish acronym: FELCC)
- Funding for equipment and infrastructure needs of the Special Task Force for Combating Violence
- Decentralization of the Child Protective Services and Integral Municipal Legal Service, achieving the goal that each service have its own interdisciplinary team as required in the Child and Adolescent Code/ Law 548 ( attorney, social worker and psychologist).

The **decentralization of the Child Protective Services and Integral Municipal Legal Service**, which now covers districts 5 and 6 in addition to District 4, has expanded services for the municipality's residents, reaching even the most remote areas, like the mountains.

*"...We achieved this goal thanks to this network, we had to work hard to hire on staff for the units. It took us about a year. We started working with just one unit, and then on the recommendation of the Ministry of Equal Opportunities and the Government, which encouraged decentralization, we have had visits and meetings with them..."* (Felix Huanca, Administrative Secretary of the Autonomous Municipal Government of Tiquipaya)

Furthermore, **legislative bills and other local initiatives** have been created, including:

- The declaration of a "Family Day" associated with a temporary "Legal Ban on Alcohol" was promoted in order to encourage healthy recreational and communal activities for the municipality's families and send a message to the community about the importance of spending quality time as a family to strengthen society's basic building block. As of right now, both the date of Family Day and the approval of the temporary municipal ban on alcohol have yet to be defined.
- Work was done on a plan for a Temporary Safe House for victims of violence.
- In coordination with the Commission on Equal Opportunities of the Municipal Counsel, the Network promoted a day of sports activities (cycling) for Non-Violence.
- Forums for discussion and agreements between the Bureau of Equal Opportunities (Child Protective Services, Integral Municipal Legal Service), the courts, the office of the prosecutor, and the Special Task Force for Combating Violence were created to work towards fewer cases in court.

*"...We saw that coordination led to improvements in service. Before a complaint could take 30 days, but now it's more immediate..."* (Félix Huanca, Administrative Secretary of the Autonomous Municipal Government of Tiquipaya)

Also, this Network has been used to help **improve the technical capabilities of government employees**. In a general sense, the very experience of participating in forums for inter-institutional coordination and interaction with private organizations has modeled for the municipality a suitable strategy for enhancing its capabilities and resources within the scope of its work, a factor that the authorities value.

*"The network, thanks to Asociación Amistad, has brought together all the institutions in that network. At first it was difficult to coordinate with authorities from the court system and the office of the prosecutor because of scheduling, but after having to postpone one or two meetings, we saw results."* (Félix Huanca, Administrative Secretary of the Autonomous Municipal Government of Tiquipaya)

More specifically, the push to design a Strategic Plan for the Bureau of Equal Opportunities has helped clarify roles and functions in this area and prevent duplicated jobs and scattershot efforts, and has enhanced the Bureau's governance.

*"Working toward quality and warm services means improving government employees' capabilities, and this entails setting a clear direction. The strategic plan is that clear direction, which this year has enabled two projects to fund the network, in addition to a network run by Child Protective Services and the Integral Municipal Legal Service. It also entails training opportunities because they need (we don't require this) to learn that things need to be planned, not improvised, and Mr. Felix has a very clear vision that the projects come from the plan... so we don't waste time and energy, but we optimize things instead. This has allowed us to set things in order, like Equal Opportunities, what the Director should do, the responsibility of Integral Municipal Legal Service, of the Child Protective Services... They have to manage themselves... We now have a clear idea of where we are going, it makes sense, it yields results."* (María del Carmen Villarroel, Coordinator of the Women's Assistance Program at INFANTE)

The strategic interaction between different institutions on a local level via the Network has led to **the establishment of an inter-institutional platform** providing a holistic response to people's needs.

*"This inter-institutional relationship has allowed us to learn the capabilities we each have, and we set up a support network that works with or without a formal agreement... The network allows us to integrate all the services we have in Tiquipaya: legal intervention, crisis containment, parenting school, therapy, healthcare; this allows us to respond holistically in Tiquipaya. We don't have a legal division because the municipality has one. We're not going to set up a parenting school, because Amistad has one. Though we come from different institutions, you could say that we're a team. Our approach is based on human rights; that is what brings us together and guides our actions in Tiquipaya..."* (María del Carmen Villarroel, Coordinator of the Women's Assistance Program at INFANTE)

Over time, these achievements in institutional realm would ultimately allow the program to set an **example of family reinforcement and prevention work in the context** of Tiquipaya (among parents, children and adolescents, authorities and representatives from public and private institutions), taking on a leadership role and an important public presence.

## II. DIFFICULTIES

- From the perspective of the Office of the Executive Director, raising foreign funding for a prevention program was a challenge because of funders' aid-oriented outlook, which emphasizes immediate and tangible results rather than long-term outcomes.
- In the initial phase of the program's implementation, the most significant obstacles were, first, delays in incorporating into the program the two professionals hired by the Autonomous Municipal Government of Tiquipaya (Social Worker and Educator), and also how they had to split their hours between responsibilities within the program and within other municipal services. This meant that the social worker, who had responsibilities at the municipality's disabled persons unit, only participated in the program 55% of the time, while the Educator was only present at the program two half days a week (Tuesday and Thursday), or 20% of her time. This arrangement was at odds with the program's requirements, undermined the work team's capabilities, and threatened the continuity of intervention processes and the achievement of results.

- There have also been delays in the deliveries of dry food goods from the Autonomous Municipal Government of Tiquipaya, which in addition to making it difficult to provide daily meals for children and adolescents, negatively impacted the program's budget.
- For a time, the program's team was overworked because of, on the one hand, time spent on efforts that were not measurable or goal-oriented (lack of a strategic plan), and the tendency of technical teams (both from the program and the Child Protective Services and Integral Municipal Legal Service) to commit themselves beyond the established caseload limits (30 to 35 cases per year).
- In the program's three years of existence, it has had to move locations three times because it does not have its own building. This situation not only interrupts the continuity of support provided to families, but it also occasionally causes losses and/or damage to equipment and materials.
- The team at the Child Protective Services and Interval Municipal Legal Service unanimously cites the program's lack of capacity to cover the need for support and guidance they see in many families that use their services as a serious difficulty. However, they recognize the limitations for a possible expansion of the program's coverage because of the team's technical capacity given the holistic and systemic nature of the program's involvement.
- In the opinion of government employees, another occasional difficulty is a lack of priority and commitment from mothers and fathers, who don't always take advantage of the benefits offered by the program.

### *ANALYSIS OF THE PROGRAM'S SUSTAINABILITY AND COST*

In light of the program's public policy nature, its sustainability is analyzed here in terms of the continuity of the parties' financial contributions.

It is thus necessary to evaluate institutions' ability and capacity to contribute in both cases. We start by considering the current status of the municipality's public spending, based on data from the last two years.

To start with, we found that the municipality's annual budget has seen relative increases each year. 2017 budget: 94,869,653.00 BS (13,630,697 USD)

The data on public spending shows a clear trend over the last two years towards spending on social issues, which represent 47% of the total budget. In a general sense, this could constitute an opportunity for continued municipal contributions, and consequently, for the program's sustainability.

However, more detailed information on social spending shows that health and education have received the most funding over the last two years.

Furthermore, the issues receiving the least funding have consistently been precisely the services for vulnerable groups and women (Integral Municipal Legal Service with 4% and 2% for each

respective year) and protection for children (Child Protective Services with 1% over the last two years). The Integral Municipal Legal Service saw drastic funding cut in the second year. Based on this budgetary analysis, it would appear that these services are still not a priority for public spending, although it should be noted that during the last year, the municipality decided to decentralize those services to other districts under its jurisdiction, which involved addition expenditure not reflected in the above information.

*"The services were decentralized in Districts 4, 5 and 6. This was a big debate within the Network with the Mayor. It was not easy because the funding was a challenge for us, but an effort was made to pull it off."* (Félix Huanca, Administrative Secretary of the Autonomous Municipal Government of Tiquipaya)

However, all social stakeholders consulted, including the municipal authorities (the Mayor, the Administrative Secretary and the Presiding Councilor of the Commission on Equal Opportunities) agreed that the very positive assessment of the program's achievements and results is the chief indication that the program's financial sustainability is favorable over the next 5 years, setting a renewal of the inter-institutional cooperation agreement between Asociación Amistad and the Autonomous Municipal Government of Tiquipaya as a priority. In other words, the program's achievements have generated a demand for the program's services that it is necessary to capitalize on to ensure its sustainability.

In this regard, all stakeholders, including Asociación Amistad staff, understand this sustainability as a gradual process that could be definitively come to pass (through handing over full responsibility to the municipality) in the medium term. According to the stakeholders who were consulted, this gradual approach would take the form of a progressive increase (from year to year) in public funding from the municipality until it assumes full responsibility for the entire initiative.

However, since that public sending is not merely a function of the political will of the authorities and support from social leaders or representatives but is first and foremost answers to the demands of civil society as a whole, it will be crucial to help create a favorable environment through the program's actions.

Furthermore, the statistic on the percentage of funding given to Child Protective Services and the Integral Municipal Legal Service is significant in that it is a decisive component of the institutional weakness of the services, which basically consist of a lack of human and material resources. In particular, turnover in staff and government employees is one of the main threats to the program's sustainability. For this reason, it is important to draw up a social and political advocacy plan in conjunction with a sustainability plan. This sustainability plan would, at minimum, specify gradual milestones (toward the final handover) and a specific timeline.

To achieve this, it is important to consider the program's current funding and costs. Within the framework of the inter-institutional cooperation agreement, each institution's participation is defined as follows:

### CONTRIBUTION OF ASOCIACIÓN AMISTAD

ITEM	ANNUAL EXPENSE
<b>HUMAN RESOURCES</b>	<b>161,760.00</b>
Executive director	
Program Coordinator	69,326 .00
Psycho-pedagogical Supervisor	53,220.00
Community Facilitator	39,214.00
<b>ADMINISTRATIVE EXPENSES ( renting rooms for running and implementing the program)</b>	<b>33,600.00</b>
<b>MATERIALS FOR WORKSHOPS</b>	<b>5,040.00</b>
<b>SCHOOL SUPPLIES Tutoring program</b>	<b>6,000.00</b>
<b>TOTAL ANNUAL EXPENSES</b>	<b>206,400.00</b>
<b>TOTAL AMOUNT SPENT OVER FIVE YEARS</b>	<b>1,032,000.00</b>

### CONTRIBUTION OF THE AUTONOMOUS MUNICIPAL GOVERNMENT OF TIQUIPAYA

ITEM	ANNUAL EXPENSE
<b>HUMAN RESOURCES</b>	<b>53,460.00</b>
Social Worker	26,730.00
Educational Sciences Professional	26,730.00
<b>NUTRITION Tutoring program (Fresh and non-perishable portion)</b>	<b>23,400.00</b>
<b>TOTAL ANNUAL EXPENSES</b>	<b>76,860 .00</b>
<b>TOTAL AMOUNT SPENT OVER FIVE YEARS</b>	<b>384,300.00</b>

Based on a total per-year cost to run the program of Bs. 283,260 and Bs. 1,416,300 over the course of five years, within the framework of the inter-institutional agreement, Asociación Amistad commits to covering 73% of the program's total cost, as compared to 27% covered by the Autonomous Municipal Government of Tiquipaya.

However the actual amount of funding provided by Asociación Amistad over these 3 1/2 years was:

#### ACTUAL CONTRIBUTION OF ASOCIACIÓN AMISTAD

ITEM	DESCRIPTION OF EXPENSE	YEARLY BUDGET				TOTAL
		2014	2015	2016	2017*	
1	<b>PAYROLL EXPENSES</b>	152,211.23	256,166.81	273,703.87	261,393.37	943,475.28
2	<b>EXPENSE OF RUNNING THE PROGRAM</b>	15,604.49	45,677.71	50,116.81	28,444.71	139,843.72
3	<b>OPERATIONAL EXPENSES</b>	33,014.02	52,923.13	55,515.34	36,493.80	177,946.29
	Writing Material					
	Maintenance and Repairs					
	Teaching materials - Prevention					
	Tutoring Program Materials - Prevention					
	Renting Offices - Prevention					
	Snack at parenting school					
4	<b>OTHER EXPENSES</b>	6,441.99	6,774.00	3,599.51	1,909.13	18,724.63
<b>TOTAL BUDGET FOR THE YEAR</b>		<b>207,271.73</b>	<b>361,541.65</b>	<b>382,935.53</b>	<b>328,241.01</b>	<b>1,279,989.92</b>
* Budget for 2017 (January-July)						

Based on this information, after 2014 Asociación Amistad's has seen cost overruns from the amounts established in the agreement. Its expenditure increased by more than 70% each year to ultimately exceed the expected expenditure for the entire five-year period by 24% (an overall amount of 247,989.92) in the program's 3 1/2 years of existence. This does not take into account the 1.5 years the program has left.

The significant increase could be a result of the institution's rising labor and employment costs, which jump up each year. Regardless, this information should be kept in mind when considering the program's sustainability, especially with respect to the municipality's actual ability to allocate this kind of funding should the program eventually be handed over to it.

It is therefore important to consider a possible need to eventually modify or adjust the program's design to bring it more in line with the municipality's financial capacity. Asociación Amistad's technical advice would be of particular importance in this process to ensure that the program's essential elements are kept intact.

#### GOOD PRACTICES AND LESSONS LEARNED

The **good practices** that deserve mention include:

- The design and implementation of a prevention program in tandem with or as an alternative to services to address problems like violence, abandonment and the institutionalization of children and adolescents.
- Teamwork and participatory actions as the basis of the construction, design, validation and qualification of procedures and tools that also capitalized on individual knowledge and expertise to the benefit of the group.
- The design and implementation of a system of procedures and tools for the technical application of the program, a key step towards achieving and measuring results.
- The strategic partnership with the Autonomous Municipal Government of Tiquipaya, which helped achieve technical and financial co-responsibility and fostered the fulfillment of the municipality's responsibilities.
- The assistance provided for cases referred by the Child Protective Services and Integral Municipal Legal Service, which supported the work done by these public services using a holistic, preventative and non-judicial approach for the ultimate benefit of the population.
- The work done in collaboration with the government (municipality) without compromising the organization's independence and identity or limiting its ability to engage in political advocacy and make political demands.
- Collaboration with the municipality to advise it on issues not necessarily or directly linked to the program's actions, which allowed it to capitalize on opportunities for possible arrangements, negotiations and dialog to better achieve the program's objectives and results.
- Smooth communication and coordination both internally (between those involved in the processes of preventing and responding to cases, that is, members of the program's team and the Child Protective Services and Integral Municipal Legal Service), and externally (on an inter-institutional level, with authorities and stakeholders from civil society).
- The interdisciplinary nature of the interventions, which in addition to enhancing the program's holistic approach, also facilitate team learning.
- The creation of a Strategic Plan providing a clear direction for the program, as well as a system for monitoring, follow-up and evaluation to provide accountability for objective, verifiable and measurable achievements and scopes.
- The involvement of parents and other adults with educational responsibilities in specific program actions, which encourages a mindset of co-responsibility.
- Arranging and promoting spaces for training and CPD for professionals on the team for people's benefit and to create a more qualified team.

We identified the following **lessons learned**:

- The partnership with the Autonomous Municipal Government of Tiquipaya turned out to be strategic in that it set up a framework of co-responsibility between the government

(municipality) and civil society (Asociación Amistad) in order to meet local needs, and this helped the government fulfill its obligations in terms of the country's current laws.

- Interaction between the context's social stakeholders (government institutions, private institutions and social organizations) was important in terms of opening forums for discussion and analysis for initiatives to propose new laws and public policies to protect children, adolescents and families.
- Making proposed laws and public policies a reality in local development plans requires grassroots work to raise awareness and inform and persuade the public, which ultimately drives the leadership's decisions.
- Inter-institutional coordination, based on a shared focus on human rights, has allowed different organizations to join forces and resources, as well as to capitalize on the expertise of each institution in order to holistically address the different needs of the people in the municipality.
- Given the nature of the institutional work, which addresses sensitive human problems, the emotional aspect deserves special attention as a human, psychological and motivational factor. While the spiritual activities sponsored by the organization gave the team a space for self-care, the team needs to receive support in a more intentional, specific and planned way, if possible with assistance from professionals from outside the team with experience in organizational psychology.
- Periodic meetings with the different components of the work teams, as well as general team meetings, have helped address difficulties that emerge in the process of serving families and have allowed the participatory design of alternative actions.
- People's engagement and smooth communication between the program's teams and the Child Protective Services and Integral Municipal Legal Service was a decisive factor in qualifying the processes of serving families.
- The program's actions must always be geared towards efficiency and effectiveness in achieving set goals, results and objectives to avoid spreading energy and resources too thin, as occurred during the first phase of the project's implementation.
- There should be a standard way to report results in annual reports to keep information from becoming fragmented, which in turn makes it easier to systematize and analyze the program's achievements.
- While the quantitative component is an important criterion for assessing how much progress the program has made towards achieving the results, it should not be the only criterion used. Indeed, the very nature of the institution's approach (which is more qualitative and quantitative) necessitates the use of qualitative analysis to enrich and scale the information and put it into context.
- The terms and conditions of leases for buildings where the program is run should provide for the program's medium-term use of the building to avoid the inconvenience and expense of constantly moving.

- The bureaucratic procedures and formalities typical of public administration tend to delay the fulfillment of the municipality's commitments (designating technical staff and providing non-perishables for the nutritional service) by up to two months, thus jeopardizing the program's continuity, so it is important to specify alternative measures or contingency plans for these cases in inter-institutional agreements.

### **III. REPLICABILITY ANALYSIS**

The experience accumulated by the "Amistad for Family" program demonstrates not only the usefulness of the prevention and family reinforcement programs for addressing complex problems such as violence and abandonment (risk factors for losing parental care and the possible institutionalization of children and adolescents), but also the feasibility of implementing and running the program in collaboration with municipal governments.

Asociación Amistad's experience in Tiquipaya has generated a wealth of knowledge and positive experiences (intervention model) that can be applied in other municipal contexts, especially since issues with violence and abandonment are— sadly— common to all of them, and the country's current laws clearly state their level of responsibility for these matters though public spending on protection, assistance and prevention programs.

An institutional definition of replicability consists of handing over the intervention model to municipal governments, which would have to implement and run the program from their Child Protective Services and Integral Municipal Legal Service and allocate the necessary funding, and they would have technical advice from Asociación Amistad in this process.

It is important to take into account that this model was devised and designed for urban and peri-urban contexts rather than rural or indigenous realities, which have unique characteristics in terms of how spread out the population is and, especially, ideological and cultural factors. These factors cannot be ignored when analyzing the experience's replicability.

In any case, implementing the model in other contexts would without question require some level of adaptation to local realities (social, economic, cultural).

The replicability strategy could combine various possibilities:

- 1) Sharing the experience with municipal authorities en masse through preexisting forums and organizations, like the Departmental Association of Municipalities, or similar spaces.
- 2) Sharing and publicizing it through the media in partnership with organizations that support municipal governance, such as the Municipal Democracy Support Program (Spanish acronym: PADEM).
- 3) Sharing the experience in a focused way in municipalities ranked according to priority based on:
  - proximity and similarity of circumstances, for example, municipalities within the same jurisdiction as Tiquipaya, including Vinto, Colcapirhua and Quillacollo.
  - Opportunity and demand: municipalities that have shown interest in learning and replicating the model (as is the case in Sacaba)

A combination of these possibilities would open a range of opportunities from which only the most feasible, based on the prerequisites, would be prioritized or selected.

Whatever form or strategy the replication takes, the participation of the municipality of Tiquipaya as a leading figure, through its authorities and social organizations, will be key, not only for the sake of setting an example of the program's achievements and results, but also to project the Municipal Government of Tiquipaya's image as a "family-friendly municipality" or "model" municipality in terms of serving children and families.

### **CONCLUSIONS AND RECOMMENDATIONS**

We drew the following main **conclusions** from our analysis of the experience:

- The "Amistad for Families" program grew out of Asociación Amistad's prior and cumulative experience and the recognition of the need to combat violence and the abandonment of children and adolescents through holistic prevention, with the goal of strengthening families to preserve ties and create conditions that honor children's right to a family.
- The program is characterized by a holistic and systemic approach to family and community intervention, which has brought insight into and helped address multidimensional and complex problems like violence and abandonment of children and adolescents.
- The socioeconomic and cultural conditions in the municipality of Tiquipaya lead to the emergence of social problems like violence within families, drug and alcohol consumption, etc., which are risk factors for the protection and parental care of children and adolescents.
- The strategy of partnering with the Municipal Government of Tiquipaya to ensure the program's success through a model of economic and technical co-responsibility has allowed the organization to align its efforts and resources (human, technical and economic) with the duty of the government (municipality) to fulfill its obligations as the main guarantor of human rights, in this case the rights of children, adolescents and families.
- This condition for the program's economic and technical sustainability and its status as a public policy (to eventually be transferred entirely to the government) requires that more work be done on a strategy of exerting pressure that sufficiently takes social and political advocacy processes into account. Especially when the institutional weakness of public services (Child Protective Services and Integral Municipal Legal Service) is structural and threatens the program's sustainability.
- The project's collaboration with the municipality's Child Protective Services and Integral Municipal Legal Service has enabled those public services to adopt an approach that focuses on keeping children and adolescents out of court and institutions.
- From 2014 to 2017, the program served 170 families referred to it from the Child Protective Services and Integral Municipal Legal Service, with the success rate of 65% so far. Aspects the beneficiaries value the most in terms of strengthening families are containing crises, emotional support, the possibility of reframing and bringing healing to violent and domestic abuse experiences, as well as preserving and/or reunifying families, which the program made possible in many cases. From the perspective of government employees, a major contribution was triggering changes in people's mindsets (redefining parenthood,

masculinity, self-esteem) and attitudes, which led to better parenting and child rearing, especially in terms of putting the needs of children and adolescents first when resolving conflicts.

- The program managed to serve 448 children and adolescents, who have achieved significant improvements in their academic performance, behavior, values, personal hygiene and nutrition, all of which is widely recognized and appreciated by parents and grandparents, for whom the program is a key part of their support network.
- In terms of inter-institutional cooperation, the program has been a major factor in strengthening the Inter-institutional Network that does political advocacy work and addresses cases as a "living support network."

Advocacy activities have promoted different initiatives that have helped improve the material and technical conditions underlying the operation of government agencies associated with the system for protecting children and adolescents (Child Protective Services, Integral Legal Municipal Service, Special Task Force for Combating Violence, Special Task Force for Combating Crime); the coverage of the services provided by the Child Protective Services and Integral Legal Municipal Service was expanded by decentralizing the services into two districts; new local laws and public policies have been proposed to foster harmonious family life (a "Family Day" with an "alcohol consumption ban," anti-violence activities and others) and steps were taken to streamline legal proceedings by coordinating with the court system and office of the prosecutor.

In terms of providing service to families, a major achievement was implementing the platform for holistically addressing people's different needs (social, legal, psychological, healthcare-related, etc.), creating a social support network in Tiquipaya.

- The program's technical and financial sustainability is conceived as a gradual process over the medium-term consisting of progressive yearly increases in the contributions from municipal partners. In this context, the program's achievements and results, which are evident to the municipality's different social stakeholders, have paved the way for renewing the inter-institutional agreement with the Municipal Government of Tiquipaya for at least the next five years, for which a sustainability and political advocacy plan needs to be drawn up.
- In terms of the program's costs, after 2014 Asociación Amistad's has seen cost overruns from the amounts established in the agreement. Its expenditure increased by more than 70% each year to ultimately exceed the expected expenditure for the entire five-year period by 24% in the program's 3 1/2 years of existence. These budgetary changes must be the basis for estimates of the program's sustainability, which could possibly require that its original design be amended.
- Asociación Amistad's experience in Tiquipaya has generated a wealth of knowledge and positive experiences (intervention model) that can be applied in other municipal contexts, especially since issues with violence and abandonment are— sadly— common to all of them, and the country's current laws clearly state their level of responsibility for these matters though public spending on protection, assistance and prevention programs.

Based on all of these considerations, **we recommend:**

- Creating forums for discussion and technical analysis regarding issues directly or indirectly related to institutional work (including working with children) that call for clear and reflective stances.
- Including and deepening qualitative analyses in annual reports in order to give a sense of the scale of interventions and put them in the context. This contributes to and enriches the process of gradually systematizing the experience, while helping identify topics for possible further research.
- Revisiting the decision to reduce the Political Advocacy strategy, because the program's sustainability depends on the process of demanding that the Municipal Government of Tiquipaya actually implement the laws, and these demands must come from social organizations and civil society, which would have to include a focus on children and adolescents on their agendas and, as much as possible, in the structures of their organizations and their actions. In this regard, expanding grassroots work is necessary.
- In collaboration with the Inter-Institutional Network, drawing up a sustainability and advocacy plan for the next 6 years that includes progress indicators and a set timeline to ensure the process of gradually handing over responsibilities to the Municipal Government of Tiquipaya.
- Involving other team members in lobbying and management processes to broaden and enhance institutional capabilities for this strategy.
- Designing and implementing a strategy that focuses on training and transferring technical knowledge to Child Protective Services and Integral Municipal Legal Service personnel to ensure that their technical capacities are developed and strengthened and to achieve the ultimate goal that the municipality will take over full responsibility for the program.
- Standardizing criteria for reporting results in annual reports to make systematization processes easier.
- Aligning the scope of the proposal presented to the Municipal Government of Tiquipaya with the Strategic Plan for executing the next agreement.
- Including in the future agreement alternative or contingency measures for dealing with delays in the fulfillment of municipal responsibilities. Also, including the criterion of the program's gradual and overall sustainability in terms of commitments to be taken over by the Municipal Government of Tiquipaya.
- Planning spaces designed to provide care for the work team run by trained professionals to prevent emotional exhaustion that could have a negative impact on people's health and eventually limit their professional and technical abilities.
- Bringing the discussion about the replicability strategy to the Political Advocacy Network to exchange opinions and suggestions and, to the extent possible, encouraging the institutions to support that process.

- Designing a curriculum that integrates the different but complementary educational aims of the Promotion of Equal Educational Opportunities Component, prioritizing the groups of skills to be developed by areas or contexts (tutoring program, support for personal development and nutrition) and incorporating the different resources (art, sports, theater, production) as teaching techniques rather than ends in themselves. This prioritization will make it possible to coordinate the component's curriculum with the curriculum planned for the Parenting School so that the training the program offers, targeting adults as well as children and adolescents, is complementary and consistent in terms of goals and purposes.

In the medium term, we suggest considering the possibility taking a collective rights approach to the educational process of the children and adolescents, that is, fostering their identity as generational- and gender-based groups towards processes of organization and sectorial participation. This approach would pave the way for children and adolescents to participate in strategic spaces in the local context, such as, for example, the Children and Adolescent Committees– established in the Child and Adolescent Code – within the municipality, where they can directly influence decision-makers regarding matters that affect them, in line with the institutional aspiration for groups of children and adolescents “... *that actively participate in society and become agents of change.*”