

Executive Summary

Most important achievements:

- Guatemala created 12 child protection offices at department level, reaching 60 per cent national coverage. A central specialized investigation unit on child sexual abuse and specialized units to attend victims of sexual abuse were established at 20 regional hospitals. Specialized children's courts were opened across the country, with 85 per cent territorial coverage. A Virtual Interpretation Centre was created, ensuring that children attending the system can file complaints and statements in their own language (there are 24 official languages).
- The number of children born to girls 10-14 years of age decreased from 2012 to 2013, from 4,222 in 2012 to approximately 2,850 in 2013 (extrapolated from January-November data). The issue is prioritized at the highest level of Government, with the Vice-President taking a very active role.
- The school drop-out rate was lowered over the past 18 months by 4.74 per cent nationwide thanks to Monitoring of Results for Equity Systems (MoRES) bottleneck analysis, which was piloted in eight municipalities and subsequently institutionalized and expanded to all 334 municipalities by the Ministry of Education (MoE).
- A specific section within the national budget was devoted to chronic malnutrition and the 1,000-day window.
- A savings of US\$40,000 was achieved in costs associated with the office premises, after negotiations with building management and other cost-cutting measures, including decreasing the amount of office space used.

Most significant shortfalls:

- The situation of children in residential care continued to be of very grave concern. Severe violations of children's rights, including maltreatment, have occurred at State institutions, including the killing in August of a teenage girl by another teenage girl. A drop in funding for UNICEF and a lack of alternatives being considered by the State contributed to the persistent problem.
- Primary education enrolment rates have dropped almost 10 points from 98.3 per cent in 2009 to 88.6 per cent in 2013. The MoE has requested UNICEF support to analyse the reasons for the drastic drop.
- Congress failed to approve the 2014 budget, resulting in a delay in implementation of social (as well as other) programmes.

Important collaborative partnerships:

- UNICEF strengthened strategic alliances with the Solicitor General's Office, Supreme Court, Public Prosecutor's Office, Attorney-General's Office, Social Welfare Secretariat, Human Rights Ombudsman's Office, National Adoption Council, First Lady's Social Works Office and Secretariat Against Sexual Violence to extend the coverage and specialization of child protection services. UNICEF also developed a regulatory proposal for the creation of a Special Child Protection Institute. A strategic partnership with civil society was also maintained to generate social audit.
- UNICEF signed a cooperation agreement with a private company, TRECSA, to expand the Communication for Development (C4D) model to 54 municipalities prioritized by the Zero Hunger Plan. This resulted in consolidation and institutionalization of the C4D model in the Zero Hunger Plan.
- UNICEF continued to strengthen a strategic partnership with Channel 3 to air television programs and conduct social campaigns. The alliance made it possible to leverage the equivalent of US\$ 9.1 million in promotion and transmission spaces and advertisements.

Country Situation as Affecting Children & Women

Guatemala has progressed in primary school completion rates and in coverage of social protection for children through cash transfer programs and non-contributive mechanisms. However, the presence of significant inequalities and the absence of protection from violence represent serious obstacles for social inclusion and for children to exercise their full rights.

The Government's third Millennium Development Goals (MDG) Achievement report (SEGEPLAN, 2011)

provided a picture of the progress and challenges in trying to address equity and social services. With respect to MDG1 (to eradicate extreme poverty and hunger), Guatemala continues to display poverty rates that exceed six out of ten children and adolescents: 62.2 per cent nationally and 76.1 per cent in rural areas (Encovi, 2011). Equally troubling is the discrepancy between the current level of chronic malnutrition (49.8 per cent of under-fives, sixth highest in the world) and the MDG target (29.0 per cent).

Primary school enrolment went up significantly, from 85.4 per cent in 2000 to 98.3 per cent in 2009, but dropped considerably by 2013, to 88.6 per cent (48.5 per cent of which are girls), indicating that universal enrolment in primary education seems very unlikely by 2015. Government-provided conditional cash transfers starting in 2008 boosted enrolment rates but have been difficult to sustain. The proportion of students starting grade one and reaching the last grade of primary school went up rapidly from 2000 to 2013 (from 50.3 per cent to 86.2 per cent).

MDG3, which seeks to eliminate gender disparity in education, seems reachable, as there has been a positive trend toward gender parity at all levels of education. For example, primary school completion rate was 50.79 per cent for girls and 48.45 per cent for boys in 2013.

According to Childinfo 2013, child mortality was 30 per 1,000 live births in 2011, already below the expected MDG 2015 goal of 37 per 1,000. . On the other hand, MDG5 concerning maternal mortality is far from being achieved: 120 women per 100,000 live births die giving birth (World Health Statistics 2013, WHO), while the MDG target is 55.

MDG6, involving the fight against HIV/AIDS, malaria and other diseases is likely to be achieved. The percentage of pregnant women who were HIV positive in 2009 was roughly half of that of 2006 (0.27 per cent vs 0.53 per cent) and the malaria incidence in 2009 (0.9) was lower than the MDG target (2.22). HIV transmission to children born from HIV positive mothers has been maintained below 2 per cent. There are an estimated 2,757 Guatemalan children with HIV between 0 and 14 needing treatment, while only 335 receive it.

Regarding MDG7, the proportion of the population using an improved drinking water source was 94 per cent in 2011 and the proportion using an improved sanitation facility was 80 per cent in 2011 (World Health Statistics 2013, WHO). Both of those statistics exceed the MDG targets (81.5 per cent and 66 per cent, respectively).

Other important social preoccupations in Guatemala severely affecting children relate to violence and impunity, which are intricately linked. According to National Institute of Forensic Science-Guatemala (INACIF), 14.5 people suffered a violent death every day in 2013, of which 9.2 per cent were under 18 years of age. The number of violent deaths went down slightly for three years, but increased again in 2013.

Guatemala remains the eighth most violent country in the world. Impunity is extremely high, although recent trends are positive.

The Judiciary noted 3,096 cases of domestic violence against children between January and September 2013. In 2012, the Ministry of Interior reported 540 complaints of child victims of murder and manslaughter, and 92 cases of attempted murder of children. These records do not include the children victims of other types of violence, such as trafficking for illegal adoption or sexual exploitation, abduction and sexual violence. Approximately 40 children every day are orphaned by the murder of a parent.

In 2013, 5,558 Alba-Keneth alerts for missing children were activated and there were 5,474 institutionalized children (3,549 in private institutions and 1,925 in public institutions). The Judiciary reported 1,035 cases of children in conflict with the law, of which 625 are in detention.

Teen pregnancy is a serious and invisible social issue in Guatemala. In 2012, 4,222 registered births (26 per cent) were by mothers 10 to 14 years old, according to the Reproductive Health Observatory (OSAR). Decree No. 9 of 2009 defines sex with girls under 14 as a crime. Between January and November of 2013, 2,609 cases were reported, indicating a decrease in the yearly rate.

Fifty per cent of young women start a union (formal or consensual) before age 20; and 44 per cent of women

ages 20 to 24 were mothers before age 20. That figure that increases in young women with no education (68 per cent) and indigenous women (54 per cent) (*Campaña Nacional por la Educación Sexual*, 2013).

UNICEF analysed official data to identify what factors contribute to children's vulnerabilities and found that Guatemala is one of the most inequitable countries in the region. According to the 2008/9 Demographic Health Survey (DHS), the rate of chronic malnutrition in under-fives is 66 per cent among the indigenous population (compared to 36.2 per cent among the non-indigenous), 58 per cent in rural areas (compared to 34.3 per cent in urban areas), 69.3 per cent if the mother has no education (compared to 14.1 per cent with higher education) and 70.2 per cent among the poorest quintile (compared to 14.1 per cent in richest quintile). Infant mortality is 50 out of 1,000 live births in the poorest socio-economic quintile compared to the national average of 30.

According to the National Survey on Living Conditions (ENCOVI) 2011, general poverty among the indigenous population was 79.1 per cent, compared to 49.3 per cent among the non-indigenous population, and it was (76.1 per cent in rural areas, compared to 43.7 per cent in urban areas).

Annual public investment aimed at children increased from US\$167 per child in 2009 to US\$238 per child in 2013. That amount is only about 20 per cent of the national budget, and the overall national budget itself is very small. In 2013 the national budget was 15.7 per cent of GNP, the lowest in the Latin America region (which averages 32.5 per cent of GNP). (*iContamos!* 7 and 12, UNICEF/ICEFI 2011 and 2012).

Country Programme Analytical Overview

The MoRES approach introduced by UNICEF to the MoE has yielded measurable results. Based on the bottleneck analysis, the MoE prioritized reducing school failure among first grade children, which is where the highest school failure and drop-out was registered. The MoRES-based strategy was implemented in eight municipalities in 2012 and was brought to national scale (334 municipalities) in 2013. The result is a drop in school failure among first graders by 4.74 per cent in 18 months. This led to the institutionalization of the strategy, which will help address bottlenecks in preschool and secondary education in coming years.

UNICEF provided technical support to State actors within the Zero Hunger Plan and helped get the 1,000-day Window of Opportunity actions relating to the Ministry of Public Health and Social Welfare (MoH) placed separately within the national budget. The Hospital Paediatric Nutrition Policy, developed with UNICEF technical support, was institutionalized at the national level in all hospitals that provide paediatric care. UNICEF contributed to the institutionalization of the purchase of Multiple Micronutrient Powder for all children ages 6 months to 5 years, after advocacy on the importance of this intervention for micronutrient deficiency prevention. In response to a bottleneck analysis, the C4D strategy was expanded from 8 to 54 municipalities to improve dietary and nutrition habits through community participation and women's empowerment. UNICEF's support to the Zero Hunger Plan helped save the lives of more than 5,000 children suffering from acute malnutrition.

UNICEF continued positioning the topic of adolescent pregnancy and HIV prevention on the political and social agenda, achieving important results. There was a one-year drop by about one-third in the number of pregnancies among 10-14 year-old girls (based on data extrapolated for the first 11 months of 2013). Greater social awareness exists on gender based violence (GBV) and teenage pregnancy due to the active participation of adolescents and youth in 78 municipalities for adolescent pregnancy prevention and comprehensive sexuality education. Apprehension and prosecution of sexual aggressors against children and coverage of the issue in national media increased (media coverage of at least one report every week). A National Plan for the prevention of teenage pregnancy was elaborated, to become effective in January 2014. Legal reform was presented to raise the marriage age from 14 to 18 for girls, and from 16 to 18 for boys.

UNICEF supported the creation of 78 municipal child protection systems and 12 departmental child rights protection offices. Each municipal child protection system dealt with at least two cases of violence against children each month.

UNICEF and the Attorney General's office conducted a review of 3,500 judicial protection cases in the metropolitan area to identify bottlenecks in the operation of judicial child protection. The Judiciary increased the coverage of specialized children's courts from 20 to 24 and promoted the installation of Gesell chambers to care for child victims of violence. UNICEF also advocated for and provided technical support to create special police for children and a specialized unit to investigate sexual abuse against children.

Effective Advocacy

Fully met benchmarks

UNICEF was instrumental in getting the Specific Cabinet for Women and the Specific Cabinet for Youth to incorporate the issue of prevention of adolescent pregnancy into its priorities, disseminating the National Plan for Prevention of Adolescent Pregnancy to adolescents and presenting a bill before Congress to raise the legal age for marriage from 14 to 18 years. At the local level, UNICEF and its implementing partners empowered adolescents and youth in the use of communication technologies to address adolescent pregnancy in their communities. The issue of teenage pregnancy was placed at the top of the public and social agenda at the national level through influence of public opinion.

Thanks to the advocacy by UNICEF partners, 78 municipal protection offices were created by municipal governments and local protection institutions to ensure the prevention, detection and care of child abuse victims. Specialized protection services were created, offices for the protection of rights were opened, and hospital committees against child abuse and new children's courts were established at the departmental level. A bill was drafted at the national level, based on a request from the highest political level, for creation of the protection system and a governing body.

Successful advocacy with the Supreme Court resulted in creation of four new children's courts at the regional level and a new protocol to attend to the cases of domestic violence against children in the family courts, expanding the judicial protection of children exposed to violence from the capital to the regional level.

UNICEF's effective advocacy with the Ministry of the Interior and the Public Prosecutor's Office led to the creation of special unit to investigate sexual abuse against children, which now attends to more than 12 cases daily. That advocacy also led to the creation of a specialized police force to protect children that now covers the entire national territory.

UNICEF and partners ensured the establishment of a special budget for the 1,000-Day Window of Opportunity within the MoH budget. The purchase of Multiple Micronutrient Powder for all children under 5 years by the MOH was negotiated and the Government institutionalized its procurement. UNICEF promoted the development of the C4D model in pilot municipalities, and it became Component 3 of the Zero Hunger Plan (food and nutrition education).

UNICEF's advocacy, with Regional Office support, resulted in the institutionalization of the MoRES approach in the education sector. It contributed to improvement of MoE coordination and support mechanisms between local, regional and central levels.

UNICEF advocated with other UN agencies for the formulation of the national Strategy for the Elimination of Mother to Child Transmission of HIV and Congenital Syphilis by 2016. The country now has a guiding tool for planning and sustainability of a national strategy, accessible to all caregivers, which includes specific actions with community participation aimed at providing comprehensive care for pregnant women.

Capacity Development

Mostly met benchmarks

UNICEF ensured that an analysis of determinants and bottlenecks conducted in the Totonicapán region was used to identify obstacles and develop strategies to address them at national level. UNICEF Headquarters (HQ) colleagues provided direct training to UNICEF staff on the MoRES approach, and they in turn duplicated the process for a team of 13 MoE core staff.

MoE personnel were trained to collect, process and use disaggregated information in decision-making at local, municipal, departmental and national levels to target interventions to overcome identified bottlenecks. A total of 2,450 teachers in 695 rural schools were trained in active teaching methodology and intercultural bilingual education in the 60 municipalities prioritized by UNICEF. Links were strengthened in the monitoring system. Local technical personnel were trained to improve local capacities for monitoring the actions of the national reading program. Parents received training on peaceful coexistence, the importance of hygiene, food safety and nutrition, sexuality, the environment, democratic participation and identity.

UNICEF helped train 550 adolescent and young members of the national network who participate in the adolescent pregnancy prevention and comprehensive sexuality education program in 78 municipalities. To increase institutional capacity for planning and monitoring social protection programs, support was provided for social policy development, technical social protection staff training and creation of the Ministry of Social Development's National Social Information System.

To improve institutional capacity for implementing the National Plan for Prevention of Adolescent Pregnancy, UNICEF and the Sexual and Reproductive Health Observatory trained 150 youth leaders of the Presidential Youth Stars Program and the Specific Cabinet for Youth.

The protection component trained 600 civil servants at the central level and local government authorities of 78 municipalities to increase their technical capability to improve assistance in instances of vulnerability, especially in child marriage and trafficking cases. UNICEF also contributed to the capacity development of 200 specialized police forces for children within the National Police Force and 100 investigators specialized in sexual abuse against children. To ensure the detection of the cases of child abuse, UNICEF also trained more than 400 health personnel at different hospitals and health services throughout the country.

To better address chronic malnutrition, UNICEF trained eight Food Security and Nutrition Secretariat (SESAN) and MoH technicians in determinant and bottleneck analysis for identification of obstacles and review of intervention strategies. Those professionals now keep bottleneck analyses updated and track measures taken to remove the obstacles identified. Special attention was given to vocational training for analysing bottlenecks in gender and intercultural actions that are part of the Zero Hunger Plan.

UNICEF and its partners trained 240 people, including community facilitators and health staff, in food and nutrition security. UNICEF also supported local-level systematization, analysis and dissemination of information and communication for development reaching more than 15,000 mothers in the priority municipalities.

UNICEF signed an agreement with the National Commission for Response to Emergencies and Disasters (CONRED) to improve preparedness and response capabilities in four departments and 16 municipalities and increase family and community resilience in 34 highly vulnerable rural localities.

Communication for Development

Mostly met benchmarks

The UN System, including UNICEF, led the national post-2015 consultations as well as the development of the N Development Assistance Framework (UNDAF) 2015-2019. Taking into account the lessons learned from previous processes, those consultations gave priority to traditionally excluded population groups (indigenous people, women, adolescents, young people, people living with HIV, persons with disabilities and the elderly). In the post-2015 agenda, 23 consultations were conducted through workshops, focus groups, interviews with key people and thematic and sectoral consultations on human rights, the environment, economic development, health, decent work, the private sector and civil service. The thematic workshop on adolescents

and youth was led by UNICEF and the United Nations Population Fund (UNFPA).

The priorities identified in the consultation call for greater participation of the UN system, including UNICEF, to promote communication activities for development in order to achieve behaviour changes in people at all levels (duty bearers and rights holders).

The 2013 communication strategy for the Office included developing ten communication campaigns that incorporated the social networks of UNICEF and its partners on Facebook, Twitter and digital platforms like YouTube, as well as the official UNICEF website in Guatemala, the *Nos Toca* (It's Our Turn) initiative website and tablet and mobile (BlackBerry, Android and iPhone) versions of the sites. The main topics covered were HIV/AIDS, reading, volunteering, disability, emergencies, the National Youth Law, adolescent pregnancy and violence prevention. UNICEF social networks in Guatemala have more than 100,000 followers and/or fans, which places them among the top three of the country's social accounts.

Locally, UNICEF sought to complement C4D efforts with strategic communication efforts at the national level. Mobile phones were used to share messages and radio programs, as well as for streaming videos made by youth networks to raise awareness among the general public about the problem of teenage pregnancy.

UNICEF and its partners implemented the C4D food and nutrition community model. The model includes the creation of Municipal Communication Subcommittees within the National Municipal Food Security and Nutrition Commission (COMUSAN). The system was implemented in 54 municipalities; 71 per cent of the Subcommittees were officially recognized as part of COMUSAN; 89 per cent have developed a communication plan; 65 per cent have an operational plan; and 56 per cent reported monthly activities. There is concrete evidence of improved knowledge among mothers that was gained through the C4D model implemented since 2009: 23 per cent more mothers with children under-2 have adequate knowledge on nutritional needs; 19.8 per cent more pregnant women started their prenatal control during the first quarter of pregnancy; and 17 per cent more women have better knowledge on hand-washing. The C4D strategy was converted into one of the key components of the Zero Hunger Plan.

UNICEF trained 25 journalists at the national level, supported educational community strengthening offices in communication, information and education strategies, and reinforced the work of parents' organizations. UNICEF provided technical assistance to the MoE Community Strengthening Bureau in developing educational activities and information messages relating to early, pre-primary and primary education, food and nutrition security and the importance of education in the mother tongue.

Service Delivery

Fully met benchmarks

UNICEF provided supplies to the MoH for the treatment of acute malnutrition at the community and hospital level, respectively, saving the lives of more than 5,000 children. Supplies included 2,400 boxes of Ready-to-Use Therapeutic Food (RUTF) and 240 boxes of F-75 and F-100 Therapeutic Formulas. The Government decided to assume the cost of the procurement of micronutrient powder in 2013, while UNICEF provides procurement services through the Supply Division.

Micronutrients, oral rehydration salts and minerals (zinc) were provided to the MoH to assist children in rural and indigenous communities in the country in the departments and municipalities prioritized by the Zero Hunger Plan. Supplies were distributed to local health services to better serve the most disadvantaged population groups, benefitting 101,169 children under-5.

The MoH received anthropometric equipment (salter type scales, measuring boards and infantometers, among others) for proper control of the growth and development of children under five and pregnant women, benefitting more than 103,000 boys, 108,000 girls and close to 40,000 pregnant women.

UNICEF supported the systematization of pedagogical models to serve the indigenous population at the early, pre-primary and primary education levels. Implementation was carried out in 60 municipalities chosen for

their poverty and inequities in access to meaningful, quality education. Local education offices have adopted the models and expanded the use of the methodology to other school districts. The initial model reached 50 mother volunteers and 2,836 children ages four to six years.

UNICEF supported the provision of water, sanitation and hygiene services for schools and populations showing the greatest inequality. The support included access to safe water, provision of improved sanitation and hand-washing practice and benefited a total of 279,912 people in 454 communities in 70 municipalities. A total of 248 schools were served, benefiting 50,251 children, of which 24,266 were girls and 25,985 were boys.

Strategic Partnerships

Mostly met benchmarks

UNICEF strengthened strategic alliances with the Solicitor General's Office, the Supreme Court, the Public Prosecutor's Office, the Attorney General's Office, the Social Welfare Secretariat, the Human Rights Ombudsman's Office, the National Adoption Council, the First Lady's Social Works Office and the Secretariat Against Sexual Violence to extend coverage and specialization of child protection services, in addition to developing a regulatory proposal for the creation of a Child Protection Institute. A strategic partnership with civil society organizations was also established to generate social audits and public discussion of children's vulnerabilities.

UNICEF continued improving the TIGO-SESAN-MoH-UNICEF partnership to consolidate joint work on the use of an early warning system on acute malnutrition cases at the community level through mobile phones. The implementation of the system, albeit limited, has led to improved real-time conceptualization, monitoring and reporting of cases. The cases detected and reported through the system have been treated successfully.

UNICEF signed a cooperation agreement with TRESKA, a private sector company undertaking electrical wiring work, to expand the C4D model to 54 municipalities prioritized by the Zero Hunger Plan. The work resulted in consolidation and institutionalization of the C4D model in the Zero Hunger Plan. Municipal communication subcommittees were created in 48 municipalities and health services in 32 municipalities were strengthened.

UNICEF signed an agreement with SESAN, the Solicitor General's Office and MoH to implement the protocol for referral of children with severe acute malnutrition and to guarantee their rights.

UNICEF continued to strengthen the strategic partnership with Channel 3 to air television programs and conduct social campaigns. In 2013 topics included children with disabilities, and violence against girls, adolescent females and women in the context of the Campaign of the Secretary General. The alliance leveraged the equivalent of US\$9.1 million in promotion and transmission spaces and advertisements.

UNICEF continued its strategic alliance with the Central American Institute for Fiscal Studies (ICEFI) for conducting studies and analyses to fill knowledge gaps on the situation of children and adolescents, identify social protection gaps, determine the financial resources required to meet the most urgent needs and propose financing options that allow for review and adjustment of social policies for children and adolescents.

A partnership was established with the private sector to share best teaching practices, implement the National Reading Program and achieve compliance with the requirement of 180 days of classes. Other partnerships with radio and print media and cooperation agencies (U.S. Agency for International Development, (USAID), Inter-American Development Bank (IaDB) and the World Bank (WB)) made it possible to leverage resources to promote reading and reduce student failure. UNICEF helped ensure the MoE will give greater participation to the National Education Council, which brings together 16 indigenous community organizations, for discussion and approval of policies related to bilingual and intercultural education.

UNICEF, as leader of the sectoral working group on water and sanitation for emergency response, continued

to strengthen its partnership with Government agencies and civil society. The sectoral working group developed and approved the Disaster Response Strategy in water, sanitation and hygiene.

Knowledge Management

Mostly met benchmarks

UNICEF focused its knowledge generation and dissemination efforts on documenting work experiences and exploring topics that strengthen understanding of the situation of children and adolescents in the country. Publications and studies in 2013 included:

Contamos (We Count) No. 13: "From Information Systems to Management Systems for Decision Making on the Education Budget." which presented a set of education management indicators at the local level to activate public responses;

Contamos (We Count) No. 14. "Facing the Future: Review of the 2007-2013 Central Government Budget on Investments in Adolescents," a newsletter discussing the public budget from 2007 to 2013 and public investments in adolescents;

Contamos (We Count) No. 15. "Analysis of the General State Budget of Guatemala for 2014, Focusing on Children and Adolescents and Food and Nutrition Security," a newsletter comparing the public budget approved in 2013 and rejected in 2014, detailing gaps and impact estimates with respect to investments in children and adolescents; UNICEF and ICEFI presented the findings in an official event in December 2013;

"Characterization of Children and Adolescents with HIV in Guatemala," a study identifying the types and dimensions of the barriers and challenges facing families and children and adolescents living with HIV;

"Midwives and Breastfeeding," a study investigating midwives' knowledge, practices, beliefs, attitudes and values in relation to breastfeeding during the prenatal period, childbirth and postpartum, taking into account their worldview and sociocultural environment;

"Diagnosis of the Situation of Children and Young Migrants in the Migration Process," a study shared with Foreign Affairs officials, immigration and child protection authorities in October 2013 as part of the Regional Conference on Migration held in Guatemala with the participation of 11 countries; and

"Social Protection of Children and Adolescents in Guatemala: Progress and Challenges for Building a Social Protection System," a study addressing redistribution policies during the 20th Century for the population in general and children and adolescents in particular, the State of Guatemala's investment in social protection of children and adolescents, and what the country needs in terms of a social protection system. UNICEF submitted this study to members of the Social Cabinet in September 2013.

Videos on the following topics were developed and disseminated to raise awareness among the general population: Re-victimization; Reading, a Habit that Changes Lives; Child Mothers; Water and Nutrition; Adolescents; Immunization; physical abuse against children; and Adolescents and HIV. Each educational video is 60 minutes long, and meant to be viewed by the whole family.

UNICEF promoted systematization and dissemination by the MoE of updated and disaggregated information for decision-making (input availability, quality of education, student services and management and coordination). The MoE launched the Transparency Mural to ensure that sector data are available to the general population. The system includes educational indicators, the Human Development Index, context indicators and investments in education, among others. The information has made it possible to identify bottlenecks, facilitated the targeting of interventions, and has promoted social audit by the communities.

Human Rights Based Approach to Cooperation

Fully met benchmarks

In the second half of 2013, the UN System in Guatemala conducted an evaluation of the 2010-2014 UNDAF, the common country analysis and discussion of the cooperation and development areas of the 2015-2019 UNDAF. A series of thematic workshops was conducted to serve as the basis for evaluation. All the workshops used the Human Rights Based Approach (HRBA). The first workshop was exclusively devoted to the human rights-based approach to programming (HRBAC-P). UN agencies, funds and programs, Government and civil society partners were trained in the programming approach based on human rights. The following topics were covered: Systems for the Protection of Human Rights; the Human Rights Based Approach (HRBA); the HRBA Applied to the Programming Process; Country Analysis Applying the HRBA; UNDAF Preparation with an HRBA Focus; and Monitoring and Evaluation of the UNDAF Applying the HRBA.

UNICEF also trained 25 officials of the Planning and Programming Secretariat of the Presidency, the Office for the Defence of Indigenous Women, the Ministries of Health, Education and Social Development in the rights-based approach to programming focusing on children and adolescents. UNICEF also trained 75 youth and adolescents in the rights-based approach, to encourage their participation.

UNICEF continued to strengthen capacity for the implementation of the rights-based approach in programs developed by child protection partners. New case management models based on international human rights standards were developed in this framework. The establishment of Municipal Protection Offices is the starting point for the practical application of the approach for protection of children's rights at the municipal level.

UNICEF and its implementing partners carried out C4D actions at the local level that have increased participation, empowerment, and appropriation by the local level and supported the trend toward sustainability. Both of those aspects are essential characteristics of the quality of a process using HRBAC-P. The intervention model addresses everyone in the community, without discrimination, promoting gender equity and inclusive participation. The process facilitates the relationship and division of functions of rights holders and duty bearers with roles defined within the intervention model at the central, municipal, community and family levels.

UNICEF signed a cooperation agreement with SESAN, MoH and the Prosecutor General's Office (PGN) to develop and implement an action protocol in cases of severe acute malnutrition at the local level. The protocol will facilitate the referral system for assistance, bearing in mind the best interests of the child, the right to family life and the right to quality public services.

Gender Equality*Mostly met benchmarks*

The C4D model for food and nutrition developed by UNICEF at the local level promotes the participation of parents and children in activities undertaken at the community level. The empowerment of girls and women for decision-making in relation to family food and nutrition is favoured.

UNICEF and its partners conducted a bottleneck analysis of the constraints and obstacles that arise for implementation of gender and intercultural development actions in the Zero Hunger Plan.

UNICEF and its partners continuously promoted the observance of women's rights and gender equality. The issue of adolescent pregnancy prevention was placed on the Government's political agenda and the interagency working group on care and referral of girl's ages 10 to 14 years was established. The interagency working group established treatment and referral protocols in cases that constitute rape according to Guatemalan law. (Article 28 of the Law against Sexual Violence, Exploitation and Trafficking amended the crime of rape in the Criminal Code and established that having sexual intercourse with children under 14 constitutes statutory rape even if it was consensual). The issue of adolescent pregnancy was placed as a central topic in the Government's social policy through the National Plan for Preventing Adolescent Pregnancy (known by its Spanish acronym, PLANEA) submitted by the Government in September.

UNICEF promoted the creation of a mechanism to ensure individualized attention for girl victims of sexual violence in the hospital sector. UNICEF also included gender issues in all training processes for Government officials, prioritized discussion and addressed the situations of vulnerability that mostly affect girls and adolescent women as an affirmative action component (for example, supporting specialization in criminal investigation of sexual crimes affecting mostly girls).

UNICEF supported the justice sector in the prosecution of cases of sexual violence, facilitating the creation of a special unit for criminal investigation of sexual offenses in the National Civilian Police and the establishment of a special prosecution office against sexual violence. A result, at least one sex offender has been apprehended each month in 2013.

The Office held a workshop for all staff to generate greater awareness and understanding of the role that perceptions play regarding gender issues and how roles are assigned at the social level. As part of the management response to the 2012 gender assessment, training was also provided to develop specific indicators to strengthen Gender Marker monitoring in the Country Programme.

Environmental Sustainability

Partially met benchmarks

In 2013, UNICEF, UNDP, UNFPA, FAO and the Pan American Health Organisation (PAHO) completed the implementation of the Joint Program "Strengthening the Mam People's Capacities for Economic Governance in Water and Sanitation." The program sought to improve drinking water governance, productive use and sanitation at the national level, and particularly in the territory of the Community of Municipalities of the Naranjo River Basin (MANCUERNA) and its eight municipalities.

The Programme contributed to improving water governance in the country, facilitating the establishment of the Guatemalan Water Agenda as a public policy instrument, promoting Municipal Water Policies and a Regional Policy, especially in MANCUERNA, and considering the availability and distribution of water for achieving economic, social and environmental development goals and objectives. The Programme promoted the establishment of the Integrated Water Resource Management Network as a space for dialogue to address Drinking Water and Sanitation issues and irrigation systems and basins, facilitating civil society participation.

UNICEF, as part of the regional project, started implementing the project "Multi-Level and Cross-Sectoral Preparation of Communities in Guatemala to Strengthen the Resilience of Children, Women and Families in Preparing for and Responding to Emergencies". The overall objective of the project is for families in rural areas in Guatemala to attain a higher level of security of sustainable livelihoods to prepare for emergencies with the support of their community, municipal and departmental authorities. The project covers four departments, 16 municipalities and 32 communities.

UNICEF succeeded in getting a high-level governance committee established to foster the issue of environmental sustainability in all MoE actions at the central and local levels. The greatest progress was achieved in the inclusion and dissemination of the subject in the national curriculum at different levels, pedagogical guidance and the development of educational materials. The central theme of the MoE's Reading Contest was environmental sustainability. UNICEF supported the MoE in developing reforestation activities and environmental protection actions from the worldview of indigenous peoples by conducting 25 environmental fairs and 25 festivals at the department level, in which children and parents participated.

South-South and Triangular Cooperation

Together with UNFPA, UNICEF organized a meeting among Andean and Guatemalan adolescents and youth to identify strategies and visions to prevent adolescent pregnancy. The meeting was attended by eight youth representing the Andean Plan for Prevention of Adolescent Pregnancy and the National Youth Council of Guatemala, and 15 representatives of adolescent and youth networks working on issues of sexual and reproductive health and adolescent pregnancy prevention. Participants exchanged experiences, reviewed intervention strategies and identified lessons learned.

UNICEF supported the participation of four Guatemalan adolescents and youth in an International Workshop on adolescent and youth participation organized by UNICEF Brazil and the Ministry of Youth of Brazil. The Guatemalan youth shared their experiences and learned about the adolescent and youth participation and organization experiences of other countries. They also attended the Global Forum on Human Rights held in Brasilia from 10 to 13 December 2013, learning about South-South cooperation mechanisms in the region.

UNICEF facilitated cooperation between the Governments of Ecuador and Guatemala to exchange experiences related to programs to encourage a culture of reading among the population. The successful experiences of Brazil, Uruguay and Argentina were shared and discussed in depth. Contacts were established to continue the exchange of experiences and cooperation among countries. Official visits between Guatemala and Ecuador and between Guatemala and Brazil will begin in April 2014. The exchange of experiences and cooperation will help enhance the promotion of reading and follow up the daily reading campaign.

In July 2013, under the leadership of the Inter-American Development Bank (IaDB), UNICEF, together with SESAN and the Alliance for Nutrition, supported the high-level meeting *"From WHAT to HOW – Implementing the 1,000 Day Window of Opportunity,"* an opportunity to share successful international experiences in full-scale implementation of the 1,000 day window for reducing chronic child malnutrition. The purpose of the meeting was to bring together Guatemalan participants with international experts from two contrasting countries (Mexico and Bangladesh). With a good institutional platform, Mexico managed to reduce malnutrition by implementing interventions through a conditional transfer program known as *Oportunidades*. Bangladesh, a very densely populated country with extreme poverty, launched a successful public-private model. The exchange with experts from both countries made it possible to identify elements to be improved in the Plan of Action of the Zero Hunger Plan.

Narrative Analysis by Programme Component Results and Intermediate Results

Guatemala - 1680

PC 1 - Health, Nutrition and, water, sanitation and hygiene

On-track

PCR 1680/A0/05/485 Children, adolescents and women from 130 priority municipalities have access to basic health services, nutrition, water and sanitation and hygiene

Progress: UNICEF continued to provide technical support to the Zero Hunger Plan. Key 2013 achievements included: creation of a specific budget line for actions under the 1,000-day Window of Opportunity to monitor its implementation; institutionalization of the paediatric hospital nutrition policy in all hospitals; institutionalization of procurement of multiple micronutrients powder for all children from 6 months to 5 years as a result of continued advocacy of the importance of the prevention of micronutrient deficiencies; successful initial application of the communication for development strategy to reduce chronic malnutrition, which was converted into one of the components of the Zero Hunger Plan. Data made available in 2013 showed that successful C4D strategies from 2009-2012 led to measurable change among beneficiaries to reduce chronic malnutrition: 23 per cent more mothers with children under 2 have adequate knowledge on nutritional needs; 19.8 per cent more pregnant women started their prenatal control during the first quarter of pregnancy; and 17 per cent more women have better knowledge on hand-washing. UNICEF provided essential supplies to treat acute malnutrition, and contributed to saving more than 5,000 children.

UNICEF supported the follow up of country commitments on the movement of A Promise Renewed, with emphasis on neonatal care to reduce morbidity and mortality. In response, the Ministry of Health (MoH) is implementing and monitoring the protocols for maternal and neonatal mortality surveillance at the local level. The MoH is also creating a system to evaluate quality of care in antenatal control and delivery.

UNICEF maintained close coordination with the National Municipality Association (ANAM) to strengthen water management, engaging the Municipal Corporation (represented by the mayors, members of Municipality Councils, and technical personnel of the water supply companies). UNICEF also provided capacity development to conduct water quality surveillance and sewage-water treatment in 171 priority municipalities. As a result of UNICEF's intervention, municipalities are working with the General Comptroller's Office to monitor water treatment and solid waste management.

UNICEF supported the development and implementation of the National Elimination of Mother-Child Transmission of HIV and Congenital Syphilis Strategy. The strategy aims to reduce the mother-child transmission rate of HIV from 5 per cent to 2 per cent within four years. The MoH is developing a mechanism to ensure the timely supply of medication and other items for the HIV and/or Syphilis positive women and children. The system also supported the decentralization of supply management within the MoH.

On-track

IR 1680/A0/05/485/001 Strengthened capacity of the Ministry of Health and municipalities to allocate adequate budget and to adopt and implement the WASH policy to ensure the appropriate water and sanitation conditions at household level.

Progress: UNICEF maintained close coordination with the National Municipality Association (ANAM) to strengthen water management, engaging the Municipal Corporation represented by the mayors, members of Municipality Councils, and technical personnel of the water supply companies. UNICEF also provided capacity development to conduct water quality surveillance and sewage-water treatment in 171 priority municipalities.

UNICEF contributed to the capacity development of ANAM through 10 workshops in 20 department and 171 municipalities (51 per cent of all the municipalities) for 701 people to disseminate the norms to provide water quality surveillance, the importance of sewage-water treatment, and regulation for the safe drinking water certification to improve the water information system. The work with ANAM led the General Comptroller's Office to apply auditing standards to ensure compliance with the sanitary norms.

UNICEF supported schools and the population exposed to greater inequity in accessing safe water, improved sanitation services, and hand-washing practices in 70 municipalities and 454 communities, benefitting a total of 280,911 people. UNICEF also supported 248 schools with 50,251 students (24,266 girls and 25,985 boys). At the community level, UNICEF supported 230,660 people (23,377 girls, 20,402 boys under 5, 97,649 women and 89,232 men) in obtaining access to water, sanitation and adequate hygiene practices.

On-track

IR 1680/A0/05/485/002 Strengthened the skills and capacity of the health services at 60 priority municipalities to adopt and implement the complete health and nutrition package to guarantee the healthy pregnancy, safe birth, and survival and development of children and adolescents.

Progress: UNICEF provided technical assistance and distributed anthropometric equipment and micronutrients to 133 health services prioritized by the Ministry of Health. Considering the critical role of midwives to promote exclusive breastfeeding from the first moment of life, UNICEF, in coordination with the MoH, conducted an anthropological study to understand the attitude, knowledge and practices on this issue. The study revealed that midwives do not have adequate knowledge of exclusive breastfeeding. Based on the findings of the study, UNICEF is providing technical assistance to the MoH to adapt the breastfeeding friendly service initiative (which is being implemented in hospitals) to the community-based context to facilitate its application by midwives. In Guatemala, 40 per cent of births take place outside health services, in many cases with the support of midwives. This new strategy was designed to capture that population.

UNICEF supported the measles and rubella elimination campaign coordinated by the MoH. A total of 1,710,000 children ages one to five were covered (95 per cent of the original MoH goal). UNICEF contributed to the campaign communications strategy and mobilized mass media (radio and television) leveraging approximately US\$1,128,000 worth of transmission costs.

To support the efforts to reduce maternal and neonatal mortality, UNICEF supported the MoH with educational material (videos) aimed at health service personnel working at hospitals, comprehensive maternal child health care centres.

On-track

IR 1680/A0/05/485/003 Strengthened the skills and capacity of health workers at the 35 priority municipalities to provide comprehensive PMTCT package during the antenatal care, and ensure the access to quality paediatric care for the babies of HIV positive mothers.

Progress: The interventions to eliminate mother-child transmission of HIV and Congenital Syphilis should be part of the comprehensive attention provided to pregnant women available at all health facilities.

UNICEF supported the development and implementation of the national Strategy of Elimination of Mother-Child Transmission of HIV and Congenital Syphilis 2012-2016. UNICEF conducted a study on the situation of 165 health services (health centres and hospitals) that implement interventions to prevent vertical transmission. The study revealed the lack of accurate registration of births at the health facility level. It also demonstrated the willingness of health personnel to conduct rapid test of HIV, Syphilis and Hepatitis B for pregnant women.

UNICEF also supported the organization of the VI National STD/HIV/AIDS Congress and eight workshops on HIV/AIDS, Syphilis and Hepatitis B. A total of 819 doctors, nurses, chemical biologists, pharmacists, social workers, information specialists and administrators participated in these events. They represented more than 40 government agencies, non-governmental organizations, academic institutions and development agencies.

The main limitation in prevention of mother to child transmission (PMTCT) relates to the lack of access to screening for HIV and Syphilis among pregnant women, even though almost 80 per cent of them receive at least one prenatal control. Lack of qualified human resources, lack of continuous availability of supplies, and cultural barriers have not been adequately addressed. Additional work on the inter-cultural aspect is necessary to ensure the expansion of PMTCT coverage.

On-track

IR 1680/A0/05/485/005 Improved the knowledge and skills of parents and community leaders at priority municipalities on the key nutritional interventions for children to prevent and reduce malnutrition.

Progress: UNICEF's successful advocacy led the Ministry of Health to create a specific budget line for the actions under the 1,000-day window of opportunity from 2013, guaranteeing monitoring of budget implementation.

The Paediatric Nutrition Care Policy, developed with technical support from UNICEF, was institutionalized and expanded to all 39 public hospitals with paediatric care. It guarantees that all children admitted to the hospital receive adequate nutritional care, which was not the part of the routine procedures in the past.

With UNICEF advocacy and continued assistance since 2007, MoH institutionalized the procurement of multiple-micronutrients. UNICEF supported the development of a C4D strategy since 2009 and facilitated coordination of the multi-sectoral institutions at the local level. The strategy achieved important results toward the reduction of chronic malnutrition: 23 per cent more mothers with children under 2 have adequate knowledge on nutritional needs, and 19.8 per cent more pregnant women started their prenatal control during the first quarter of pregnancy. In 2013, the approach was expanded to 54 municipalities and became one of the components of the Zero Hunger Plan. More than 240 Government personnel from different Ministries were trained on C4D strategy at the local level. The model has generated interest from other international organizations and the private sector, creating opportunities for partnerships.

In order to address the bottlenecks to achieving full participation of community members in the activities under the Zero Hunger Plan in indigenous communities, UNICEF will conduct an analysis to identify gender and cultural barriers which will be included in the Zero Hunger Plan.

UNICEF supported the Government to provide timely treatment to severe acute malnutrition (RUTF and F-75 and F-100), saving the lives of more than 5,000 children. UNICEF is advocating with Government partners for the institutionalization of the procurement of those items.

PC 2 - Protection and education

On-track

PCR 1680/A0/05/486 Indigenous boys and girls access quality preschool and primary school. By the end of 2014, children and adolescents whose rights have been violated are assisted by a protection and recovery system

Progress:

The interest shown by municipal authorities made it possible to open 78 Municipal Child Protection offices in 13 of the country's 22 departments. This contributed to the coordination of Protection System institutions at the municipal level. UNICEF contributed to the

creation of a committee against child abuse at each of the 17 different departmental hospitals, to strengthen the referral system from the health sector to judicial sector. Fifteen specialized care clinics have been created to assist victims of sexual violence. UNICEF and the Ministry of Health analyzed the availability of psychosocial care for children at hospitals, resulting in the authorities starting to reflect on this issue. In 2013 the hospital committees against child abuse detected 1,748 cases of violence against children.

UNICEF support led to the opening of 12 departmental delegations of the Social Welfare Secretariat, staffed by multidisciplinary teams. This contributed to the decentralization of services to attend to children whose rights have been violated. In 2013 those delegations attended to 2,317 cases. UNICEF also supported the development of a specialized criminal investigation model of sexual violence against children, which is implemented by the criminal investigation unit at the central level and will be expanded at departmental level in the coming years. This specialized unit worked on 600 cases of sexual abuse against children. This effort promoted coordination between the National Civilian Police and the Public Prosecutor's Office. With technical assistance from UNICEF, the model for the Special Unit for Children of the National Civilian Police was created and a model to attend to cases at the Solicitor General's Office was elaborated.

UNICEF continued to work with the MoE to increase the school completion rate, with emphasis on indigenous children in rural areas and access to quality education. Though the official data for 2013 is not yet available, the primary education completion rate is expected to increase among the UNICEF-supported municipalities benefitting more indigenous children.

Despite important success in reducing the school failure rate, the enrolment in preschool continued to drop (from 70.06 per cent in 2010 to 63.35 per cent in 2012) and the primary school rate dropped from 95.2 per cent in 2010 to 88.6 per cent in 2013). UNICEF continued to advocate for the inclusion of the Government cash transfer programme in Social Protection Programmes, while at the same time strengthening the MoE capacity to capture the out-of-school children through monitoring networks.

Thanks to the successful engagement in MoRES by the MoE, there is a notable increase (4.74 per cent) of first graders passing to second grade. Based on the findings of MoRES, MoE prioritized four critical strategies: strengthen coordination mechanisms between the central and regional level to ensure the availability of essential school commodities; increased involvement of parents to raise their awareness on the importance of bilingual education; teacher training in literacy techniques and bilingual education; and strengthened monitoring and supervision within schools. Several lessons were learned from this experience: monitoring networks need to be built at the local level; more regional staff must be empowered to use the MoRES approach; the MoE needs to strengthen the relation with parents and their involvement in school management; and, partnership with other actors, including international agencies, Integrated Financial Information Systems (IFIs), and private sector, needs be enhanced to complement these actions. MoE has requested UNICEF technical assistance to reinforce MoRES in the pursuit of reducing other bottlenecks in access to preschool and the first three years of secondary education.

The MoE information shows an urgent need to improve quality of education in two basic areas: literacy and mathematics. UNICEF supported the MoE in the design and implementation of the reading program that distributed books (in both Spanish and indigenous languages) to all preschool and primary classrooms in 2013, and will provide them for all secondary schools in 2014.

On-track

IR 1680/A0/05/486/001 Increased the capacity of the Ministry of Education and parents to provide opportunities for indigenous children to complete primary education in at least 60 priority municipalities

Progress: UNICEF contributed to the increased completion rate of primary education in 60 municipalities with 95 per cent indigenous population. Currently, official data for 2013 is only available at the national level.

Bilingual education was enhanced through teacher training and peer-to-peer learning as well as strengthening coaching in rural schools. Learning communities were established for peer support and supervisors focused on increasing the number of children that finish sixth grade. The differentiated coding for bilingual schools facilitated the distribution of culturally pertinent learning material. The MoE will focus on parental involvement and school management to increase completion rate. Partnerships with other institutions and NGOs have begun to focus on literacy and first grade teachers training.

The successful experience of the first application of MoRES led the MoE to institutionalize the tool as a way to identify bottlenecks that need to be addressed within the education sector. Starting in 2014, new bottleneck analyses will be conducted to address the gaps at preschool and secondary levels. In 2013, the findings from MoRES bottleneck analysis and monitoring led the MoE to decentralize decision making and management to the local level. The MoE Transparency Dashboard launched in mid-2013 (www.estadisticaeducativa.gob.gt) has provided information for public use and debate. Several workshops were organized to facilitate the use of this information among staff in the regional MoE offices.

UNICEF continued to support the MoE in its emergency cluster and risk management procedures. The MoE signed an agreement that establishes the governance committee at the central level for risk management. The governance committee arranged s workshops, drills, and school emergency committees, learning material and temporary shelters.

On-track

IR 1680/A0/05/486/002 Increased the capacity of the Ministry of Education and parents to expand opportunities for indigenous children to access preschool in at least 60 priority municipalities

Progress: There is a highly worrying national trend regarding preschool enrolment, which declined from 70 per cent in 2010 to 63 per cent in 2013. In the 60 municipalities supported by UNICEF with high indigenous populations, the rate slowly climbed from 47 per cent in 2010 to 48.98 per cent in 2012, as a result of the implementation of alternative family early childhood development (ECD) and preschool models that highlight cultural and bilingual elements. Those models were documented and guidelines were developed for

scaling up nationwide. UNICEF will advocate to MoE to institutionalize the culturally pertinent proven models.

The MoE took an important step forward by enforcing the existing policy that allows 4 and 5-year old children in bilingual preschool classrooms. To meet the growing demand for teachers, the MoE also decided to allow high school graduates to obtain the preschool teaching certificate. As part of MoRES analysis, specific actions will be implemented in 2014 with regard to increasing the involvement of women in early childhood education through community networks.

 On-track

IR 1680/A0/05/486/003 Increased knowledge and abilities of general public of the priority municipalities to detect and denounce any forms of child rights violation.

Progress: Because of the success of the initial phase of the project in 2012 with 20 municipalities, UNICEF was able to expand the Municipal Child Protection System to 78 Municipalities in 2013, exceeding the original goal of 40 municipalities. The municipalities were selected based on the needs for child protection and high level of violence against children. The system guarantees action to prevent, detect and attend to concrete cases of child abuse. The Municipal Child Protection System developed the work plans to protect children at the local level with authorities and civil society. UNICEF provided technical support so that 78 municipalities could conduct research on the situation of children in their communities. Commonly addressed issues included sexual abuse, trafficking, suicides of adolescents, corporal punishment and child marriage. The findings generated public dialogue and interest among the organizations and governmental entities to address those issues.

At the national level, UNICEF, in collaboration with NGOs, Government authorities and different social sectors, developed and disseminated several television documentaries on armed violence, child mothers, child abuse and other topics. They were broadcast on national TV, and generated discussions at different levels. They also served as a valuable resource to raise awareness on the need for adequate child protection services in the country.

Those efforts contributed to the increased number of reported cases of child sexual abuse, from 4,320 cases in 2012 to 6,120 cases in 2013.

 On-track

IR 1680/A0/05/486/004 Strengthened the coordination and management capacity of special child protection public services at different levels to increase the number of children provided attention to protect them from violence (Enabling environment).

Progress: UNICEF consolidated the municipal child protection system in 78 municipalities. In 2013, 900 cases were detected and attended to. These municipal systems are fully financed by the local governments, which contributes to their sustainability. UNICEF's role was to provide technical assistance through local coordinators and to provide training to the local authorities, community leaders and technical personnel in charge of the municipal protection system.

UNICEF successfully advocated to the Social Welfare Secretariat to decentralize its protection services, which led to the opening of 12 departmental child protection offices staffed by a multidisciplinary technical team. In 2013, 2,317 children were provided professional attention by the decentralized protection services. UNICEF will continue to support the strengthening of the coordination mechanism between these 12 departmental child protection offices and the existing 78 municipal child protection systems.

UNICEF also helped strengthen the detection and referral of cases of child abuse and sexual violence against children in departmental hospitals, linking them with the 12 departmental child protection offices. Based on the initial success, the Ministry of Health requested that UNICEF expand to four additional hospitals. The protocol to detect child abuse, developed with support of UNICEF in 2012, was implemented in 2013. Thanks to these specialized clinics and attention, in 2013, 1,748 cases were detected and provided adequate attention through this protocol.

UNICEF supported the creation of educational material for primary teachers and students to raise awareness and prevent violence within and outside the classroom. The materials will be produced and disseminated at the peripheral areas of the capital city in 2014.

 On-track

IR 1680/A0/05/486/005 Strengthened the competencies of the specialized justice system to ensure adequate response to the cases of child rights violation (Enabling environment).

Progress: In 2013, UNICEF provided technical support to the Supreme Court to develop a new model for case management in family courts, in order to streamline legal processes and guarantee protection to children and adolescents. A total of 6,829 cases were attended by Municipal Justices of the Peace, who were trained with a toolkit on Child Rights, developed by UNICEF and the Supreme Court.

UNICEF also contributed to the creation of four courts for children and adolescents in departments with high rates of violence against children. With UNICEF's technical support, the Supreme Court created a model for the intervention of court interpreters of indigenous languages in the judicial child protection process, which guarantees the due process for indigenous children and adolescents. The new courts for children attended a total of 1,000 cases since their creation in June 2013.

The National Police Department expanded the number of the specialized child protection police officers. With technical support from UNICEF, 100 specialized police officers were trained and officially nominated. UNICEF also provided technical and financial assistance to create a special unit for the criminal investigation on child trafficking and sexual offenses against children at the capital level. More than 100 specialized investigators were nominated by the Government and trained by UNICEF. UNICEF developed a special criminal investigation model to attend to child victims of sexual abuse and provided training to the personnel of the unit. UNICEF also engaged

the General Prosecutor's Office to strengthen the coordination with that unit. The new unit investigated 800 new cases of sexual abuse of children. Considering that child sexual abuse cases historically had received little attention from the authorities, the new unit is a major step forward toward the protection of children's rights.

On-track

IR 1680/A0/05/486/006 Strengthened the capacity of governmental institutions and civil societies to review and develop a legal framework and institutional regulations that aligns to the international standards to guarantee the rights of children (Enabling environment).

Progress: The recommendations to the State of Guatemala by the Committee of the Rights of the Child (November, 2010) and the report by the UN Special Rapporteur on the sale of children, child prostitution and child pornography both expressed concern regarding the absence of a specialized Governing Body in charge of coordinating child protection institutions. UNICEF has been advocating on this issue to the high authorities of the country and has developed a draft Law for the creation of a Child Protection Institute that coordinates the relevant institutions at different levels. In 2013, many cases of child abuse within government institutions were revealed, which confirmed the concerns made by the international bodies, and generated demand by civil society for a specialized Governing Body.

UNICEF continued to promote the modification of the internal regulations of the main institutions that provide child protection services in the country, including the General Attorney's Office, National Police Department, and Secretariat of Social Welfare, in order to achieve administrative and judicial efficiency to accelerate the process to protect children. Four new international regulations were approved by the authorities to avoid re-victimization. UNICEF supported the training of the staff of those institutions.

PC 3 - Adolescent development

On-track

PCR 1680/A0/05/487 Adolescents participate in solving problems affecting their lives at municipal level and have access to information and basic social services with a risk prevention approach

Progress: During 2013, UNICEF continued to focus on participation of adolescents in issues related to HIV and pregnancy prevention. In September, UNICEF coordinated with partners to convene the First National Summit on adolescent pregnancy prevention in Guatemala City, bringing together more than 200 adolescents to discuss the issue and exchange opinions with the Ministry of Health and other relevant institutions. The Ministries of Health and Education, the National Council for Youth and Congressional Representatives signed the declaration and made a commitment to prevent adolescent pregnancy (see document "primera cumbre.pdf" in link http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/EstudiosDocs2013_AR/Documentos-informe-anual-PCR3/Primera_Cumbre_Juventud_Derechos_Sexuales.pdf)

In July and October, UNICEF organized (with support from UNAIDS and UNESCO), two consultations on strategies to prevent HIV. More than 300 adolescents discussed how HIV is affecting their lives and what can be done to prevent it. In partnership with UNAIDS, UNICEF also launched an online consultation enabling more than 15,000 adolescents to provide input for the final recommendations of the consultations, which will be presented to the Government in January 2014. Key recommendations include the increased investment and increased exposure in mass media on the issues related to HIV prevention and teenage pregnancy prevention in order to put the issues on the national public agenda. The consultations included representatives of the Governments' National Council for Youth (see Power Point presentation "Presentación -Una Voz Frente al VIH-Resultados Preliminares.ppt" and video "Una Voz Frente al VIH (Documental)Xela+Guate.mp4". in link <http://www.youtube.com/watch?v=-y0kZ1u5ZyU>)

As part of the post-2015 process, UNICEF, together with UNFPA, led the national consultation with adolescents and youth (<http://www.youtube.com/watch?v=6idsxqalEXk>). The main concerns shared by the group were the need to increase resources for education, access to comprehensive education on sexual and reproductive rights and family planning, and strengthened institutions free of discrimination, and promoting equity, respect for sexual diversity, with laws that benefit all social sectors and protect their rights.

UNICEF continued to support the Ministry of Social Development by analysing the situation of social protection programs for children and adolescents. Two studies were concluded that will serve as tools for advocating for a social protection system for children and adolescents. The first one analyses the existing social protection programs in Guatemala, their strengths and weaknesses (http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/EstudiosDocs2013_AR/Documentos-informe-anual-PCR3/Proteccion_Juliana_multipaisV2.pdf). It has been shared with the Special Cabinet on Social Development. In January 2014, it will be presented at a Workshop on Social Protection Floors, organized jointly by the UN System and the Ministry of Social Development.

The second study is intended to influence national budget planning and allocation of funding for adolescents. The study, commissioned by UNICEF and conducted by the Central American Institute for Fiscal Studies (ICEFI), documents that Guatemala invests only US\$0.127 per adolescent per day (US\$3.81 per month), making it almost impossible for adolescents to access education, health, recreation and other basic rights for their adequate development (see document Contamos 14: adolescencia en claroscuro ([http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/EstudiosDocs2013_AR/Documentos-informe-anual-PCR3/CONTAMOS_14_\(draft_ultimo\)_jq_comments.pdf](http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/EstudiosDocs2013_AR/Documentos-informe-anual-PCR3/CONTAMOS_14_(draft_ultimo)_jq_comments.pdf)))

On-track

IR 1680/A0/05/487/001 Increased the capacity of the youth-led community based organizations working at 60 priority municipalities to train the adolescents to engage in the formulation, implementation and monitoring of HIV prevention and sexual reproductive health education programmes .

Progress: At the local level, UNICEF continued to support the empowerment of youth and adolescents. In 2013, adolescents used technology 2.0 (<http://www.youtube.com/watch?v=qwVdCM97Fog> and <http://www.youtube.com/watch?v=rvI-Nwy06Pc>) as a tool for advocacy and community awareness on the issues affecting their lives, such as teen pregnancy in their communities. This is also an entry point for addressing the issue of gender violence and exposing the social permissibility that allows its perpetuation.

In order to raise public awareness on the importance of adolescent participation, UNICEF supported the production of three TV programs: one about adolescent pregnancy, its causes and consequences (<http://www.youtube.com/watch?v=qtbeKptXXVw>), another on adolescent participation (<http://www.youtube.com/watch?v=WogJnP4DrIY>) and one on adolescents and HIV (<http://www.youtube.com/watch?v=H67Oibd631Y>).

As a result of the advocacy and communications strategy led by adolescents at the local level, an inter-institutional governmental working group was created to coordinate inter-disciplinary attention and care for pregnant girls between the ages of 10 and 14 years.

UNICEF, together with UN Women, provided technical support to the Women's Commission of the Guatemalan Congress to modify article 81 of the Civil Law Code, which allows girls to be married at age 14. The bill seeks to raise the legal age for marriage to 18 years. It has been presented to the Legislative Records Office, a critical step needed for it to enter legislative debate. (

In order to prevent gender based violence at school, UNICEF, in coordination with the Child and Family Commission of National Congress, developed a preliminary draft to ensure peaceful school environment and presented it to the Legislative Records Office)

On-track

IR 1680/A0/05/487/002 Enhanced the capacity of priority municipalities to disseminate information to children and adolescents on HIV prevention and teen-age pregnancy prevention and to prevent gender based violence.

Progress:

After the submission of the joint study by UNICEF and UNFPA on "Building the Critical Path for the Prevention of Teen Pregnancy " in 2013, an inter-institutional working group for the attention and care of child pregnancy in girls 10 to 14 years old was established, coordinated by the Vice President of the country, through the Secretary against Sexual Violence, Exploitation and Human Trafficking. As a result of that work, during 2013, prosecution against adults having sexual relations with girls increased, with at least one new case reported weekly by the news media. The official protocol to attend the victims was established and agreed by the institutions participating in the working group.

As a result of the demand built up by adolescent networks with technical support from UNICEF, both the specific Cabinet for Women Issues, and the specific Youth Cabinet incorporated the issue of teen pregnancy prevention among their priorities. Under the framework of the International Day to Prevent Teen Pregnancy, the Guatemalan Government made public its National Plan for the Prevention of Teen Pregnancy. At the municipal level, adolescent networks supported by UNICEF have been able to influence local media, local authorities and parents in an ongoing process to generate public opinion around teen pregnancy and HIV prevention. In nine participating municipalities, successful advocacy by adolescent networks led authorities to open up safe spaces for adolescents to discuss HIV prevention and other sexual reproductive health issues.

The UNICEF Child Protection Program Component supported two training workshops with 48 coordinators of the Municipal Child Protection Offices to raise awareness on the phenomena around adolescent pregnancy and child marriages, and to plan preventive actions. These issues are also an important entry point to address gender based violence against girls and adolescent girls.

PC 4 - Cross-sectoral costs

On-track

PCR 1680/A0/05/488 For the entire 2010-2014 cycle, cooperation efforts are made to ensure the availability of financial, human and technological resources in order to achieve the results of the cooperation of UNICEF as a whole. Efforts also support capacity building in monitoring and evaluation and communication for development.

Progress: UNICEF concluded three studies with ICEFI: We count No. 13: "From information to management systems for decision-making in the education budget;" We count No. 14: "Facing the Future: Review of the Central Government Budget, 2007-2013" on investment in adolescence; and We count 15: "Analysis of the General State Budget for 2014 Guatemala", focusing on children and adolescents and food and nutrition security.

UNICEF and ICEFI published a monthly report on public investment monitoring on children and adolescents, the Zero Hunger Pact, and Security and Justice, resulting in an increase in allocation of the public budget to reduce chronic malnutrition. The Government also ring-fenced the funds for chronic malnutrition, meaning the funds cannot be reallocated for other purposes. UNICEF shared information on its website (www.nostoca.gt) and other mobile devices, contributing to the dissemination of public information to citizens for social auditing purposes.

UNICEF also conducted the following studies: Characterization of Children and Adolescents with HIV in Guatemala; Midwives and Breastfeeding; Diagnosis of the Situation of Children and Young Migrants in the Migration Process; and Social Protection of Children and Adolescents in Guatemala: Progress and Challenges of Building a System of Social Protection.

UNICEF provided technical support to the Presidential Commission on Human Rights (COPREDEH) for validation of the monitoring system

of human rights commitments, including the recommendations of the Committee of the Rights of the Child, the Convention on the Elimination of Discrimination Against Women (CEDAW) and the Universal Periodic Review, among others. COPREDEH and UNICEF prepared an initial plan to support the preparation of the 2015 reports of the State for submission to the Convention on the Rights of the Child (CRC). A commitment was established with COPREDEH to harmonize the monitoring systems of the Office of the High Commissioner for Human Rights (OHCHR) and COPREDEH on international commitments of the State, especially on children and adolescents.

UNICEF supported the National Statistics Institute (INE) in the following publications: statistical compendium on the status of adolescent girls; situation analysis of adolescent girls; guide for the calculation of indicators of adolescent girls; and identification of indicators for gender analysis.

Communication strategies were developed to put the teenage pregnancy issue on the top of the media and public agenda, and, at the request of the MoE, to promote reading in the framework of the "Reading Together" program. As result of that strategy, a national campaign will be launched in March 2014.

 On-track

IR 1680/A0/05/488/001 Optimized advocacy capacity through effective engagement of national and international media, individuals, public and private sector to maximize equitable and inclusive results for children

Progress: The Communications team helped put teenage pregnancy on the media and public agenda, an important first step to developing a comprehensive approach on prevention and providing specialized attention to mothers and their children, victims of rape as well as sentencing rapists.

UNICEF helped the MoE develop a communication strategy to promote daily reading. UNICEF will follow up on implementation of a massive campaign based on that strategy in March 2014.

Specific communication indicators have been defined for each thematic area in order to establish a baseline to measure advocacy and communication actions. They are useful not only in the current programme cycle, but also for the next cooperation period.

Ten investigative television programs were developed under UNICEF guidance, in partnership with Channels 3 and 7, on health, nutrition, protection and teenage pregnancy. Those channels have the potential to reach 13 million households.

UNICEF negotiated media exposure for two campaigns for five months on four TV channels and two radio networks: one on children with special needs, and another on violence against women and girls in the framework of the UN Secretary General's Campaign.

UNICEF successfully negotiated free broadcasting of its radio and television programs and campaigns equivalent to US\$9.1 million along commercial rates.

UNICEF and its partners (IDEI, Paz Joven, UNV, UNESCO and UNAIDS) developed ten digital campaigns on the web and social networks. UNICEF is the most relevant organization in social networks in Guatemala, with more than 91,000 fans on Facebook and more than 17,000 followers on Twitter (an increase of 12 per cent on Facebook and 30 per cent on Twitter in 2013). Those social media outlets have become important platforms for social engagement, dialogue, and advocacy.

 On-track

IR 1680/A0/05/488/002 The internal and external capacity developed to effectively monitor, evaluate and analyse the situation of children and adolescents to follow up the CRC recommendations, based on the disaggregated data

Progress: A study of public investment in adolescents revealed that they receive only 9 per cent of the public budget, and 80.1 per cent of investments for teens since 2007 were identified as indirect (or not consciously planned). The study was intended to influence national budget planning, and allocation of funding for adolescents. It provides evidence that Guatemala invests only US\$0.127 per adolescent per day, making it almost impossible for adolescents to access education, health, recreation and other basic rights for their adequate development. The data shows continued decline in investments for teenagers.

The UNICEF-supported monthly monitoring of public expenditure on children and adolescents identified changes in the budget related to children and adolescents, and facilitated the monitoring of other topics such as nutrition and justice. The report facilitated the monitoring of budget implementation by Government entities, civil society organizations and Members of Congress. The most important result has been an increase in allocation of the public budget to reduce chronic malnutrition, and reserved funds for that purpose (prohibiting them from being reallocated to other purposes).

Disseminating the findings and recommendations of studies to children and adolescents in order to engage them further is a challenge. The studies can also empower other social groups, opinion leaders, academics, parents and other young people to engage in dialogue with policy makers. Wider dissemination of the studies will strengthen the demand for improved public services and social audit exercise.

UNICEF also provided technical support to the Presidential Commission on Human Rights (COPREDEH) for validation of the monitoring system of international human rights.

 On-track

IR 1680/A0/05/488/003 5.3 Timely and effective procurement of essential supplies and services to support the Office's performance.

Progress: In 2013, the Country Office (CO) progressively moved toward giving direct cash assistance to partners and having them procure their own supplies. Many of the supplies requested from State partners were computer equipment. The obstacle to fully implementing this approach is that the State procedures for procurement are very slow.

The supplies delivered by UNICEF were mainly to assist the Government in the Zero Hunger Plan. A total of US\$707,133 worth of supplies was delivered to the Government and civil society organizations: US\$436,353 was offshore procurement delivered to Ministry of Health (micronutrients, therapeutic milk F75 and F100, anthropometric equipment and ORS) and US\$270,780 were procured locally in the form of water, sanitation and hygiene (WASH) supplies (PVC/latrines, water tanks and hygiene kits for schools and communities). Successful advocacy and negotiation led the Government to take over some of the essential supply items. Starting in 2013, the MoH procured the entire requirement of multiple micronutrient powder. The MoH is also planning to cover the cost for therapeutic milk and Plumpy nut, although UNICEF will continue its support in organizing the procurement from Supply Division.

One of the strategies that the CO implemented, to reduce costs, in 2014 was to decrease the expense on renting premises. The warehouse will be closed and priority was placed on delivering to end-users the items that were currently in stock. At year end the value of items that in stock is less than US\$5,000.

 On-track

PCR 1680/A0/05/800 Effective & efficient programme management and operations support

Progress: The Office Governance system functioned as planned. Mechanisms are in place to facilitate the communication flow and decision making through monthly all staff meetings and regular meetings of all statutory committee.

The business processes and workflows were reviewed to identify and analyse bottlenecks. Based on the findings, the workflows have been reviewed to reflect necessary modifications. Further analysis and adjustments are planned in 2014.

The business continuity plan and the risk analysis matrix were revisited and updated in 2013. As a part of Country Programme Document (CPD) 2015-2019 preparation, the CO will undertake a Risk and Control Self-Assessment (RCSA) in 2014.

The Office continued to pay close attention to financial management and stewardship. Ninety six per cent of the grants were fully implemented before expiration. The problems in VISION caused by exchange rates generated considerable problems in liquidating Direct Cash Transfers (DCTs) most of the year. It took up to nine months to resolve all the technical problems. The issue was finally cleared in December, and as of the end of 2013, there was no pending DCT balance exceeding six months.

The continued success in fundraising led the Office to request an additional increase of the Other Resources (OR) ceiling of US\$3 million, making the overall OR ceiling US\$42,230,000 for the current Programme Cycle. A Private Sector Fundraising (PSFR) agreement was signed in March with TRECSA (a Colombian private company working in energy wiring) for a total amount of US\$1.6 million.

The Office started a gradual reduction of Operations staff in preparation for a move to the regional hub in Panama by March 2015, depending on the concurrent establishment of the Global Service Centre. Three staff members were separated due to abolishment of their posts. Two vacant programme posts were also recommended for abolishment by 1 January 2014.

The Office recruited personnel for three regular posts and four temporary appointments, and 32 contracts were issued in 2013.

The Office conducted capacity development in Gender Equality and Competency Based Interview. One National Officer staff benefitted from the staff exchange programme and supported the Regional Office for three months. VISION users were encouraged to participate in Webex to keep abreast with the latest development to support their performance. The Office had a high rate of compliance with the planning and evaluation phases of the Performance Appraisal System (PAS) process. Eighty per cent of staff completed the 2012 evaluation by the deadline, and 88 per cent completed the planning phase by April.

 On-track

IR 1680/A0/05/800/001 Effective and efficient Governance and Systems. Biennial Support Budget functions 2, 4, 8 and 11 for Guatemala.

Progress: The CO Governance mechanism and system are working properly. Office Committees are working as intended. All the minutes from the Committees were duly circulated. All staff meetings were held the first Monday of every month to share key issues and dates.

CMT established eight office priorities for the year, and monitored their progress during the year.

The business process review started in 2012 was completed. Four processes (travel, supply, cash advance and contracts) were documented with a clearly identified task timeline and a monitoring mechanism was developed and implemented. The preliminary analysis of the exercise allowed CO to identify bottlenecks, and based on the findings, the workflow will be reviewed to reflect necessary modifications.

The Office signed a Memorandum of Understanding with two other UN agencies (UNODC and UN Women) to share premises and common services in 2014. The amount saved in 2013 was approximately US\$40,000, and is estimated at US\$75,000 for 2014.

UNICEF Annual Report 2013 – Guatemala

Guatemala is prone to natural disasters and has a socio-political and economic risk. In that context, risk management remains a priority for the Office. The risk analysis matrix, which was prepared based on the risk analysis in 2012, was revised and updated. In 2014, as a part of CPD 2015-2019 preparation, the CO will undertake a Risk and Control Self-Assessment (RCSA).

The Business Continuity Plan was updated in 2013. The simulation of the Plan will be conducted in 2014.

 On-track

IR 1680/A0/05/800/002 Effective & efficient Management and Stewardship of Financial Resources associated with office administration. Biennial Support functions 10 and 12 for Guatemala.

Progress: The Office had US\$1,346,442 in Regular Resources (RR) (including set-aside funds) and US\$10,721,855 (including SI) in Other Resources Regular (ORR) in 2013. The increase of the OR ceiling of US\$3 million was approved in August, making the overall ceiling US\$42,230,000 for 2010-2014. As of the end of 2013, the resource mobilization efforts had resulted in achieving 92 per cent of that ceiling (US\$39,230,000).

In 2013, 18 grants reached their expiry date, representing a total of US\$2,299,514 of programmable funds. The implementation shown in the system was 90.1 per cent. Actual implementation level should be 96 per cent, due to the difference of a grant issued to cover a Junior Professional Officer (JPO) post, which has been vacant since 8 October 2012. In October, this issue was reported to NY.

The CO had considerable technical problems related to liquidation of direct cash transfers in VISION. The CO had 17 partners with open calls to resolve the outstanding balances. During the time spent to resolve the problems with Headquarters and the Regional Office, advances were given to partners in six instances after special authorization was received from the Regional Director and the Comptroller. Resolving the 17 cases (representing about one-quarter of the year's total DCTs) took between four and nine months, caused major difficulties in relations with partners, and a significant loss in credibility, as well as serious delays in implementation.

A PSFR agreement was signed in March with TRECSA (a Colombian private company working in energy tower construction) for a total amount of US\$1.6 million for a project fighting chronic malnutrition at the community level.

UNICEF had 27 partners in 2013. Thirteen of them had agreements signed for an amount above US\$500,000 and 9 for amounts between US\$100,000 and US\$499,999. In compliance with assurance and evaluation activities to assess the performance of partners, UNICEF concluded the audit with an external firm in February 2013.

 On-track

IR 1680/A0/05/800/003 Effective and efficient management of Human Capacity including staff development and learning. Support Budget functions 13 and 16 for Guatemala

Progress: During 2013, three regular posts were filled (one International Professional (IP), one National Officer, and one General Service (GS)). Four temporary appointments also were granted to cover staff functions. Five vacant posts remained unfunded. Additional professional and technical assistance was procured through consultants, individual contractors and institutions. A total of 32 contracts were issued during the year.

According to TACRO budget guidelines, the Guatemala Office submitted two proposals (hub and non-hub) for the consideration of the Technical Review Team (TRT) and the Programme and Budget Review (PBR) in order to revise the Office staffing structure for 2014-2017. Results of the exercise were shared in March 2013 and, in line with the business process simplification being implemented by the Organization, the Office has started a gradual reduction of the Operations staff. Three staff members were separated due to abolishment of their posts. Two vacant posts (Chief Child Protection L-4 and WASH Officer NO-B) were recommended for abolishment by 1 January 2014.

The Office conducted capacity development in gender equality (all staff trained), and Competency Based Interview training (10 new staff members certified). One NO staff benefitted from the C4D training, and another NO received "Managing People for Results" training. One NO staff benefitted from the staff exchange programme, and supported the Regional Office for three months. Users of the VISION system received continuous on-the-job training through periodic Webex seminars.

Performance evaluation culture seems to be well developed, as demonstrated by a high rate of compliance with the planning and evaluation phases of the PAS process. Eighty per cent of staff completed the 2012 evaluation within the UNICEF deadline, and 88 per cent completed the planning phase by April.

Effective Governance Structure

The business process review started in 2012 was completed in the first half of 2013. The four processes reviewed (travel, supply, cash advance, contracts) were documented, with a clearly identified task timeline and a monitoring mechanism was developed and implemented. The preliminary analysis of the monitoring has resulted in minor alterations in the processes themselves, but also in important indications of where the Office is performing well and where there are bottlenecks. A more thorough analysis will be conducted in 2014.

The Office committees (CMT, JCC, PCA, CRC, LPSB) met regularly and completed their functions accordingly. Following established regulations, minutes from relevant committees are shared with all staff. All staff meetings are held the first Monday of every month to share important issues and dates, the agenda being set jointly by Management and the Staff Association.

The CMT established eight Office priorities for the year (four ongoing and four specific) and monitored progress during the year.

The Office signed a Memorandum of Understanding with two other UN agencies (UN Women and UNODC) to share premises and common services. The amount saved in 2013 was approximately US\$40,000 and is estimated at US\$75,000 for 2014.

Strategic Risk Management

There were no significant emergency incidents that required humanitarian assistance in Guatemala during 2013. However, natural phenomena such as heavy rains, forest fires, earthquakes and volcano eruptions generated 317 small-scale incidents affecting 744,647 people.

Guatemala is located in an area highly prone to natural disasters and has a socio-political and economic risk. In that context, risk management is a priority for the Office. Regular meetings are held with all staff to analyse situations that threaten staff integrity or the implementation of programmes. The risk analysis matrix, which was prepared based on the risk analysis in 2012, was revised and updated in line with the country's reality – see link below.

http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/2012/Cambio_per_cent20climatico_per_cent20en_per_cent20Guatemala_per_cent202012.pdf

In 2014, as a part of CPD 2015-2019 preparation, the CO will undertake a risk and Control Self-Assessment (RCSA).

Staff were continuously advised and trained on security matters. Considerable time and resources were invested in ongoing training programmes on topics such as warning, detection, prevention and mitigation. Moderate security level is still in effect in the country (with extreme levels of crime) and the Office therefore reinforced the importance of preventive measures and compliance with regulations. Staff on field trips adhered without exception to the security clearance requirement and UN Department of Safety and Security (UNDSS) closely monitored staff in the field. UNICEF Guatemala Office is 100 per cent Minimum Operating Security Standards (MOSS) compliant. Two UNICEF staff had security related incidents in 2013, and the Significant Incident Report (SIRs) were shared to New York Headquarters (NYHQs).

The Business Continuity Plan was updated in 2013. The CO planned but did not undertake a simulation of the Plan.

The Office kept a small warehouse in which a minimum of emergency supplies is stored and can be immediately sent to affected areas. In line with CMT recommendations, the supplies are gradually being transferred to the main implementing partners for pre-positioning.

Evaluation

In 2013, no evaluation was planned under the Integrated Monitoring and Evaluation Plan (IMEP). However, external evaluations were conducted for four UN Joint Programmes that ended this year. Since the evaluations were conducted at the end of interventions, Management Response Plans were not developed.

An evaluation of the first phase of the inter-agency (UNICEF, OHCHR, UNDP) *Programa Maya* was carried out in 2012. During the course of the preparation of Phase 2 (which took the better part of 2013) the evaluation served as a baseline. The result was approval and signature in December 2013 of the second phase, in which UNICEF will receive US\$2.9 million over four years.

In 2013, the Office provided support to improve national evaluation capacity. UNICEF supported the monitoring and evaluation systems of sectoral and municipal agencies related to education, protection, health and nutrition.

A management response was formulated in 2013 of the 2012 Country Office gender assessment/evaluation. As part of that response, the Office held a workshop for all staff to generate greater awareness and understanding of the role that perceptions play regarding gender issues and how roles are assigned at the social level. Training was also provided to develop specific indicators to strengthen the Gender Marker monitoring in the country programme, following support received from UN Women.

The IMEP 2013 considered the development of eight studies and a survey. Four of the planned studies were undertaken and three were elaborated to replace the four not realized. The survey was not conducted.

The second half of the year was devoted to the UNDAF process for the period 2015-2019. The CO undertook a rigorous process to construct the main elements of the CPD for the same period, which also laid the elements for the upcoming IMEP.

Effective Use of Information and Communication Technology

In January 2012 UNICEF began using VISION (SAP) as an integrated organization-wide transaction and management tool, replacing ProMS. In 2013, the Office was fully integrated with the use of VISION, from both a technical and a procedural point of view.

The CITRIX remote access for corporate applications system worked throughout the year, allowing the users who participated in missions in different countries to perform administrative tasks remotely. The new VPN implementation is working for key personnel.

Blackberries are still the standard for upper management to access corporate email, and some key staff are currently testing remote access to email through Notes Traveler.

No equipment renewal was done in 2013, although a new server was procured to be used as backup and disaster recovery for the virtualized environment. All the computer equipment that was retired this year (including cables and parts in disrepair) was delivered to a recycler of electronic equipment, to avoid contamination.

The ICT function is currently outsourced. The CO has an ICT post at the G6 level but cannot recruit due to the freeze of all GS posts in Operations. Some ICT services will in the future be cost-shared with UN Women in the shared office premises.

Fund-raising and Donor Relations

One hundred per cent of donor reports were sent on time.

The CO request for an additional US\$3 million under the OR ceiling was approved in August 2013, making the overall ceiling US\$42,230,000 for 2010-2014. The strong resource mobilization efforts have resulted in

covering 92 per cent of that ceiling (US\$39,230,000).

Emergency funds as part of regional support (for Bolivia, Peru, Honduras, Guatemala and Cuba) were received in October (US\$133,521). The purpose is to improve response in emergencies with support of communal, municipal and departmental authorities. Overall implementation of emergency funds at year end is 52.2 per cent.

In 2013, 18 grants reached their expiry date, representing a total of US\$2,299,514 of programmable funds. The implementation shown in the system is 90.1 per cent. Actual implementation level should be 96 per cent. The difference is due to a remaining balance (US\$143,234) in a grant issued to cover a JPO post, which has been vacant since 8 October 2012. The CO is not permitted to close the grant as normal closure procedure is to wait for the due date of the grant.

The CMT and programme group constantly monitored the maturity and the use of funds to avoid having to apply for extensions of grants. That allowed for the proper use of funds in the corresponding periods. The extensions requested were due to additional funds received, relating to two Joint Programme initiatives (on Adolescents Girls and the Maya Programme on indigenous rights) and one for delay of implementation (delay due to Government's administrative procedures) on the Child Protection System.

The Office received two visits from United Nations Foundation. The first was a visit by technical personnel who came to monitor the advances of the Joint Program on Indigenous Adolescent Girls led by UNICEF, and the second was a visit of 13 donors and activists of the campaign Girl Up. Representatives of the US Funds and individual donor representatives visited the different initiatives.

The Executive Director visited Guatemala, focusing on nutrition and child protection; and the Regional Director came to support activities related to nutrition's initiative "the 1,000-day window of opportunity."

As a result of mobilizing resources and participating in activities with new modalities, a PSFR agreement was signed in March with TRECSA (a Colombian private company working in energy tower construction) for US\$1.6 million for a project fighting chronic malnutrition.

Management of Financial and Other Assets

The Guatemala Office maintains satisfactory levels of compliance with Audit requirements (no outstanding recommendations) and with various requests for information and reports from Headquarters and the Regional Office. The Office of Internal Audit (OIA) scheduled a new audit of the CO in 2013, but after the CO submitted all required documentation in February, no further communication was received from OIA. The CO expects an audit to take place in 2014.

Financial monitoring of implementing partners is conducted continuously. At the request of the Government, the Office continued to work through the single account system with Government departments and key Ministries. The mechanism demands that all funds be channelled through the central institution, which is the General Treasury of the Nation, and be sent via wire transfer. In turn it provides access to the centralized control system (SICOIN) that can monitor each disbursement and implementation percentage, according to the way in which each unit enters the expenses it incurs. Two Ministries have specifically requested UNICEF use NGOs as implementing partners for work in support of the Ministries.

UNICEF had 44 partners during the present programme cooperation cycle (2010-2014), of which 27 were active in 2013. Thirteen had agreements signed for an amount above US\$500,000 and 9 for an amount between US\$100,000 and US\$499,999. In compliance with assurance and evaluation activities to assess the performance of partners, UNICEF contracted an external firm to audit five partners in late 2012. The audit was completed in February 2013.

The CO had considerable technical problems related to liquidation of direct cash transfers (DCTs). VISION was not able to handle exchange rate differences. The CO thus had 17 partners with open calls to resolve the outstanding balances. During the time spent to resolve the problems with Headquarters and the Regional Office, advances were given in six instances to partners after special authorization from the Regional Director

and the Comptroller. Resolving the 17 cases (representing about one-quarter of the year’s total DCTs) took between four and nine months, and caused major difficulties in relations with partners, a significant loss in credibility, and serious delays in implementation.

The CO had one outstanding DCT over 9 months (of US\$13,075) not related to the technical problems. The CO had no outstanding DCT over 6 months in the first half of the year, not related to the technical problems. In the second half of the year, the CO had two partners pending settlement for more than 6 months (approximately 0.5 per cent of DCTs over the year). The three cases mentioned were all related to problems in interpreting the Harmonized Approach to Cash Transfer (HACT) policy of “direct cash transfers may only be reprogrammed once.”

The CO had an RR implementation rate of 85 per cent. However, this includes spending of set-aside funds (US\$240,000) representing almost 17.7 per cent of the total RR amount. Not counting the set-aside funds, the RR implementation rate was 98.6 per cent.

The CO had an implementation rate on OR grants of 96 per cent for grants expiring in 2013.

Supply Management

Programme supply value	US\$ 749,275
Operations supply value	US\$ 42,400
Total supply value	US\$ 791,675

For 2013, the CO progressively moved toward giving direct cash assistance to partners and having them procure their own supply needs. Many of the supplies requested from State partners were for computer equipment. The obstacle to fully implement this approach is that the State procedures for procurement are very slow.

The supplies delivered by UNICEF were mainly to assist the Government in the Zero Hunger Plan. A total of US\$707,133 worth of supplies was delivered to the Government and civil society organizations: US\$436,353 was offshore procurement delivered to Ministry of Health (micronutrients, therapeutic milk F75 and F100, anthropometric equipment and ORS) and US\$270,780 were procured locally in the form of WASH supplies (PVC/latrines, water tanks and hygiene kits for schools and communities). Successful advocacy and negotiation led the Government to take over some of the essential supply items. Starting in 2013, the MoH is procuring the entire requirements of multiple micronutrient powder. MoH is also planning to cover the cost for therapeutic milk and Plumpy nut, although UNICEF will continue to support the procurement from Supply Division.

One of the strategies that CO implemented to reduce costs in 2014 was to decrease the expense on rental of premises. The warehouse will be closed and priority was given to delivering to end-users the items that were currently in stock. At year end the value of items that in stock is less than US\$5,000.

Human Resources

In 2013 the Office covered its human resources needs with the same staffing structure as 2012. Three regular posts were recruited (Deputy Representative, C4D Officer, and Admin & Accounts Assistant) and four Temporary Appointments were granted to cover staff functions. Five vacant posts remained unfunded. Additional professional and technical assistance was procured through consultants, individual contractors and institutions. A total of 32 contracts (19-ZCON + 11 ZLCO + 2 ZIND) were issued during the year.

According to TACRO budget guidelines, the Guatemala Office submitted two proposals (hub and non-hub) for the consideration of TRT and PBR in order to revise the Office staffing structure for 2014-2017. Results of the exercise were shared in March 2013 and, in line with the business process simplification being implemented by the Organization, the Office has started a gradual reduction of the Operations staff. Three staff members were separated due to abolishment of their posts. Two vacant posts (Chief Child Protection L-4 and WASH

Officer NO-B) were recommended for abolishment by 1 January 2014.

Users of the VISION system had continuous on the job training through periodic Webex seminars, which allowed programme and operations staff to improve their capacity to perform their regular business in a more efficient manner.

The Joint Consultative Committee (JCC) met to give follow up to agreements that derived from the global staff survey results. Staff Association and Management reinforced their commitment to periodically evaluate the Office working climate and the staff morale, and keep an open communication to address any staff concerns.

The Office reinforced staff capacity in important areas such as Gender Equality and Competency Based Interviews (10 new certified staff members). A Child Protection Officer benefitted from a three-month long staff support mission to the Latin America and the Caribbean (LAC) regional office.

Performance evaluation culture seems to be well developed, and has been demonstrated by a high rate of compliance with the planning and evaluation phases of the PAS process. Eighty per cent of staff had completed the 2012 evaluation by the end February 2013 (ahead of the organization's deadline of the end of March) and 88 per cent had completed the planning phase by April.

Efficiency Gains and Cost Savings

The CO signed a MoU with UN Women and UNODC, to share premises and some common services in order to lower operational costs, and resulting in an estimated savings of US\$75,000 annually. A one-time investment was made in changes to the office amounting to US\$ 40,000, but that investment will be more than recovered in the first year. Negotiations with the building management assured the office of savings in rent and maintenance of US\$40,000 in 2013.

In 2013 Guatemala received US\$954,266 within the Institutional budget to cover salaries for local staff and administrative costs. The Office was able to save US\$79,000, which represents 5.7 per cent. The savings were made possible through reduced ICT costs, energy efficiency measures and abolishing the post of Operations Manager by August 1 (NO-C level, but with incumbent paid at the NO-D level) and temporarily replacing that position with an NO-B level staff. By 2014, a temporary appointment at NO-B level will be in place until the CO moves the majority of Operations to the global and/or regional hub.

The Office has a Green Committee in place that focuses on providing a healthier office environment and on cutting costs through efficiency measures.

Changes in AMP & CPMP

In January 2013, UNICEF signed the Rolling Work Plans (RWPs) for 2013-2014 with the Secretariat for Programme and Planning (SEGEPLAN) for the five programme components. The RWPs include relatively minor programmatic adjustments at intermediate results and indicator levels following the outcome of the mid-term review process. All adjustments have been included in the planning section of the Results Assessment Module (RAM) for 2013-2014 and are reflected in that part of the annual report.

The CO presented proposed changes in the organizational structure to the Programme and Budget Review (PBR) in 2013. The approved changes take effect in 2014 and include the abolition of three vacant posts and three occupied posts.

The CO began its internal discussion on the CPD 2015-2019 in the final quarter of 2013. The CO will hold a series of external consultations during the first quarter of 2014 to finalize the draft CPD. The new structure will be developed and PBR submission will be made in accordance with the CPD 2015-2019 during the first half of 2014.

Summary Notes and Acronyms

Acronyms

AIDS	Acquired Immunodeficiency Syndrome
C4D	Communication for Development
CICIG	International Commission against Impunity in Guatemala
CMT	Country Management Team
CONRED	National Commission for Response to Emergencies and Disasters
COMUSAN	National Municipal Commission for Food Security and Nutrition
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRC	Contracts Review Committee
CRC	Convention on the Rights of the Child
DCT	Direct Cash Transfer
EBI	Bilingual and Inter-cultural Education (<i>Educación Bilingüe Intercultural</i>)
ENCOVI	National Survey on Living Conditions (<i>Encuesta Nacional de Condiciones de Vida</i>)
ENSMI	National Mother and Child Health Survey / Demographic Health Survey
FA	Focus Area
GBV	Gender Based Violence
GDP	Gross Domestic Product
HACT	Harmonized Approach to Cash Transfers
HIV	Human Immunodeficiency Virus
ICEFI	Central American Institute for Fiscal Studies
IMEP	Integrated Monitoring and Evaluation Plan
INE	National Statistics Institute (<i>Instituto Nacional de Investigación</i>)
IR	Intermediate Result
JCC	Joint Consultative Committee
LACRO	Regional Office for Latin America and the Caribbean
MDG	Millennium Development Goals
MIDES	Ministry of Social Development
MoE	Ministry of Education
MoH	Ministry of Public Health and Social Welfare
MoRES	Monitoring Results for Equity System
MTR	Mid-Term Review
NAC	National Adoption Council
NEUBI	New Single-Teacher Bilingual and Inter-cultural Schools (<i>Nuevas Escuelas Unitarias Bilingües e Interculturales</i>)
NGO	Non-governmental Organization
NYHQ	New York Headquarters
OHCHR	Office of the High Commissioner for Human Rights
OR	Other Resources
PAHO	Pan American Health Organization
PBA	Programme Budget Allotments
PCA	Project Cooperation Agreements
PCR	Programme Component Results
PDH	Human Rights Ombudsperson (<i>Procuraduría de Derechos Humanos</i>)
PGN	Prosecutor General's Office (<i>Procuraduría General de la Nación</i>)
PLANEA	National Plan for Preventing Adolescent Pregnancy
PMTCT	Prevention of Mother to Child Transmission
PNUD/UNDP	United Nations Development Program
UNRC	United Nations Resident Coordinator
RENAP	National Registry of Persons
RWP	Rolling Work Plan
SBS	Social Welfare Secretariat (<i>Secretaría de Bienestar Social</i>)
SEGEPLAN	Presidential Secretariat for Planning and Programming (<i>Secretaría de Planificación y programación de la Presidencia</i>)
SESAN	Food Security and Nutrition Secretariat
SMS	Short Message Service
SUN	Scaling-up Nutrition

UNDSS	UN Department of Safety and Security
UNODC	UN Office on Drugs and Crime
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WSUS	Windows Server Update Services

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Characterization of HIV	2013/004	Study
2	Traditional Midwives and Breastfeeding	2013/005	Study
3	We Count! 14. Adolescence: Hope in Chiaroscuro.	2013/002	Study
4	Migrant Children	2013/006	Study
5	Social Protection of Children	2013/007	Study
6	Social Spending, Children and Adolescents.	2013/003	Study
7	From Information Systems to Management Systems	2013/001	Study

Other Publications

	Title
1	Revictimization
2	Reading: the habit that changes lives.
3	Child mothers
4	Water and nutrition
5	Adolescents
6	After the shooting
7	Immunization
8	The bare truth
9	One dose can make the difference
10	Adolescents and HIV
11	Contamos 8. A shelter for all. Analysis of the costs, challenges and benefits of a social protection system for the Guatemalan childhood and adolescence, 2012-2021
12	Contamos 9. I want to grow up with mom! Study on mechanisms, financing costs and ways to reduce maternal mortality in Guatemala 2013-2022
13	Contamos 10. Who does what? Assembling the governance puzzle for social protection of children and adolescents in Guatemala
14	Mi Guía" ("My Guide") Be smart, drink safe, delicious, clean water
15	"Mi Guía para Enseñar" ("My Teaching Guide")
16	Water Lottery and Sanitation
17	Poster on hand washing
18	Posters on latrine use
19	Poster on water disinfection methods
20	SARAR Methodological Guides
21	SARAR Prints
22	Government and Ministerial Resolutions relative to Drinking Water and Sanitation
23	Specification Manual for water quality surveillance and control
24	Guides on Mother Protectors of Water
25	Boy and Girl Protectors of Water
26	Systematization of successful experiences of the Water Governance Program

Lessons Learned

	Title	Document Type/Category
1	MoRES in the Education Sector	Lesson Learned
2	Preventing gender-based violence, through adolescent pregnancy prevention	Lesson Learned