

UNICEF ANNUAL REPORT for Peru



1 - EXECUTIVE SUMMARY

UNICEF launched the State of Indigenous Children study, with significant national impact, providing evidence of disparities and systematic exclusion of indigenous children, especially those who speak Amazon languages. With other partners, UNICEF successfully led a 'Vote for Children' campaign during the regional and municipal elections, leading to over 260 candidates committing to specific targets for children. In 23 of the 26 regions, candidates who committed to children were elected. The Diploma programme for public sector officials was successful in leveraging increased budget allocations and improving the quality of child-centred investment in four regions, and resulted in the design of 25 investments projects worth US\$7.9 million.



UNICEF advocacy led to a Ministry of Health decree that increased municipal health budgets. UNICEF designed a user-friendly guideline for municipal health officials on how to prioritise and use these resources for results in child health, water, sanitation and hygiene. Another study focused on newborn care practices in the Amazon and Andean regions, where a high proportion of neonatal mortality occurs, dispelling many long-held myths and contributing evidence and understanding of harmful cultural and traditional practices, as well as those that can be adapted by health workers to reduce neonatal and infant mortality.

2010 was a challenging year for programme implementation as the Office was involved in processes such as sharpening the equity focus, VISION, IPSAS, web-based EWEA, integrated ERM, and developing the new UNDAF and CPD. Furthermore, many UNICEF counterparts were either replaced, or resigned to participate in local elections. Office financing steadily improved, with many contributions materialising in the second semester. Overall, implementation during 2010 amounted to US\$6.02 million, almost US\$2 million below the 2009 implementation level (mostly due to late arrival of funds).

Some programme components, such as HIV/AIDS, Child Protection and Social Policy, did not receive planned funding levels, also contributing to lower implementation levels and constraining planned results. In 2011 the Office will emphasise more realistic planning, strengthen mobilisation of public opinion and allocation of resources for priorities of the CP, establish more strategic partnerships, and ensure better integration of existing programme strategies to create greater synergies.

2 - COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN



Despite the global economic crisis, Peru achieved GDP growth of 8.7% by the end of September 2010, consolidating its status as a middle-income country. Overall, the percentage of the population living below the poverty line continued to decline, going from 36.2% in 2009 to 34.8% in 2010. Poverty declined overall, but increased from 59.8% to 60.3% among the rural population reflecting an increasing trend since 2008. Two regions of the Amazon alone accounted for 77% of the increase.

Of the \$11,570 million made available for investments in 2010, **37%** was allocated to the regional and local governments, further **weakening** the decentralization process. The Ministry of Economy and Finance strengthened the Results-based Budgeting strategy through targeted Strategic Budget Programmes, most of which are directly related to improving the lives of children and adolescents, particularly in areas of health and nutrition. However, increased allocation and authority over the budget has not been accompanied by adequate investment in capacity development of regional and local authorities in planning, allocation and management of decentralized budgets.

Increased budget decentralisation facilitated expansion of the National Articulated Nutritional Programme and the 'Juntos' conditional cash transfer programme, which are having positive effects on poverty and chronic malnutrition. Chronic malnutrition declined by 4.1% between 2007 and 2009 (from 22.4% to 18.3%, according to the results of the 2009 Demographic and Health Survey). Seven per cent of non-poor children between the ages of six and 11 suffer chronic malnutrition, compared to 39% of poor children in the same age group, and 43% of indigenous children suffer this condition compared to 14% of the non-indigenous. Chronic malnutrition in the Amazon region declined in 2009 but remains at 22%, 4 points above the national average.



The percentage of anaemic children aged six to 36 months also declined, by 6.4%, but continued to be above 50% according to 2009 measurements, and reached a high of 56.7% among rural children. Twenty per cent of adolescent girls aged 15-to-19 suffers anaemia, an important statistic considering that one in three girls in rural areas and one in five girls in urban areas between 15 and 20 years become pregnant.

According to the Statistics Unit of the Ministry of Education, 66.3% of children aged three-to-five years were registered in early education, a less than 1% increase over 2008. The gap between rural and urban areas for this indicator is 20%, favouring urban children. The primary net enrolment rate increased by 1.9% over the last five years, averaging above 90%, however repetition rates are above 20% nationally, affecting three in 10 children in rural areas compared to one in 10 in urban areas, and 35% among the poor compared to 13% among the non-poor. Forty-five per cent of indigenous children are in grades below their age profile

Among adolescents, while more than 76.5% 12-to-17 years were enrolled in secondary education nationally in 2009, the gap between urban and rural was 18% in favour of urban adolescents; between poor and non-poor adolescents, the gap was 11.5% in favour of the non-poor. Thirty-seven per cent of adolescents are in grades below their age profiles. However this reaches as high as 56% among rural and 66% among indigenous adolescents.

Based on the 2007 Child Labour survey conducted in 2007 and published in 2010, 37% of children between the ages of five and 13 (66% rural, 21% urban) participate in the labour market for at least one hour per week.

2010 was characterised by regional and municipal elections and by preparations for the 2011 presidential elections. Some regional and municipal elections were hotly contested and challenged Peru's manual voting and counting systems, in some instances fuelling speculation about the integrity of the process. Of concern is whether the new national and local authorities will ensure continuity of the gains made by consolidating the policies and programmes credited with the successes of recent years.

3 - CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview

The 2009 DHS showed that Peru has achieved and/or is on track for MDGs 1, 3, 4, 5, 6 and 8. Peru is enjoying economic growth and per capita income already above high middle-income levels. Per capita income is expected to exceed US\$6,000 by 2013. In 2010, UNICEF updated the Situation Analysis and used it to position the issue of inequities, highlighting the fact that, while Peru is well poised to achieve several of the MDG targets by 2011, not all regions of the country or all population groups will benefit equally.

The analysis also highlighted the situation in urban centres, where high levels of internal migration mean that more than 70% of the population now resides in cities. Lima alone has more than 40% of the urban population. Despite high levels of poverty and exclusion in Lima, and a significant indigenous migrant population on the periphery, living in squalid conditions, UNICEF has not previously intervened there. Agreement has been reached with the newly elected mayor of Lima to study the situation of urban children and to collaborate on policy and programmes for durable solutions.

The 2010 UNICEF study on the status of indigenous children in Peru was one of the most significant contributions by UNICEF to the reduction of inequities. The study had significant impact countrywide, and served to consolidate UNICEF's position as one of the main sources of information and advocacy for indigenous and excluded populations. As a result, inequality is an increasingly prominent feature of public discourse and debate. UNICEF has also positioned the issue of inequity in the UNCT and in the CCA and UNDAF, both currently under development.

Through collaboration with the Spanish Government, via the regional project for indigenous children, UNICEF addressed some of the actions needed to sharpen its equity focus, such as the strengthening of indigenous community-based organisations and support to regional governments to improve data collection in health and education facilities in indigenous regions of the country. This is intended to provide more disaggregated and detailed information for advocacy and programme implementation, as well as informing planning for the 2012–2016 CP.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development

Capacity development continued to be a central focus of the CP in 2010, especially the capacity of regional and local officials and technicians for planning, budgeting and management, as well as for implementation of agreed policies and prevention and treatment strategies in health, nutrition, education, HIV/AIDS and child protection. Analysis shows that, given the process of decentralisation and the increased access and authority that local governments and municipalities have over the public budget, greater investments in the capacity of these officials should be a priority for UNICEF and partners. The investments made in 2010 through the Diploma programme are insufficient to address the needs and demands. UNICEF implements the Diploma in collaboration with the Ministry of Economy and Finance and regional universities as part of its strategy to ensure institutionalisation and sustainability.

High levels of turn-over and migration of government workers is a challenge to capacity development initiatives. Results of the recent regional and local elections have resulted in significant changes in decision-makers, officials and technicians. UNICEF will need to establish strategic alliances with regional and local mechanisms that convene regional presidents, mayors and councillors, and with the training institutions that prepare them for office, to institutionalise right-based capacity development.

Despite these constraints, significant investments were made in capacity development of education officials, teachers and promoters to expand Inter-cultural Bilingual Education. Only 12% of children who speak an indigenous language have access to education in their own language. In collaboration with TACRO and UNICEF Uruguay, UNICEF expanded the number of magistrates and judges capable of addressing juvenile justice and established strategic partnership with national and regional universities to ensure sustainability and replication. Vital technical assistance was provided to health care professions to build their capacities to treat children with respiratory problems in parts of the Amazon that experienced low temperatures for the first time due to climate change.

3.1.2.2 Effective Advocacy

Advocacy efforts continued to ensure survival of the Candoshi and Shapra peoples of the Amazon region, who were facing extinction due to Hepatitis B. UNICEF started the advocacy efforts in 2004, procuring vaccines and vaccinating infants and new-borns. UNICEF's advocacy efforts led to a declaration of emergency in the area and an agreement from the Ministry of Health to extend the national health insurance scheme to Datem El Marañon where the two groups reside. Examination by the Ministry of Health this year showed that all the children vaccinated by UNICEF more than five years ago survived. The ministry has since agreed to allocate resources for the vaccination of the entire population against the Hep-B virus.

Effective advocacy also led to the allocation of resources to fund expansion of the micro-nutrient supplementation strategy to 14 of the 26 regions to combat chronic malnutrition. The strategy is credited with contribution to significant reduction in chronic malnutrition levels in priority zones. However, in some parts of the country levels still exceed 40%. Advocacy in other areas led to commitments and/or increases in allocations.

UNICEF is challenged to improve its own knowledge of the budget process in order to be more effective in advocating for increased budget allocations for children and adolescent issues. The process started this year with training and basic orientation of UNICEF staff and consultants on the results-based budgeting process and the elaboration of strategic budget programmes that they finance. Officials from the Ministry of Economy and Finance, in collaboration with the MCLCP, facilitated the training and highlighted the critical moments when UNICEF's advocacy and technical assistance can be most effective.

3.1.2.3 Strategic Partnerships

Technical collaboration with the Canadian Agency for International Development (CIDA) and the Ministry of Education resulted in Canada contributing CDN\$19 million to UNICEF for intercultural bilingual education, and will allow UNICEF to expand its IBE activities to more than 36 provinces in five Amazon and Andean regions.

The quasi-government Coordinating Committee for the Fight Against Poverty (MCLCP) is among the most strategic partners in policy advocacy and budgeting for children. UNICEF and the MCLCP, together with other partners, gained the commitment of politicians and the Congress to prioritise children. A cadre of technicians was created to provide technical assistance to regional and municipal governments on planning, budgeting and budget management progresses. The MCLCP has branches in more than 30% of the districts of the country, particularly in those prioritised by UNICEF. The MCLCP, however, is constrained by severe budget cuts and will require increased support from other sources to sustain its agenda.

While UNICEF enjoys a strong and fruitful alliance with international NGOs (eg; Plan International and Save the Children), partnerships with local and community NGOs should be expanded. Strategic mapping of these partners will assist UNICEF in understanding the value of each, and in transitioning from contractual relationships based on Cooperation Agreements to partnerships for policy advocacy and leveraging, etc. This is especially important to achieve greater effectiveness of the equity focus in the short run.

Although the study on the status of Afro-Peruvian children will be launched in 2011, UNICEF already established a reference group of Afro-Peruvian organisations. The partnership has transcended collaboration on the study to a more strategic alliance, taking advantage of 2011 as the International Year of Afro-descendant Populations, to maximise visibility for these issues and raise awareness on the situation of Afro-Peruvian children.

There is a proliferation of citizens' groups focused on early childhood, and UNICEF participates in these as an observer, providing information and analysis to facilitate decision-making. UNICEF also strengthened its alliance with the private sector and made an effort to transition from a donor-recipient relationship by giving the private sector a more substantial role in situation analysis and programme planning and implementation.

3.1.2.4 Knowledge Management

A review of the Integrated Monitoring and Evaluation Plan (including studies, research, surveys and publications planned) indicates that more than 70% of KM activities planned were achieved. Studies were conducted and evidence gathered in collaboration with key stakeholders to inform policies and normative work related to new-born care, children and adolescents in residential care institutions, community strategies for the reduction of chronic malnutrition, disaster risk reduction in education and improving education quality, among others.

The study on new-born care practices among indigenous Amazon and Andean populations was the first in Peru and was launched in collaboration with the Ministry of Health. The study was undertaken after analysis of statistics showed that the majority of neonatal deaths occurred in rural areas and within homes. The study has been effective in dispelling many long-held myths and clarifying the beliefs behind some traditional new-born care practices. This information will be used to improve the cultural adaptation of policies and protocols as well as provide valuable inputs into the C4D component of the new-born care package of interventions. Efforts have begun to translate the study, to ensure wide dissemination and use within and outside of Peru.

The update of the Situation Analysis and the completion and launch of the State of Indigenous Children were shared widely and have been used at various levels and by different stakeholders to improve their programming. They were especially useful during the election campaigns to highlight outstanding commitments to children.

The Peru CO recognises the need to dedicate more time and resources to the documentation of experiences and best practices, to facilitate the scaling-up of proven interventions. Experiences such as the Association of Child-friendly Municipalities (AMAN) and the inter-sectorial approaches with strong community participation and surveillance, which have been effective in contributing to significant reduction in chronic malnutrition in Cusco and Ayacucho, are yet to be adequately harnessed for replication in other parts of the country.

3.1.2.5 C4D - Communication for Development

To develop a more informed and effective C4D strategy, UNICEF embarked on a process of consultation based on a set of agreed indicators with the programme staff and consultants. Fifty-three focus group discussions in health, nutrition, HIV/AIDS, education, child protection disaster risk reduction and social policy were held with children, adolescents, men, women, teachers, health professionals, community leaders,

among others were held on the coast and have begun in the Andes mountain region. Results were documented and shared with a broad cross-section of stakeholders. Issues, particularly related to violence, abuse and exploitation of children and required immediate action by UNICEF (and/or others) were responded to.

Through these discussions UNICEF established a direct connection with the community and received vital information for advocacy and to improve the quality and targeting of its programme strategies. Plans are to conduct focus group discussions in the jungle region before development of the strategy begins. UNICEF will also use the results of the consultation to improve technical assistance to partners for the development and/or improvement of their communication strategies.

UNICEF staff and partners require capacity building on how to integrate C4D in programme implementation for the achievement of results; more resources need to be allocated to this strategy. The study conducted on new-born care practices provides evidence that any attempt to reduce neonatal mortality will require a strong C4D component.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation

The entire Peru CP contributes to promoting and advancing human rights. During 2010, however, UNICEF intensified its human rights-based approach to cooperation. The update of the Situation Analysis was conducted through 11 consultative workshops, including one each for adolescents and indigenous groups. More investments were made to enhance community participation and surveillance in policy development and implementation. This was key to the success of the multi-micronutrient supplementation strategy.

UNICEF contributed financial and technical assistance for the updating of the Children's Code. Efforts were centred particularly on ensuring gender mainstreaming, participation of stakeholders in the elaboration process, integration of the views of children and adolescents and overall mainstreaming of human rights and CRC principles. The process has been slow but comprehensive.

Based on the observations and recommendations of the Committee for the Eradication of Racial Discrimination, UNICEF began a study on the State of Afro-Peruvian Children, to be published in early 2011. The study will be the first to analyse the situation of this population, and is intended to fill an important knowledge gap, highlighting the issues of

a group that is virtually invisible and advancing UNICEF's commitment to increase equity. The preliminary report points to deeply entrenched discrimination against Afro-Peruvians, and to weaknesses among Afro-Peruvian organisations and communities to respond to the issues and to mainstream child and adolescent rights in their own practices.

UNICEF also collaborated with other partners to position the issue of lack of ineffectiveness of existing national accountability mechanisms to ensure compliance with commitments and to achieve results for children. Advocacy with the Congress has generated some results. An article was introduced in the 2011 Budget Law obligating public disclosure of results achieved for children during the fiscal year. More has to be done to ensure that this commitment is effective at all levels, as well as to ensure that rights-holders have adequate capacity and interest to analyse and demand compliance.

3.1.3.2 Gender Equality and Mainstreaming

Based on the revised gender policy, UNICEF organised and conducted gender training of all programme and some operations staff in late 2010. The training included development of a basic framework to assess current programme strategies and to include gender in the design of 2012–2014 CPD strategies and programmes. The Office is challenged to retro-fit the current country programme (ending Dec 2011) to include the new Gender Equity tracker and ensure that it is useful and informative.

UNICEF actively participates in the re-activated UN Theme Group on Gender, and contributed technical and financial assistance for the development of a UN Gender mainstreaming Action Plan. The Theme Group advises the UNCT and Government counterparts on mainstreaming gender and ensuring that international commitments are complied with.

3.2 Programme Components

Title: *Policies and advocacy for child rights*

Purpose:

This Programme Component, linked to FA5, is fundamentally expected to: 1) facilitate monitoring and evaluation of policies and programme for children; 2) incorporate a children's rights focus in policy decisions; 3) support independent surveillance of children's rights; and 4) advocate for improved allocation transparency and quality of social spending.

Resources Used: (USD '000)

Policies and advocacy for child rights

Planned in CPD			Funded			Estim expenditures		
RR	OR	Total	RR	OR	Total	RR	OR	Total
220	560	780	267	453	721	250	433	683
Donor								Amount
Regular Resources								255
PSFR								115
Canada								78
UNDP - USA Administrative Service								74
Thematic Fund for Policy Advocacy and Partnership								73
Spain								56
Spanish Committee for UNICEF								43
Thematic Fund for Young Child Survival & Development								13
Canadian UNICEF Committee								8
Consolidated Funds from NatComs								5
Netherlands Committee for UNICEF								1
Total								721

Result Achieved



During the regional and municipal election campaign in October 2010, UNICEF provided leadership in the 'Vote for Children' advocacy campaign. As a result, 265 candidates signed letters of commitment with quantifiable targets for children in health, nutrition, education and child protection. In 23 regions, election results favoured candidates who commitments to the targets.

UNICEF designed a training course on rights-based planning, in alliance with the Jurado Nacional de Elecciones (JNE). The course was implemented throughout the country for 245 political parties. Election winners in 19 regions participated in the course.

Advocacy with the National Congress led to the inclusion of specific articles to protect investment in children in the 2011 Budget Law. The Law also establishes a new social

accountability mechanism, obligating State bodies to publicly report on the results achieved for children.

The Diploma programme on 'Formulating Public Investment Projects with a Focus on Human and Child Development' was implemented in four regions. Two hundred and forty-five (245) participants from local and regional governments, NGOs and universities were trained, resulting in the design of 25 public investment projects amounting to US\$7.9 million.

UNICEF contributed to capacity building on results-based budgeting and monitoring at the sub-national level, in alliance with the MEF, MCLCP and NGOs. A network of local promoters was formed in eight Andean and Amazon regions.

The '*State of Indigenous Children in Peru*' was published and disseminated nationally and regionally. The study revealed persistent disparities in almost all selected indicators, especially in the indigenous Amazon regions. The study allowed UNICEF to place the issue of inequity into the public discourse and on the election campaign agenda.

UNICEF assisted the Ministry of Women and Social Development to prepare a new, equity-focused NPAC, defining the specific goals and disaggregated indicators at national and local levels.

It was difficult to finance the Social Policy component, and the Office will be challenged to find more creative ways to mobilise resources to fund a programme that does not provide the tangible results for specific children that donors tend to prefer.

UNICEF contributed to important results in advocacy and capacity building through strategic alliances with the JNE, the MCLCP and the NGOs who participated in ensuring that children's issues were visibly positioned during the election campaign. Collaboration with the MEF, USAID and local universities facilitated expansion of the Diploma course that now covers a quarter of the country.

Future Work-plan

- ✓ Advocate for prioritisation of children issues during 2011 presidential and congressional elections
- ✓ Develop capacities of newly elected local governments on results-based budgeting, management and monitoring

- ✓ Build capacity of elected congressmen on international and national commitments for children, analysis of the situation of children and pending legislation for CRC compliance
- ✓ Advocacy for prioritisation of children in the Budget Law 2012
- ✓ Public launch and dissemination of the *State of Children in Peru* and the *State of Afro-descendent Children in Peru*
- ✓ Strengthening of information systems and capacity to monitor child-related indicators.

Title: *Development of decentralised capacities for realising child rights*

Purpose

All areas contribute to the UNDAF outcomes related to human capabilities, with emphasis on excluded populations and access to services, and are in line with NPAC objectives.

FA1: Focuses on improving family capacities and services to ensure integrated early childhood development. Main objectives: 1) reduce infant and maternal mortality; 2) reduce low birth-weight, chronic malnutrition and iron-deficiency anaemia among children under three; 3) reduce the incidence of acute diarrhoea and pneumonia; 4) ensure vaccination coverage for all children under age one in priority rural areas; and 5) ensure consumption of iodised salt in Amazonian and Andean households. Contributes directly to MDG 4 and MDG5, and indirectly to MDG6, MDG1, and MDG3

FA2: Focuses on promoting: (1) access to quality pre-school education; (2) access, non-discrimination and completion of basic education, emphasising basic knowledge and life skills; (3) better quality teaching; and (4) increased social spending on education as a percentage of per capita GDP. The promotion of IBE is a cross-cutting strategy. Contributes directly to MDGs 2 and 3, and indirectly to MGD1

FA3: Aims at ensuring that all children grow up in a protective family and community environment. Focuses on: 1) preventing and reducing violence, sexual abuse and sexual exploitation of children, 2) supporting effective and quality services for the protection of children, 3) promoting universal birth registration, 4) protecting the rights of children in institutional care and promoting the right to live in a family, 5) protecting the rights of adolescents in conflict with the law, 6) promoting public policies for the eradication of the worst forms of child labour and reduction of all forms of child labour, and 7) promoting adolescent participation.

FA4: contributes to: 1) universal access to diagnosis and to the vertical transmission prevention protocol for all pregnant mothers, 2) universal access to anti-retroviral (ARV) treatment for children living with AIDS, 3) increased access for vulnerable adolescents to services and programmes designed to prevent HIV transmission, and 4) development of a comprehensive system to protect the rights of children affected or orphaned by HIV/AIDS.

Resources Used: (USD '000)

Project and code name	Planned in CPD			Funded			Estimated expenditures		
	RR	OR	Total	RR	OR	Total	RR	OR	Total
FA1	160	1555	1715	39	1298	1337	38	1167	1205
FA2	120	1477	1597	70	2117	2187	68	1986	2054
FA3	130	814	944	326	310	636	322	302	624
FA4	50	520	570	140	103	243	137	87	224

Results Achieved

In Health, at the national level, UNICEF advocacy led to increased budgets for maternal and neonatal health. In alliance with the Initiative Against Malnutrition, recommendations to the Government were drafted, and 24 regional presidents committed to concrete regional targets. UNICEF supported the Ministry of Health (MoH) and the Ministry of Women's Affairs and Social Development (MoWSD) in pilot micronutrient supplementation programmes, achieving increased budget commitments and expansion of the strategy. National commissions on IDD and maternal breastfeeding were re-activated, and UNICEF distributed vitamin A in vulnerable areas. At the sub-national level, UNICEF provided technical assistance to regional governments to plan and manage their resources, and also trained local health workers to culturally adapt and implement strategies. Community perceptions regarding new-born care in Amazon and Andean communities were studied, and good ECD practices were documented. UNICEF also completed a study on zinc's effectiveness in reducing morbidity due to diarrhoea and anaemia, and national monitoring of the multi-micronutrients strategy was strengthened. UNICEF works with the Group to Reduce Neonatal Mortality and the Interagency Committee on Maternal Mortality, the Initiative Against Malnutrition. UNICEF joined PAHO/WHO, WFP, FAO and UNODC in the Spanish MDG Fund project on child nutrition and food.

In Education, UNICEF influenced new national actors on issues of IBE, prioritising it in more than 15 regions and providing technical and financial support at the central and regional levels. UNICEF helped to establish a national 'Strategic Budget Programme' for

learning achievement (PPELA), and supported the Ombudsman Office's Report on IBE, to be published in 2011. Technical assistance and financial support was provided to the National Education Council (CNE) to monitor system PERs, and the Child-Friendly School (CFS) Model was adapted for the entire Ventanilla District. Capacity building was undertaken for indigenous teachers and teacher's aides; educational materials were produced in six regional languages; social participation and surveillance were strengthened; and support was provided to prepare a risk/rights-based emergency plan. Studies were carried out on IBE supply and demand, and on children's/adolescents' perceptions of public schools' impact on their education. UNICEF works with the Bureaus of the MoE, and with the CNE, ANGR, the Ombudsman's Office, national and regional education NGOs, the Canadian International Development Agency, USAID, the World Bank and the MCLCP.

In Protection, violence, abuse and child sexual exploitation were incorporated in the National Plan of Action for Children and Adolescents (PNAIA), and specific institutional roles and functions were established. Assistance to child and adolescent violence victims was strengthened. Capacity building for legal workers led to the design of a database to register judicial proceedings involving child sexual violence. Revision of the Children's Law progressed, with UNICEF providing technical assistance on international standards and information on indigenous, Amazonian and Afro-descendant children. Civil registration activities benefitted children and adolescents by strengthening local registration offices and training local and indigenous registrars. Finally, an analysis and manual for Residential Attention Centres were completed, the Offices for the Defence of Children and Adolescents were strengthened, and UNICEF supported an internal evaluation of INABIF's family placement activities.

In HIV/AIDS, UNICEF supported increased coverage of screening for pregnant women for PCMCT; the transmission rate was reduced to 6%. Despite the progress made, one in four pregnant mothers are not screened for HIV/AIDS. The MoWSD agreed to establish a comprehensive system to protect children and adolescents living with HIV/AIDS. UNICEF also supported the prevention of HIV/AIDS among adolescents in prison. In HIV/AIDS, technical assistance facilitated monitoring of the coverage of screening among pregnant women.

Critical Factors or Constraints:

- ✓ Decentralisation has transferred new responsibilities to the regions many of which, however, have limited technical and capacity to manage for results. Moreover, some functions and competencies of different management levels have not yet been clearly defined (eg; in Education).

- ✓ Decentralisation of supply procurement, together with management weaknesses and the lack of suppliers, limit the availability of some strategic supplies, and some supplies remained scarce (HIV/AIDS Screening Rapid Tests).
The centralisation of some national programmes limits regional and local coordination.
- ✓ High turnover of decision-making and technical personnel, a critical shortage of trained human resources, and limited financial allocation by local governments all constrain progress.

Future Workplan

FA1

- ✓ Strengthen technical and management capacities to improve comprehensive and intercultural for the care of the health and nutrition of pregnant mothers, newborns, and children under three in health, community and family services.
- ✓ Support actions for advocacy, training, monitoring and evaluation to increase the coverage and quality of child development programmes for children under three.
- ✓ Support national, regional and local authorities to strengthen inter-governmental and cross-sectorial coordination for the fight against child malnutrition.

FA2

- ✓ Support to the Ombudsman's Office to ensure follow-up and implementation of the recommendations of the Report on IBE.
- ✓ Technical assistance for the implementation of their IBE policies for the next four years, and for the design of their education management plans.
- ✓ Support to the MoE and regional governments to ensure the expansion of coverage, particularly at the preschool level, and to strengthen learning evaluation processes in indigenous languages, incorporating new languages into the annual evaluations of the MoE.
- ✓ Support to indigenous organisations for the development of their life plans and training of leaders on education.
- ✓ The Child-Friendly School Model in Ventanilla will be documented and supported.

FA3

- ✓ Strengthening capacities of regional supervisory bodies for children and adolescents.
- ✓ Advocacy for the inclusion of indicators for measuring the impact of violence against children and adolescents.
- ✓ Building of information management, information analysis and monitoring systems
- ✓ Finalisation of the Code for Children and Adolescents.

- ✓ Advocacy, promotion and raising of awareness about children in institutions and the right to live in a family.

FA4

- ✓ Technical assistance for the adequate planning and management of financial resources of the Strategic Budget Programme.
- ✓ Promote the development of participation experiences of at-risk adolescents for the prevention of HIV/AIDS, under the leadership of the Municipal Governments.
- ✓ Technical assistance and promote the leadership of the MoWSD to provide comprehensive care to children and adolescents living with HIV/AIDS.
- ✓ Technical assistance to the MoH to implement the Joint Plan for the Elimination of Mother-to-Child Transmission.
- ✓ Promote health conducts in the care of sexual and reproductive health for students in schools with an indigenous population.

Title: *Cross-sectorial costs*

Purpose

The cross-sectorial component includes some of the costs related to technical assistance for projects and a proportion of related operational costs for implementation and follow-up of the overall Country Programme of Cooperation.

Resources Used

Regular resources and other resources were used for the financing of the mentioned costs in an amount of US \$560,000. The thematic projects have co-financed the costs of technical assistance and operative costs.

Results Achieved

Administrative support for projects was evidenced in three components: Human Resources, Information and Communications Technologies (ICT), and Logistics. The Human Resources component assured that the projects had qualified technical personnel for their administration. It also focused on staff training, both in groups and individually in light of the forthcoming organisational changes (IPSAS and VISION)

The ICT component assured access and availability of opportune information and communications service in an efficient way. An appropriate plan of preventive maintenance avoided setbacks in the readiness of information. Due to budget limitations computer and communications equipment was only partially renewed. The migration to the Proms 9.1 was achieved successfully.

The administration of the Logistical component allowed having storage services, security, transport etc. in support to the projects. Similarly it permitted the sub-offices to work appropriately.

The availability of financial resources is the main limitation. Some of the operative standards stated by Headquarters require renovation of equipment or increased costs;, for example, for security.

Future Work-plan

The cross-sectorial project will be prepared to manage organisational changes, mitigating risks that prevent projects from reaching their objectives. The three administrative components will take the necessary steps to deliver in the best way the services they provide.

4 - OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure

UNICEF enjoys a strong relationship, and continued to actively engage, with its Inter-sectorial Coordinating Committee in the development of the 2012–2016 CP, the review of 2010 implementation, and planning and approval of 2011 Annual Work Plans. The Committee has been recognised by both government and the UN as a good model for collaboration and putting the Paris Declaration Principles into practice.

The presence of Zone Offices located in the Andean Region, and the embedding of consultants in Amazonian Regions, continue to be critical to success in achieving results. Presence in these regions facilitates access to priority districts, management of logistics for the organisation of events and workshops, supply positioning for emergency response, and implementation and follow-up of HACT. UNICEF shares the Cusco and Ayacucho offices with other United Nations Agencies, facilitating coordination and management of Joint Programmes and reducing UNICEF's operating costs.

The “embedding” of consultants eliminates the costs associated with full MOSS-compliant Zone Office; however, it also to some extent limits implementation in the most disadvantaged and least accessible region of the country, a factor which must be evaluated in the context of preparing the new CPD, with its stronger equity focus.

This year, the weekly Technical Programme Group meeting used live WebEx to facilitate dialogue and inclusion of Zone Offices in programme management and decision making. More efforts are needed to ensure more integrated approaches to programming and implementation, as well as to ensure exchange of experiences among the Regions.

The CMT increased meetings from monthly to semi-monthly in an effort to strengthen collective, horizontal decision-making on office management and human resources issues, among others. Increased frequency of meetings also facilitates rapid implementation of decisions and adoption of measures to enhance programme implementation, management and operations processes.

4.1.2 Strategic Risk Management

The office completed the ERM profile, risk control libraries and work plans to address the priority areas identified for the 26 categories of risks identified. Due to time constraints, the Office was unable to conduct the assessment of one or more work processes in 2010, but plans to do so in 2011. Given the impact of the global recession and the bleak international economic outlook for 2011, during the exercise the office prioritised the unpredictability of funding, as well as efficiency in managing funds. Priority actions for 2011 include developing a clear and effective resource mobilisation strategy that prioritises local fundraising of untied OR.

The CO also converted the EPRP and completed uploading of information to the EWEA web-based portal. This was a huge undertaking, and it is not clear how the Office will access the information in the event of a rapid onset of an emergency that cuts off electricity and internet access. All staff received orientation on the revised CCCs and, in collaboration with the INDECI and UNDSS, staff participated in two disaster simulation exercises.

Although the Office responded to emergencies caused by flooding and freezing temperatures, more has to be done to reduce risks and to mitigate the impact of emergencies on children. The Office has little knowledge and experience related to climate change and its impact on children. Assistance from TACRO in developing this area, and exchanges with other UNICEF offices or development partners could help improve the Office's strategy and enhance risk reduction in all programme areas.

Fundraising for emergency response has been difficult, as other parts of the world experienced major humanitarian disasters and donor resources were diverted in response. Peruvians gave more to support the earthquake in Haiti than they did to support the emergency appeals for flooding and freezing temperatures in Peru. As a

result, the Office was unable to replenish emergency supplies and materials to required levels for an emergency-prone country like Peru.

4.1.3 Evaluation

In 2010, UNICEF Peru raised awareness on the situation of children and adolescents and the importance of their rights. In all cases, the Office has applied the following as good practices: a) defining evaluation terms of reference with the active participation of the corresponding counterpart, and ensuring a rights focus; b) selecting the party responsible for the study, investigation or evaluation based on a competitive public tender, thus ensuring the necessary independence of those carrying out the study or evaluation assuming; c) validating the preliminary versions of the respective reports with counterparts, and jointly identifying recommendations/suggestions; d) the public launch of the results, with direct involvement by counterparts.

4.1.4 Information Technology and Communication

In 2010, the equipment and quality of services procured was improved. Computing equipment was upgraded, and the speed of Internet connections was improved in the Zone Offices. Purchases were made from suppliers with whom UNICEF has signed LTAs. Based on this infrastructure, communication services were installed using VoIP and web meeting, improving the coordination between offices and with executing partners. Likewise, the installation of the RAPIDSMS system was begun, for subsequent use in programme monitoring.

ICT solutions have proven highly effective in monitoring and advocacy activities. UNICEF Peru has supported, and continues to support, government institutions and executing partners who wish to use DevInfo as a monitoring and advocacy tool. The institutional and *Buena Onda* websites, as well as the online store, support the dissemination of information and fund-raising activities. Lastly, the use of e-mail to send electronic bulletins has supported the communication strategy.

The Lima office was a pilot office for some global ICT projects and takes care to follow the standards and policies of the organisation. In the context of global projects, the Office is preparing for the migration to Windows 7, Windows 2008, Office 2010, Microsoft Outlook and Vision. The office is concerned about its ability to finance the increased bandwidth for the connection with NY required for easy use these systems.

Another global project is the updating of the Business Continuity Plan. Implementation activities involve maintaining redundant voice and data connections, satellite

communication equipment and radio equipment. Likewise, the Office has a Citrix service that provides remote access to the main server, with a Memorandum of Understanding signed with UNDP to establish the terms and conditions for mutual cooperation in the event of a disaster. The Office keeps back-ups of our information outside UNICEF premises, and has also called a tender for the digitalisation of vital statistics records.

The disposal of equipment removed from service and used supplies is carried out with respect for the environment.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

In 2010, UNICEF Peru gave special priority to consolidating local alliances, in particular with the private sector. The campaign 'You Can Help Make a Change' with LAN Perú helped raise over US\$223,000, representing a 38% growth over 2009. The funds are earmarked for the Child Survival and Development Programme, and allowed interventions to be expanded in the Amazonian regions.

The third cycle of cooperation with Profuturo is being negotiated, which will help strengthen and expand the Child-Friendly Municipalities initiative. The 'Donate a Sol' campaign focused on birth registration of indigenous children, in collaboration with commercial giants Wong/Metro and Saga Falabella. The entry of Saga Falabella boosted revenues by 40%. A communication and fundraising strategy was created for emergencies, from which a total of US\$62,633 was raised for Haiti in collaboration with a local bank.

The 'Guests with a Heart' campaign was launched with the Novotel hotel chain, enhancing UNICEF's strategy to promote corporate social responsibility. The venture focuses on the prevention of sexual exploitation of children.

In its third year, *Buena Onda* was further consolidated. Calls to the donation telephone line rose by 22% over 2009, obtaining 5,000 prospects for individual donors, and nearly 100,000 clown-type noses were sold. *Buena Onda* allowed UNICEF to establish a partnership with the Delosi Group. Fundraising through PSFR in 2010 amounted to US\$962,872, an increase of 18% over 2009.

Revenue from PL&M grew by 11% over 2009, although the goal of US\$563,000 was not met. Sales have steadily declined due to uncompetitive pricing, seasonality of the Christmas campaign, stock-out of the most popular products, and a shrinking Christmas

card market. UNICEF's decision to license UNICEF-branded cards and gifts and to close its own store will take effect in mid-2011.

Donor visits were received from the US Fund and the UK Committee, as well as from UNICEF Goodwill Ambassadors Danny Glover and Ewan McGregor, the latter helping to raise US\$607,000 for CSD through "Soccer Aids" in the UK. Significant contributions were also received from the Spanish Committee (US\$520,000), DHL through the German Committee (US\$100,000 for nutrition), and from IZA for zinc supplements through the Canadian Committee (US\$556,000).

4.2.2 Management of Financial and Other Assets

In 2010 the Programme budget was US\$6,863,000. Implementation of RR and OR-E funds was 100%, and 100% of expiring PBAs were spent. Accounts pending liquidations were kept below 5% (-1.5%) for over nine months. Programme funds managed by the Operations Area in logistics, IT and personnel support offices were separated, contributing to more efficient and transparent financial management. Operating costs of Zone Offices were US\$318,018, compared to US\$594,810 for the Lima Office.

As in 2009, the budget was affected by the steady devaluation of the dollar, from S/2.88 per dollar at the beginning of the year to S/2.79 at the end of the year, representing a 3% loss in purchasing power. This variation has meant a decrease in the budgets of both Programs and the Support Budget, which has led to postponing and/or cancelling some planned activities, such as the replacement and/or maintenance of equipment.

Financial transactions are monitored on a daily basis through the bank accounts of the Banco de Credito and are available on its web page, enabling UNICEF to verify that transfers to counterparts are made correctly. The bank accounts are reconciled and sent to HQ on a monthly basis, keeping the number of outstanding items to a minimum. Cash flow has been monitored efficiently, maintaining bank balances within the limits established for the Lima office, thanks to close coordination and follow-up among the various areas of the Office.

The CMT monitors follow-up on the main financial indicators shown in the OMR, and corrective decisions are made on a case-by-case basis to maintain the indicators within the established limits.

While the majority of the VAT registered in 2009 has been recovered, the Government delays as much as six months in delivering these reimbursements. The amount of VAT recovered during 2010 exceeds US\$480,000, and the reconciliations of

the "GL 143930" account for VAT, between Peru and HQ, are kept up-to-date. UNICEF has requested a joint meeting with the Government and other UN Agencies in early 2011 to speed up VAT recovery, as will be required under IPSAS.

4.2.3 Supply

During 2010, the supply component of the CP was approximately US\$611,602, or 7.11% of the total budget, including the Support Budget. Over 98% were local purchases.

The main component of supplies was the printing of primary school texts in native languages. Anthropometric equipment, stimulation kits, computer equipment, audio-visuals and vehicles were also purchased. There were seasonal purchases of backpacks with school supplies, warm clothes and stoves for emergency response. The *Buena Onda* campaign symbol (noses) was manufactured in China, through a local supplier, which was a new and challenging experience.

The MoH continued buying through UNICEF Procurement Services. During 2010, purchases were processed for US\$3,000,000, including cold chain equipment, syringes, safety boxes and syphilis rapid tests. Conversations are currently being held with SD for the procurement of vaccines. The good results with the Health Sector are opening new spaces (e.g. with regional governments).

The local market is wide and varied, and the regional market is growing. There is a base of local and regional suppliers that is currently updated and broadened. The amount of purchases sent directly from the supplier to the counterparts is steadily increasing, avoiding excess transportation and storage costs.

UNICEF Peru has an outsourced warehouse that is used according to commitments taken on with the Government. Efforts are being made for the supplies to be delivered directly to the counterparts, avoiding their entry into the warehouse. While there are limitations on distribution to the final beneficiaries due to the institutional weaknesses of our executing partners, they are being strengthened with training and monitoring so that they may improve their efficiency in the management of this responsibility.

The Office follows up on the supplies, not only by receiving proof of delivery but also verifying their impact and correct use over time, through visits to executing partners and counterparts.

The participation of the Supplies Officer in Programme Meetings has allowed for close coordination with the areas, especially in support of the preparation and implementation of supply planning during the year.

Collaboration with other UN Agencies takes place through the exchange of information, procurement processes, supplier information, etc., with an emphasis on emergency situations.

4.3 Human Resource Capacity

In 2010, the CMT included Human Resources (HR) as a standard agenda item at all meetings, recognising its importance to effective management, governance and human resources development.

Based on the HR structure established, and the demands that arose during 2010, the Human Resources Area has been competitively identifying and selecting professionals with the knowledge, technical expertise and skills required, considerably expanding the roster of pre-qualified professionals in various specialities. The Office has adapted to the changes of the Contractual Reform, both in terms of hiring new professionals as well as maintaining professionals with suitable profiles.

Time and resources were invested in training and developing personnel skills to accompany the changes in organisational management, such as VISION and IPSAS, and to prepare programmatically in issues with a focus on gender, equality and violence.

The Office provided personnel with access to professional services to provide care for the management of stress caused by critical incidents, as well as a Peer Support Volunteer to offer support to personnel whose wellbeing may be affected. Talks on preventing HIV and the UN Cares: HIV in the Workplace program were offered.

In coordination with the Board of the Personnel Association, the Office made continuous efforts to maintain and improved the work environment and to counteract the stress created by the change of Representative, institutional changes, and heavy workloads. Time was also invested in spaces for personnel integration, talks on issues such as integrity and values, self-help strategies, as well as recreational spaces such as celebrations, luncheons, parties and sporting activities. The Office also provided incentives for personnel to participate in regional and local surveys, which have been well-received, showing favourable results on a regional level on issues such as job satisfaction, work/life balance, professional development, and workplace atmosphere.

UNICEF Peru has continued to implement a "PER Day" to create a space for discussion between supervisor and supervisee which, together with adequate guidance and monitoring, has contributed to the achievement of 84% of 2009 PERs completed as of February 28, 2010, with the supervisor's signature.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement

As noted elsewhere, entry into joint Zone Offices with other UN Agencies (WFP, UNDP) has generated significant savings in field operations. Some vacant Programme, PFP and Operations posts are being staffed with Temporary Assistance in 2010-2011, and their appropriate levels/costs will be reviewed in February 2011 as part of the CPMP.

4.4.2 Changes in AMP

The Peru Office will present a new CPD and CPMP to regional PBR early in 2011. The Office is carefully analysing the most efficient and effective structures for providing support to counterparts at the subnational levels (Zone Offices, "embedded" consultants, etc.) and is also reviewing Programme and Operations staffing structures to maximize results for children while maintaining or reducing costs.

5 - STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. *Monitoreo del Cumplimiento del Reglamento de Alimentación Infantil, en Hospitales de Lima Metropolitana*
2. *Monitoreo de la Promoción de Sucedáneos de la leche materna a través de Medios Masivos de Comunicación*
3. *Estudio de demanda y oferta de EIB*
4. *Discursos y nociones sobre el desempeño docente*
5. *Balance del proceso de descentralización educativa*
6. *Estudio sobre percepciones de niños y adolescentes de escuelas públicas sobre su educación*
7. *Estudio Diagnóstico de la EIB en la provincia de Atalaya (Ucayali)*
8. *Sistematización de la respuesta de educación a la emergencia del sismo 2007*

5.2 List of Other Publications

1. *Reglamento de Alimentación Infantil, para la promoción y protección de la Lactancia materna: Versión Amigable*
2. *Representaciones Sociales sobre los cuidados del recién nacido en la provincia de Quispicanchis, Región Cuzco*
3. *Percepciones y prácticas en el cuidado del recién nacido de comunidades andinas y amazónicas, de la Provincia de Condorcanqui y Grau.*
4. *Que el VIH no nos impida soñar*
5. *Estado de la Niñez Indígena*
6. *Guía para docentes "Atención en Salud Mental en Situaciones de Emergencia o Desastre"*
7. *Informe Anual 2009*
8. *Brochure. Systematization of Project Sustainable Human Development along the Santiago River*
9. *Rotafolio: Cuidados continuos para Salud del recién nacido*
10. *Video. Completion of Project Sustainable Human Development along the Santiago River*

6 - INNOVATION & LESSONS LEARNED:

Title: *Municipalities Friends to Childhood Association - AMAN - Original name in Quechua: Kausachun Wawakuna Llaqtanchiskunapi*

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Abstract:

The Association of Child-Friendly Municipalities (AMAN) was developed by UNICEF and the municipal government of Cuzco (education, health and social welfare sectors), providing an example of effective partnership between local government and the private sector to benefit children. AMAN is supported by UNICEF and PROFUTURO, a Peruvian financial services company belonging to the Scotia Bank Group.

Innovation or Lessons Learned

AMAN was started in 2004 to develop and strengthen local government capacity to promote, defend and implement child rights activities in four communities with a population of 1,000, of which 50% are children and adolescents. The decentralisation

process in Peru was started in 2002, but was not accompanied by a transfer of technical capacity and managerial skills. In addition, the migration of local professionals to urban centres further reduced the availability of technical capacity in poor rural areas. The Regional and Municipal governments, which did receive additional financial resources under decentralisation, tended to invest these in more tangible and uncomplicated infrastructure projects.

The uniqueness of this association is its human rights-based goal and integrated approach on children and adolescents - the only one in the country.

Particular attention should be called to the role of the private sector, which started with an interest in donations for four small communities in a municipality, and become another key stakeholder for the consolidation and growth of AMAN and the scaling-up of the intervention at regional level and most probably to other regions of the country.

Potential Application

It is increasingly clear that local governments can either be key allies in child rights-oriented local development or, if they are not brought on board, can pose an obstacle, as they prioritise other issues and ignore children.

The initiative could be relevant in any context going through decentralisation from national/central to local level, as is the case in many MICs, and where the private sector's potential as an ally and for corporate social responsibility is being developed. In this way, the complementary role can be promoted.

In Peru, it is recommended to scale-up to other provinces of the same region, like Quispicanchis, where UNICEF is implementing its country programme and from where requests to become members of AMAN were already transmitted.

Other regions of the country may also benefit from this type of association, together with promoting the establishment of '*mancomunidades*' (commonwealth) oriented to human development and children's rights. UNICEF Peru will also explore the possibility of replicating the model at the regional (state) level.

Issue/Background

Cuzco Region has some of the worst child development indicators in Peru (eg; 39% chronic child malnutrition). In 2004 four districts came together to form AMAN, based on a rights approach to child and adolescent development. AMAN is based on a provision in

the Municipalities Law (2002) which allows local governments to collaborate and share resources. UNICEF and PROFUTURO provide financial and technical support, and PROFUTURO supports the strengthening of municipal management capacity. AMAN is now widely recognised as an innovative and effective use of the potential for cross-fertilisation and collaboration among local governments and with the private sector.

Strategy and Implementation

The framework of this initiative is integrative, qualitative and participatory, with processes that were initially based on UNICEF's existing programmatic structure as well as taking advantage of its experience in the region. Human rights-based and gender-inclusive, the main objective is to strengthen the capacities of all involved stakeholders: the government, sectorial operators, families, children and communities, in order to create an environment that will facilitate holistic human development. It aims to build a inter-district territory where social and political processes consider the fulfilment of children's rights as the top priority.

At the same time, it promotes the creation of quality and available services and the replication of successful interventions, together with the design of social policies and the assignment of public funds to activities related to AMAN.

Private sector involvement has always surpassed their financial contribution, showing commitment as well as flexibility and understanding of the changes suggested to improve the intervention – initially selected by them. Profuturo AFP has shown a very positive evolution in relation to its commitment and advocacy towards human rights and development initiatives.

Progress and Results

AMAN has expanded from four communities with 1,000 people, to four entire municipalities with 20,000 inhabitants, strengthening their administrative and management capacity, and institutionalising positive processes/practices, achieving positive results in child health, nutrition, protection and education for 9,404 children. The identification, documentation and replication of local good practices were notable success: for example, the 'healthy household' initiative and the 'parent's school' were adopted by other municipalities. AMAN has been officially registered and has designed tools to inter-connect different municipal offices. Special offices were created to promote citizens' participation, foster dialogue with authorities, and design participatory budgets, often with children's participation. Since 2007, each municipality contributes human, financial and logistics resources, constituting 30% of requirements. Two risks exist: First, the rotation of public personnel and their weak capacity have already slowed the assumption of responsibilities locally. Second, personal and individual commitments by

the mayors, while critical, are sometimes limited to that person and not assumed by the municipality, a vulnerability that became evident after the recent elections. However, the involvement of many people at many levels and at different moments has yielded positive results, as most of the new authorities are familiar with the initiative and have expressed interest in continuing.

Next Steps

Recently, new legislation was passed to promote the formation of 'commonwealths' among local governments, enabling local communities to maximise their resources by replicating locally relevant approaches and providing technical support to each other. AMAN hopes to incorporate itself under this new law, making it more financially sustainable and allowing it access to public investment funds. UNICEF is also looking at how to replicate the approach of AMAN in other localities within Peru, and PROFUTURO is particularly interested in this as well, since it represents the possibility of maximising the impact of their initial investments and technical assistance. The results of the mid-term evaluation will be used to analyse the intervention with the municipalities and to plan for the coming years. At the same time, the request from additional municipalities to be part of AMAN will be considered, with the development of upgraded mechanisms to monitor activities. As there are new elected authorities, this will also be a good opportunity to advocate and promote the continuation of the initiative and to transform the association into a "*mancomunidad*" (commonwealth).

7 - SOUTH-SOUTH COOPERATION

Collaboration between UNICEF Peru and Brazil led to the exchange of experiences and technical collaboration between Government officials of the two countries to prevent HIV among adolescents living in the streets. A Peruvian delegation made up of public officials and UNICEF staff visited the city of Sao Paulo, where they learned about the experience developed in that city for the prevention of HIV/AIDS among at-risk adolescents. Later in the year a Brazilian delegation visited Peru and conducted training of national and municipal level officials on the methodologies for working with this group. They also had the opportunity to visit an urban slum near Lima, characterised by a high level of social conflict, under the leadership of the District Municipality to learn from Peru's experience. Cooperation between the two countries resulted in the formation of a Multi-sectorial Committee of health, education and protection neighbourhood organisations, and the Social Development Management of the Municipality of Ventanilla, in an effort to adopt a more integrated approach to HIV prevention among the most vulnerable adolescents.

South-South cooperation between Peru and Honduras resulted in the elaboration of a strategic plan for the reduction of chronic malnutrition in Honduras. At the request of the Honduras office, UNICEF Peru provided technical support as part of its effort to convince the Government of Honduras to tackle malnutrition in that country. UNICEF staff visited Honduras and made presentations to government, UN and other partners on the CRECER strategy. In the second phase, three Honduran government ministers visited Peru to participate in a South American regional conference on Inter-sectorial and geographical integration to reduce chronic malnutrition and poverty in Latin America. As a follow-up to this experience, the Government of Honduras requested technical assistance from the Government of Peru on planning and budgeting for reduction of malnutrition.