

## El Salvador

### Executive Summary

The final year of the 2012-2015 cooperation programme between the Government of El Salvador (GOES) and UNICEF was a year of consolidation of major advances in the fulfilment of children and adolescents' rights. The country has adopted a solid and relatively thorough legal framework for children's protection, with the Constitution of the Republic and the Law on Comprehensive Protection of Children and Adolescents (LEPINA). In addition, education coverage has increased, child mortality has declined and there is a growing social awareness about giving priority to children starting from their first years of life.

However, ensuring that this progress reaches every child and that no one is left behind due to his/her condition of poverty, place of residence, sex, disability, ethnicity or any other characteristic that discriminates against him/her, remains a challenge. According to an analysis of the multidimensional poverty measurement adopted by the country in 2015, 41 per cent of households with members under 18 years old are poor, whereas in adult-only homes the rate is 24 per cent – showing that more children face deprivation than adults (UNICEF 2015). Additional disaggregated analysis of the 2014 multipurpose household survey, conducted by Government institutions with UNICEF support, provide clear data about the location of the less-advantaged based on their characterisation, which will definitely allow for a better and more targeted prioritisation of public policies and governmental programs for the comprehensive care and development of children and adolescents of El Salvador.

The year under review was the second year of a governmental administration committed to children, adolescents and youth. On the one hand, this has facilitated major accomplishments for UNICEF El Salvador; on the other hand, it has been a time for setting the development agenda of the new administration and reorganising various institutions, in a context where due to an increase in the level of violence in the country, efforts to reach agreements for social cohesion requires a redefinition of priorities, strategies and outputs. Likewise, 2015 was intense for UNICEF El Salvador in terms of planning the Country Programme for 2016-2020, approved in September; this was a highly participative and analytical process that resulted in alignment of the Country Programme with the Government's five-year national development plan 2015-2019 (NDP) and the United Nations Development Assistance Framework (UNDAF).

Some of the year's most important accomplishments related to: violence prevention at the local level, contributions to the work of the National Education Council (CONED), expansion of the "Triple E" model for attention to early childhood and support for linking Government institutions and the private sector to protect children online. Violence prevention was addressed from three main approaches: institutional strengthening, safe communities and safe and inclusive education from a local perspective in several municipalities of the country. With respect to the CONED – a consultative and participatory platform to identify and agree on policies and priorities in the education sector – UNICEF El Salvador took an active part in the technical secretariat and supported the Ministry of Education (MINED) in leading it, providing technical input and documenting progress and agreements reached. The "Triple E" (Education,

Empowerment, and Safe Environment), an experience at the local level for attention to early childhood, provided valuable lessons for interinstitutional linkages, both at the local and national levels, with involvement of the Central Government, NGOs, municipalities and communities. Finally, awareness about children's online protection was built and will be further improved by the collaboration and participation of institutions related to crime prosecution together with private sector firms providing telecommunication services.

When evaluating the last year of the 2012-2015 cooperation cycle, it becomes evident that much remains to be done. The limited predictability for Country Office funding, mostly due to categorising El Salvador as a middle-income country, makes it necessary to prioritise and remove bottlenecks from the most relevant interventions for which UNICEF El Salvador has a comparative advantage. The full adoption of the "Delivering as One" model in the United Nations System (UNS) will ensure more efficiency and efficacy of UNICEF cooperation in the new Country Programme. South-South cooperation will be promoted as a cost-effective mechanism to exchange knowledge, and priority will be given to interventions aligned with specific Government plans, such as the Plan for a Safe El Salvador (PESS)—which complements the NDP on areas of justice, security and peaceful conviviality.

## Humanitarian Assistance

El Salvador is considered a country of mid-level of risk according to the INFORM ([inform-index.org](http://inform-index.org)) database and methodology. The country's location makes it vulnerable to a series of events, particularly natural events, such as volcanic activity, meteorological phenomena and epidemics caused by vectors. Additionally, socio-economic challenges keep certain sectors of the society prone to risks derived from migration and internal displacement. This high vulnerability, however, is partially compensated by a growing level of preparedness and professionalism of Government actors responsible for the response, such as the Directorate General for Civil Protection, the Ministry of Environment and Natural Resources (MARN) and others. UNICEF El Salvador provided close follow up in relation to these risks, with the aim of ensuring adequate preparedness for an eventual humanitarian response, as well as proper support to the responsible national institutions.

A few key trends from 2015 are noted below:

- The continuous activity (beginning in 2013) of the Chaparrastique Volcano (Eastern zone) throughout the year, was closely monitored, even though no major incidents were reported this year. Both the Ministry of Health (MINSAL) and MINED, along with Civil Protection, have maintained permanent surveillance, in which UNICEF El Salvador has participated directly and through the humanitarian response team of the UNS.

- With respect to health, although direct assistance was not provided, seasonal outbreaks of Dengue and Chikungunya were monitored, and were adequately handled through permanent campaigns by the central Government and local authorities. As of November 2015, there were 9,094 confirmed cases of dengue, of which 59 per cent corresponded to children and adolescents; there were 873 confirmed cases of Chikungunya reported, of which 50 per cent were children and adolescents. (MINSAL, Direction of Sanitary Surveillance, week 44, 2015). During the last months of the year, the occurrence of cases of the Zika virus were also observed, which were monitored and controlled by health authorities using strategies against the outbreaks already mentioned.

- For four consecutive years El Salvador has been affected by the occurrence of droughts, with

impact across the country. According to the MARN, the prolonged drought has been so intense that, during a normal period of the rainy season, there were up to 71 days without rain in the departments of La Paz, La Unión, Morazán, San Miguel, San Vicente and Usulután. As a result the level of food insecurity has increased. The El Niño forecast suggests that this phenomenon is almost certain to remain in play until the first half of 2016. Most predictive models studied suggest that El Niño will continue to intensify, which poses uncertainty about the risk of damage to the second harvest crops. This situation motivated the UNS, during the last semester of the year, to submit a request for support from the Central Emergency Relief Fund (CERF) in which UNICEF, as leader of the nutrition cluster, proposed to act immediately to care for vulnerable children, particularly those who already suffer from chronic malnutrition, in order to prevent them from becoming moderate or severe acute malnutrition cases. Funds were approved in December, thus the activities will be carried out during the first semester of 2016.

### Mid-term Review of the Strategic Plan

The Country Programme continues to fulfil the 'core business of UNICEF in Latin America and the Caribbean' (LAC), aimed at monitoring all aspects of the situation of children and implementation of recommendations of the CRC and the CEDAW Committees. This role is crucial in all countries, including upper-middle- income countries and high-income countries, re-confirming the universal mandate of UNICEF. Moreover, a substantive portion of UNICEF-supported actions aim at influencing sub-national policies and programmes. Where needed, this work is complemented by the implementation of model projects at the sub-national level, particularly in selected areas where the most disadvantaged populations reside. Further emphasis on the combination of 'upstream' policy work together with sub-national level modelling, also in the context of middle-income countries, allows for continuous learning and obtaining evidence from local experiences that could be used to design and strengthen national policies and programmes.

Increasingly, the programmatic role of UNICEF is evolving and addressing emerging issues that affect the rights of girls, boys and adolescents. Such emerging issues, which are currently not fully mentioned in the Strategic Plan include: a) Emerging health agenda - health systems-strengthening, non-communicable diseases, obesity, and adolescent health; b) integrated early childhood development (IECD); c) secondary education, with particular attention to boys' education, given boys' high drop-out rates from secondary education; and d) prevention of adolescent pregnancy, linking such efforts with addressing (sexual) violence against girls. It is suggested that these areas be better reflected in the Strategic Plan, through specific results and indicators. Moreover, a review of programme information database coding is suggested, so that such emerging programme issues are adequately reflected, allowing for better reporting on results and funding spent.

As part of the analysis of barriers and bottlenecks, a clear need emerges to address social norms and include a component of behavioural change communication (C4D). This is currently not a specific strategy in the Strategic Plan, and consideration of re-introducing this strategy as one of UNICEF's corporate strategies is suggested. This would permit better reflection and reporting on ongoing work using C4D approaches. At the same time, and aligned to the 2030 Agenda, South-South cooperation (SSC) is likely to increase in the future. However, so far it has been difficult to demonstrate UNICEF's value-added to obtaining specific results for children through SSC. Therefore, it is recommended to continue with efforts, also as part of the MTR of the Strategic Plan, to provide global tools for measuring the results of SSC. Linked to SSC is a need to strengthen UNICEF's knowledge-management function. Although efforts are made at Country Office level, it is also recommended to increase global efforts to strengthen the

knowledge management function. This could also include increased emphasis on supporting evaluations of (sub-) national policies and programmes, rather than focusing only on UNICEF programmes. With limited resources available, a shift in attention to the type of evaluations expected is suggested.

Finally, like many country programmes in LAC, UNICEF El Salvador is facing resource constraints and, while income from private fundraising and partnerships has been growing, and such resources are increasingly re-distributed in the region through the Regional Thematic Fund, UNICEF El Salvador remains highly dependent on income from the Regional Thematic Fund, Global Thematic Funds and Global Set-Aside funding (in addition to the regular resource (RR) allocation). With these funds, UNICEF is still in a position to deliver on substantive results, exercise its mandate and address persisting inequities in the country. Therefore, as part of discussions of a potential new resource allocation system for UNICEF, it is strongly suggested to ensure that the current minimum levels of RR is maintained; while at the same time adjustments could be made to criteria for the allocation of global set-aside and thematic funds, re-orienting more of such resources to 'donor-orphan' regions such as LAC.

## Summary Notes and Acronyms

AMP - Annual management plan  
ATPI - Technical assistants for early childhood  
BCP- Business continuity plan  
C4D- Communication for development  
CALMA- Breastfeeding Support Centre  
CEDAW Committee for the Elimination of all Forms of Discrimination against Women  
CERF - Central Emergency Relief Fund  
CRC- Convention of the Rights of the Child  
CMT- Country management team  
COMURES- Corporation of Municipalities of the Republic of El Salvador  
CONAIPD - National Council for Persons with Disability  
CONASAN- National Council for Food and Nutrition Security  
CONED - National Education Council  
CONNA- National Council for Children and Adolescents  
CLD - Local rights committees  
CSOs- Civil society organisations  
DCTs- Direct cash transfers  
DGPC- Directorate General for Civil Protection  
DIGESTYC- Directorate General of Statistics and Census  
DNEPI - National Directorate of Early Childhood Education  
ECJ-J judicial Training School  
ECOS - Community health teams  
EHP- Country Humanitarian Team  
EHPM - Multipurpose household survey  
ESEN- Higher School of Economics and Business  
EU – European Union  
FAO - Food and Agriculture Organization (United Nations)  
FGR - Attorney General's Office  
GDP- Gross domestic product  
GOES- Government of El Salvador  
GSS - Global staff survey  
GSSC - Global Shared Services Centre

GSMA - Groupe Speciale Mobile Association  
 HACT- Harmonised approach to cash transfer  
 HIV- Human immunodeficiency virus  
 ICEFI - Central American Institute for Fiscal Studies  
 IMEP- Integrated monitoring and evaluation plan  
 ILO - International Labour Organization  
 IOM - International Organisation for Migration  
 ISNA - Salvadoran Institute for the Comprehensive Development of Children and Adolescents  
 ITSS - information technology support services  
 JCC - Joint consultative committee  
 LACRO - Latin America & Caribbean Regional Office  
 LEPINA - Law for the Comprehensive Protection of Children and Adolescents  
 LJCC - Local joint consultative committee  
 LTA - Long-term agreement  
 MARN - Ministry of Environment and Natural Resources  
 METPI- Cross-Sectoral technical table for early childhood  
 MICS- Multiple indicator cluster survey  
 MINED- Ministry of Education  
 MINSAL- Ministry of Health  
 MoRES - Monitoring results for equity system  
 MTR- Mid-term review  
 NDP - National Development Plan  
 NGOs-Non-governmental organisations  
 NHS - National health survey  
 NTI- ¿No te indigna? Doesn't it Outrage You?  
 OEI - Organization of Ibero-American States  
 OMT- Operations management team  
 OOSC - Out-of-school children  
 OR- Other resources  
 PAHO- Pan-American Health Organisation  
 PESS- Plan for a Safe El Salvador  
 PNC - National civil police  
 PNPNA - National policy for the comprehensive protection of children and adolescents  
 RESALDE - National Network for the Right to Education  
 RR- Regular resources  
 SANNHOS - Joint United Nations Programme on Food and Nutritional Security in Salvadoran Children and Homes  
 SDGs - Sustainable Development Goals  
 SNU- United Nations System  
 SNPINA - National System for the Comprehensive Protection of Children and Adolescents  
 SSC - South-South cooperation  
 STPP-Technical and Planning Secretariat of the President's Office  
 SUN - Scale-Up Nutrition initiative  
 UNDAF - United Nations Development Assistance Framework  
 UNDP- United Nations Development Programme  
 UNDSS- United Nations Department of Safety and Security  
 UNFPA- United Nations Population Fund  
 UNICEF- United Nations Children's Fund  
 USAID- United States Agency for International Development  
 WFP - World Food Programme

## Capacity Development

Capacity development was carried out in different work areas and at different levels: institutions of the central Government, subnational authorities, and community and families.

At the national level, for example, UNICEF EI Salvador provided assistance for emergency preparedness and response to national institutions such as MINED and MINSAL by pre-positioning materials for immediate response, and to Civil Protection through the development of user-friendly action guides for community response units. Furthermore, UNICEF EI Salvador contributed to the visibility of persons with a disability by improving the tools for identifying disability using functional and environmental models. UNICEF EI Salvador also promoted awareness about the Sustainable Development Goals (SDGs) through the “Biggest lesson in the world”, training 130 teachers who shared their knowledge with some 13,000 students.

At the subnational level, capacity development for attention to early childhood stands out, with emphasis in linking services and the early detection of disability. Another relevant experience was the strategy for educational retention and insertion of out-of-school children to support the right to education and prevent violence, as well as the support provided to the National Civil Police (PNC) through the development of a procedures manual for police intervention in schools and subsequent training. Some of the lessons acquired through these initiatives will be incorporated into actions within the framework of the PESS.

At the community level a process of formation on social communication, involving adolescents and teachers in 24 schools in four municipalities with high rates of violence, was rolled out. This leadership programme, supported by UNICEF EI Salvador, was combined with learning and skills in communications to build the capacity of children taking part in school violence prevention committees and enable them to contribute to a website promoting peaceful coexistence.

## Evidence Generation, Policy Dialogue and Advocacy

One of UNICEF EI Salvador’s strength is its support to knowledge generation, which has greatly contributed to improving knowledge about the situation of children and adolescents in the country. This was accomplished through the provision of technical assistance to different institutions for the production of data and specialised analysis of the situation of children, using the Monitoring results for equity system (MoRES) framework, focusing on identifying and removing barriers and bottlenecks to the fulfilment of children’s rights.

The National Health Survey carried out in 2014, using MICS methodology, was completed this year. The comprehensive report, to be issued during the first quarter of 2016, will allow for an assessment of the efforts made by the national health system for children, and for steering further public policy in the area of child health. Equally, and within the framework of measuring multidimensional poverty adopted by the country, an analysis was made of the multidimensional poverty affecting homes with persons under 18 years old, which clarified priority areas for poverty eradication and social protection policies focused on children.

UNICEF EI Salvador also collaborated in the development of thematic assessments to guide CONED’s work and facilitated agreements that will facilitate improved education coverage, quality, relevance and funding. Another notable action was assistance provided for the elaboration of a study of the situation of juvenile penal justice, based on available statistics. This work will be used as a powerful advocacy tool to counter negative perceptions about

adolescents' involvement in crime, in an environment of polarisation and relatively high levels of violence for which society as a whole is looking for sustainable solutions.

## Partnerships

UNICEF El Salvador strengthened and initiated alliances with diverse sectors of society, including Government institutions as well as civil society organisations (CSOs), academia and the private sector, to increase the impact of its work.

El Salvador adhered to the 'A Promise Renewed' initiative in 2014 through support to the Neonatal Alliance and under the leadership of MINSAL. Given the completion of the perinatal mortality reduction plan, a similar activity was developed in 2015 to be held every year to report to society on progress made and identify bottlenecks to the reduction of neonatal mortality. On the Scale-Up Nutrition (SUN) initiative, as a member of the Executive Committee, in September UNICEF El Salvador consolidated an alliance with the National Council for Food and Nutritional Security (CONASAN); within this framework, a United Nations joint programme was launched, including broad partnerships to involve the private sector in finding solutions to the country's nutritional challenges.

To increase public investment in education, UNICEF El Salvador strengthened its alliance with the Salvadoran Network for the Right to Education (RESALDE) and its communications campaign to raise public investment in education. The participation of UNICEF El Salvador in this effort, along with its involvement with CONED and MINED, will contribute to more in-depth discussions and agreements for the education of Salvadoran children.

In relation to the private sector, alliances were established at the local level with Millicom/TIGO and the Groupe Speciale Mobile Association (GSMA) within the framework of protecting children against online violence. Similarly, UNICEF El Salvador strengthened its collaboration with the media (public and private) for mutual support in the promotion of the rights of children and adolescents with a special emphasis on violence prevention.

## External Communication and Public Advocacy

UNICEF El Salvador intensified its campaign "Doesn't it outrage you?" part of a strategy to raise awareness and promote social action to stop violence at home, school and the community, with support from the media, Government institutions and both national and international celebrities from different fields. New spots were launched with the image and the voices of new celebrities, such as English soccer player David Beckham, a UNICEF Goodwill Ambassador, as part of his global strategy '7' a new fund for vulnerable children in danger across the globe. In addition, UNICEF El Salvador ensured that youth voices were heard through their presence in cooperation fairs, youth and corporate social responsibility fairs and a concert. These events were also used to promote virtual activism through the new Country Office webpage (launched this year) and, especially, through social media.

Together with the Communications Secretariat of the President's Office and the media, a gathering was organised with 70 child communicators from different children's spaces in the media (press, radio and audio visuals) in which, in addition to exchanging experiences related to the promotion of the rights of children and adolescents, a network of child communicators was created with commitment from the authorities and the media to support the opening of more spaces for child participation.

UNICEF El Salvador also drew attention throughout 2015 to the high levels of violence against

children and made a public call for increasing efforts to protect the integrity of children and adolescents. Other advocacy themes included: greater investment in quality education, more coordinated actions to eradicate child labour (with the ILO, during the National Day against Child Labour), and greater empowerment of Salvadoran girls for the fulfilment of their human rights, during the International Day of the Girl Child.

### **South-South Cooperation and Triangular Cooperation**

A South-South cooperation (SSC) strategy was consolidated through different activities in 2015.

One highlight was the technical assistance provided for the development of a proposal for cooperation between El Salvador and Chile on the comprehensive care for children's development in El Salvador. This was the result of structured exchanges between the two countries in 2014. The project was presented and approved at the second meeting of the joint commission for technical cooperation between the two countries and became the framework for all related interventions. UNICEF El Salvador also provided technical assistance for the visit of the President of Chile, and meetings with the Social Management and Inclusion Cabinet and CONED about the importance of investing in early childhood. The first activity within the cooperation project with Chile, an exchange mission with the team from Chile's Social Development Ministry to El Salvador and a delegation from the Government of Honduras, took place in October 2015. This was the beginning of a process that will promote joint reflection around the main breakthroughs, critical knots and definition of working guidelines for comprehensive attention to early childhood, within the framework of the public policies of El Salvador, Honduras and Chile. This experience also involved coordination work with UNICEF Chile.

With Uruguay UNICEF El Salvador provided technical assistance for the organisation of working sessions between key stakeholders to develop a cooperation project about the 'single identification document' from birth. This project was approved during the fourth meeting of a Joint Commission for Technical and Scientific Cooperation that took place in November 2015. The follow-up will determine the roadmap for 2016, opening the door to greater collaboration with Uruguay.

### **Identification and Promotion of Innovation**

Innovation, conceived as different ways to address a need, was promoted by UNICEF El Salvador during 2015. In the humanitarian sector, given the recurring drought conditions and the reduction of access to food by families, particularly in rural areas, an agreement for financial and technical assistance was reached with the Seraphim Foundation to design, promote, implement and document a community surveillance model for slow-onset emergencies, in order to validate a resilience mechanism, with community participation, to prepare, anticipate and actively seek specialised services to address the effects of food insecurity.

UNICEF's communications team used different fairs, in particular the National Youth Fair to achieve greater visibility for children's rights through interactive stands with videogames, selfie shots and information, managing to involve the public in a more active way to share their voices and proposals for children. The communication strategy was strengthened through the use of social media, developing messages with creative posts that reached over 10,400 fans on Facebook and over 6,600 Twitter followers. Innovation also took place using other social media, such as Instagram, to improve the visibility of UNICEF El Salvador's work.

Another example was the development of a virtual platform to identify children and adolescents

out of school, and list available services related to education and training in the corresponding municipality. This initiative, benefitting from participation by the central Government, municipalities, CSOs and communities, was successful and is being extended to more municipalities in the country, including some of those prioritised in the PESS.

### **Support to Integration and cross-sectoral linkages**

UNICEF El Salvador undertook cross-sectoral action mainly in three areas: UNS joint programming, early childhood care and the SNPINA.

The joint programme (involving FAO, WFP, PAHO and UNICEF) was focused on food and nutritional security, and created an opportunity to develop harmonised and comprehensive programming by the UNS. Joint operational planning facilitated the development of a community-level tool that, with local partners, will allow the latter to improve their role as duty-bearers of service delivery using a cross-sectoral approach.

The Triple E, a programme targeted to early childhood that is coordinated among several institutions and implemented in four municipalities was consolidated. This was accomplished through greater linkages between efforts by governmental institutions at the national and municipal levels, CSOs and communities, ensuring the right to education, health, protection and participation of young children. This way of working has enabled the optimisation of resources devoted to institutional and community strengthening for comprehensive early childhood care, as well as improvements in quality and expansion of the coverage of coordinated service delivery.

UNICEF El Salvador contributed to the strengthening of the SNPINA by enhancing: i) capacity to design, execute and evaluate programmes for children and adolescents with a human rights-based approach; ii) training for Government officials in charge of children's rights; and iii) review of the administrative procedures and judicial processes established in the LEPINA. UNICEF El Salvador also supported CONNA with technical assistance for the elaboration of the 'Action Plan of the National Policy for Children and Adolescents', which was developed through a participatory process and presented to the public in December 2015.

### **Service Delivery**

The strategic approach of UNICEF El Salvador's Country Programme is not focused on the provision of services. However, in 2015 UNICEF El Salvador was involved in some specific occasions in monitoring service delivery.

During the cooperation programme, El Salvador has taken major steps to combat the HIV epidemic, having been recognised by the Global Fund as one of the countries with the most success. UNICEF El Salvador has monitored programmes for the reduction of vertical transmission, which has been kept below 1 per cent. Advocacy work continued to ensure that the transition from adolescence to youth does not become a risk to adherence to treatment.

A relevant case registered during the last quarter of the year was supplementary aid for the inclusion of the inactive polio vaccine (IPV) in the national vaccination scheme, and the shift from trivalent oral vaccine (tOPV) to bivalent (bOPV). A total of 2,000 health workers were trained to lead the process at the community level. Due to delays in the provision of new vaccines, it was necessary to reschedule to 2016 the rapid monitoring of vaccination coverage in municipalities at risk, which is the mechanism of verification for service delivery.

In another area, close work with sub-national authorities in the Department of Chalatenango facilitated not only the planning, but also the provision and verification, of services on nutritional issues within the framework of the SANNHOS joint programme on food security.

The communications area supported empowerment processes related to demand for doubling investment in education, setting in motion a process of social policies for early childhood that coincided with the beginning of the SANNHOS joint programme.

### **Human Rights-Based Approach to Cooperation**

The equity-based analysis of the situation of children conducted in 2014 informed UNICEF EI Salvador in the development of the GOES-UNICEF 2016-2020 Country Programme. As a result, priority will be given to the promotion and protection of the rights of children and adolescents in relation to violence prevention and education.

Children and adolescents with a disability were identified as one of the most vulnerable groups due to the lack of adapted infrastructure and methodologies for their attention, as well as poor societal practices. UNICEF EI Salvador contributed to the development of tools and capacities for the comprehensive care of children with disability in the classroom, and trained teachers on the subject. Emphasis was placed on eliminating barriers that prevent social, educational and cultural participation of children with disability, as well as on the search for ways to facilitate higher levels of accomplishment for this population.

UNICEF EI Salvador supported representatives from UNICEF EI Salvador and the Government to participate in a regional training about the toolkit for child rights programming developed by the European Union and UNICEF. As part of the commitments made at the workshop, a working team was set up, including six persons from UNICEF EI Salvador, CONNA and the Salvadoran Institute for Children and Adolescents (ISNA) to replicate the manual with key actors at the education, health and protection sectors in EI Salvador.

UNICEF EI Salvador also participated in discussions about the draft 'Special Law on Adoptions of EI Salvador' called for by the Legislative Assembly's Commission for Family, Children, Adolescents, Older Adults and Persons with Disability, and presented observations on the document, supporting its arguments on the Convention on the Rights of the Child and the Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption, and other international human rights instruments.

### **Gender Mainstreaming and Equality**

In line with UNICEF's gender action plan, discussions with academia and cooperation agencies were used to generate relevant information about the impact of gender inequities on girls, develop training tools and raise social awareness on the situation of girls. Indicators on sexual offences against persons under 19 years old (89 per cent girls-Legal Medicine Institute, 2014) and the birth rate for adolescents (74 per cent National Health Survey, 2014) called for the generation of more knowledge on these issues, which was accomplished with other partners through an in-depth study titled "Study on the impact of pregnancy, maternity and sexual violence in Salvadoran girls and adolescents" and a "Study on Violence against women in EI Salvador: Population Study 2014". The latter used a national sample of girls and women between the ages of 15 and 64 years. The aim was to learn more about the issue using data on the prevalence of physical, sexual and psychological violence and control by their partners and other offenders.

Other training tools on gender included: i), the "Manual to mainstream the gender approach in

school activities”, of the gender violence prevention project with OXFAM in 24 schools; and ii) Manual on complementary topics of the methodology ‘I Am Also a Person’, to address issues about rights, self-esteem, gender equality and equity, and the management of crisis situations, to be used in interactions with families in early childhood.

In coordination with the UNS, the National Secretariat for Culture and the National Dance School, UNICEF El Salvador contributed to the organisation of a commemorative performance on the International Day of the Girl around the issue of empowerment, access to resources and knowledge, healthy relations and self-care. The National Dance School agreed to continue supporting the promotion of girls’ rights, presenting this performance in other cultural fora in the country. Additionally, UNICEF El Salvador organised an internal activity for raising awareness on the ‘International Day of Non-Violence against Women’, by presenting a video (“The threat of machismo”) addressing issues of masculinity and violence, and organising a subsequent discussion on the issue with staff in UNICEF El Salvador.

### **Environmental Sustainability**

During 2015, UNICEF El Salvador analysed the evolution of the drought in the country and monitored the humanitarian consequences within the framework of the worsening El Niño. The analysis was integrated into a sub-regional document (for Central America) in which evidence is reinforced regarding the environmental deterioration caused by the drought and the true dimension of its consequences in matters such as nutritional deterioration, adverse effects in water availability and quality, deterioration of hygiene and sanitary conditions, push factor for migration and increased need for children’s protection against violence, among others. In this context, and within the UNS framework, initial funding was secured for a humanitarian response during the first quarter of 2016 to protect the most vulnerable groups (children with chronic malnutrition) in a coordinated manner. While UNICEF will focus on nutrition, other agencies will address livelihood recovery and the promotion of mechanisms for early recovery that are highly beneficial, such as organic practices for food production, water harvesting and others.

Environmental sustainability is part of the agenda for capacity development at the “Roundtable for Technical Assistance for Comprehensive Risk Management for the Right to Education” which is led by MINED and comprised of more than 18 organisations, including Government entities and national and international cooperation agencies. The Roundtable, which is assisted by UNICEF El Salvador, held a workshop on “Education for sustainable, safe and maintainable consumption in harmony with protection of the environment.”

Likewise, within the framework of the “International Day for Disaster Risk Reduction”, UNICEF El Salvador promoted a forum on “Educational opportunity - Knowledge for Life.” The objective was to exchange knowledge and experiences about the priorities in disaster risk reduction and climate change amongst all organisations and school communities. These initiatives contributed to raising awareness about the issue of environmental sustainability and triggered an important response in the form of replication by institutional delegates in their respective coordination mechanisms.

### **Effective Leadership**

UNICEF’s country management team (CMT), under the Representative’s leadership, met seven times. There was periodic review of operational and programmatic management indicators captured in the “Insight” corporate monitoring system during the meetings. This allowed key indicators such as cash transfers to counterparts, fund utilisation, donor reports and others to be consistently kept within the parameters established at the global and regional levels.

Additionally, the CMT was informed about the results of mid-year monitoring on programmatic and management progress of the annual management plan (AMP). The role of the CMT was reinforced and complemented with meetings of the programme committee, under the leadership of the Deputy Representative; the joint consultative committee (JCC) and other mandatory committees.

One of the CMT's strategic activities is development and follow-up of the AMP. The AMP identifies annual priorities both in terms of management processes and programmatic objectives, identifying specific activities and individuals who are accountable for each one of them. Management priorities were defined collectively, based on risk profiles facing UNICEF El Salvador. The updating of risk profiles was part of the AMP development process.

The country programme management plan 2016-2020 was drafted in a transparent process, with participation by staff and UNICEF's Regional Office for Latin America and the Caribbean (LACRO). Additionally, an audit action plan was developed and implemented to close the observations made by the audit completed in November 2014; of the six observations received in February 2015, three were closed and three were in process of closure (first quarter 2016).

### **Financial Resources Management**

The CMT analysed and monitored trends in financial and programmatic utilisation and proposed strategies to keep implementation consistent with management parameters and compliant with deadlines. Cash advances to partners were liquidated in a timely fashion, letting UNICEF El Salvador close the year with no funds outstanding for more than six months.

UNICEF El Salvador monitors the use of funds at least once a month. This has allowed UNICEF El Salvador to reach 100 per cent utilisation of the institutional budget, regular resources (RR), and other resources (OR and ORE) assigned for the year and expiring on 31 December 2015.

This year UNICEF El Salvador signed long-term agreements (LTAs) with food service providers (catering), ICT services and cleaning services, managing to ensure lower prices for services and keeping fees competitive throughout the year.

An internal audit exercise analysing governance issues, programme management and operational support took place between October and November 2014, with observations and recommendations received in February 2015. By the end of the year, three of six observations received had been closed.

Bank reconciliations were performed on time, showing that the flow of disbursements not claimed by the end of the month were usually claimed within the following month; this is considered within the norm, meaning there were no outstanding banking reconciliation items to date.

The Staff Association played a constant and active role in the CMT and other committees.

### **Fund-raising and Donor Relations**

UNICEF El Salvador has managed to use 81 per cent of the ceiling projected for the 2012-2015 country programme, being able to raise 86 per cent of it. Considering Emergency funds, UNICEF El Salvador raised 91 per cent of the ceiling for the cycle. It is important to note that the financial crisis affecting bilateral and multilateral donors, as well as the policies of many of them towards middle income countries, has had incidence in UNICEF El Salvador's capacity to draw

resources for the programme. The main bilateral donors in 2015 were the United Kingdom, Sweden, Luxembourg, Canada and Germany. Additionally, the UNICEF Committee in Germany contributed to UNICEF EI Salvador. Finally, 31 per cent of the resources have come from internal UNICEF funds. UNICEF EI Salvador does not have local fundraising in place at this time.

Regarding the use of available resources, UNICEF EI Salvador accomplished 100 per cent of use of Regular Resources both for 2015 and for the entire cycle that is ending. The Other Resources that entered in the year were used 91 per cent and the remainder was transferred to the year 2016 because their validity and the activities to fund with them extend beyond 2015. This has been facilitated by the use of a mechanism that ensures regular follow up with the program team and the CMT, and by doing complementary executive reports based on the corporate information systems. UNICEF EI Salvador developed a strategy to increase opportunities for resource mobilisation and leverage during the last year of the cycle.

UNICEF EI Salvador processed 7 donor reports in 2015. All reports followed regular procedures and were submitted by the deadline according to the established schedule. As a response to an audit observation about reporting results, a new process of quality control was implemented in August 2015.

## Evaluation

The IMEP for 2015 has been monitored every six months. Studies, surveys and monitoring and collection of the most relevant data have been included in this instrument. This year, the report of the main findings of the NHS was published and, at the same time, some of the studies projected were completed; these include the study about the “Vulnerabilities Affecting Children and Adolescents”, study about “Girls and Adolescents’ Pregnancy”, and a study titled “Measuring the Investment in Early Childhood”.

There were two major activities to collect information and data: one on the status of juvenile justice in EI Salvador, and the other on Children with Disability. UNICEF EI Salvador supported also the collection of school registration together with several partners (MINED and the Directorate General for Statistics and Census, DIGESTYC). There was also a training on platforms for dissemination of information and data through DevInfo. The Systematisation of the Policy for Comprehensive Early Childhood Care was done in order to provide inputs for the redesigning process of the strategy for early childhood care of the MINED and other stakeholders taking part in the Comprehensive Table for Early Childhood.

With respect to Evaluation, there was progress in starting field activities of the Evaluation of the Integrated Children Protection System, which is expected to be completed during the first semester of 2016. Two evaluations performed in 2012 were uploaded into the Evaluation Management System (Management Response); for both, there were recommendations and actions for improvement that have been implemented in coordination with the respective partners.

## Efficiency Gains and Cost Savings

During 2015 UNICEF EI Salvador saved an annual 5 per cent on rental costs because of an agreement made with the landlords not to increase the rental fee, resulting in an estimated saving of US\$ 40,790 over the last five years.

The UN operations management team (OMT) shared with agencies the LTAs for hotel and

catering services. UNICEF has actively used these agreements, enabling UNICEF El Salvador to benefit from good prices for services and competitive fees throughout the year.

Joint meetings with UNFPA, UNDP and UNICEF El Salvador were held to carry out, and share expenses for, an assessment of the public finance system (macro-assessment), which is a corporate requirement. In August 2015, UNDP hired a company to conduct the assessment, the cost for which was estimated at US\$ 2,833 per agency.

UNICEF El Salvador became part of UNICEF's Global Shared Services Centre (GSSC) as of 16 November, thus operations staff and the vendor registration focal point completed the training needed to manage the new software for sending payment requests to the GSSC. UNICEF El Salvador considers that the workload of the operations section has not yet decreased, due to the need to verify the data in the system to ensure accuracy. It is expected that the processes will be consolidated in 2016 and that efficiency will be improved at that time.

## Supply Management

During 2015, the role of supply procurement and contracting of services in El Salvador has been performed successfully, meeting deadlines and delivering excellent quality products with the highest added value.

There were supply monitoring visits to the following beneficiary partners: Directorate General for Migration and Foreign Nationals– Department of Migrant Services, and the WFP – UNETE Situation Hall, for monitoring 3 procurement requests of 2015. There were some purchases of computer equipment made through Direct PO/Institutional Contract with international LTAs, as well as DevInfo Service for the creation of a “dashboard” that will consolidate and manage progress in the fulfilment of child rights.

During this year, UNICEF El Salvador purchased and delivered supplies for the following partners: Directorate General for Migration and Foreign Nationals, MINSAL, PNC, ISNA, and MINED. These supplies were delivered directly in the warehouses/offices of the partners. UNICEF El Salvador, with the purpose of more savings, managed to get a deal with the suppliers for waiving transportation fees for deliveries within the capital city. UNICEF El Salvador does not have a warehouse to store supplies.

Supply planning was undertaken at the beginning of the year and, with the purpose of covering all the procurement and contract requirements before the end of 2015. The procurement area, along with Programme Officers, reviewed the plan at midyear and at the end of the year. One technical solution implemented was to invite programme specialists to participate in procurement evaluations, to verify that the supplies will be delivered to partners according to the selection criteria used.

<b>UNICEF El Salvador 2015</b>	<b>Value in US\$</b>
Programmes (goods)	60,094
Operations (goods)	53,023
Services	559,160
Procurement Services	347,358
<b>Total</b>	<b>1,019,635</b>

## Security for Staff and Premises

Staff security remains a high priority for UNICEF El Salvador. Based on risk management and within the framework of the business continuity plan (BCP), UNICEF El Salvador secured the necessary equipment to reactivate support services if needed. Also, the information is safeguarded with periodic server backups, and continued to be stored in the UNDP office, as per the agreement signed with that agency.

The evaluation of minimum safety standards conducted in 2015 yielded a rating of satisfactory. UNDSS provided support to monitor field missions outside and within the city; staff was made aware of the safety measures needed before and during field trips, mainly in the four areas classified as high-risk in the country. As part of the agreed actions, all staff completed the Basic Security in the Field II course. Likewise, there was compliance with mandatory security clearances and the local travel requests.

Digital VHF radios, provided to all staff at UNICEF El Salvador, are kept active and there was a new training for staff to refresh knowledge about use of the radios. Meanwhile, satellite radios were tested when there were field missions.

This year, along with UNDSS, there was a drill for zone guardians of all the UNS agencies, with participation of all staff. Additionally, there were drills on the safety chain and results were monitored and documented.

## Human Resources

Within the framework of the 2016-2020 Country Programme, UNICEF El Salvador reviewed its structure. In that context, six positions were recruited, adhering with internal staff regulations, ensuring that the candidates selected were those who best met the required profile for each position.

Since UNICEF El Salvador was temporarily understaffed, two persons were recruited this year as temporary support: one for programmes and the other one for finance.

UNICEF El Salvador complied with 100 per cent of the performance evaluation exercises required. This exercise is also perceived as a space for dialogue between supervisors and supervisees, contributing to meeting the objectives planned for the present year.

The learning committee worked on drafting and implementing the 2015 development and learning plan, taking inputs from the results of the 2014 GSS, regional and global learning priorities, and staff feedback about group training completed in 2014. UNICEF El Salvador supported the participation of several staff members in online courses, local trainings and international meetings/workshops; two programme officers participated in international stretch assignments. A local company specialising in institutional change issues was hired to carry out two group trainings: one on resilience and another on self-management. The results of both trainings were satisfactory.

There was 100 per cent participation in the GSS 2014. The GSS 2014 results were positive; however, the areas of least satisfaction were i) personal empowerment, ii) career and professional development, and iii) work/life balance. As mentioned earlier, the development and learning plan considered these areas to be priorities.

## Effective Use of Information and Communication Technology

During 2015 all IT functions were performed adequately, with full support from management, to keep UNICEF El Salvador up to date with new technologies and requirements requested by headquarters. UNICEF El Salvador has the support of a computer systems company to train all staff on optimal use and management of Office 365, as well as constant support for the use of available systems and tools. There is continuous support to the staff so that they can work from any place by accessing the cloud and be able to have all necessary information available, including Citrix for remote connection to SAP.

Since UNICEF El Salvador outsources service in the ICT area, it relies on the regional systems manager for any concern or support required, preventing risks and ensuring solutions that are consistent with corporate policies and procedures.

As of November, UNICEF El Salvador became part of the GSSC, thus new digitalisation machines were procured to improve work that needs to be done for the GSSC.

## Programme Components from Results Assessment Module

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

#### OUTCOME 1 Programme Support

##### **Analytical Statement of Progress:**

Functions related to programme support were carried out with the aim of providing management and operational support for the development and implementation of the results of the 2012-2015 Cooperation Programme.

During 2015 the Risk Profile and BCP updated in 2014 were still valid. There were emergency call drills exercises, internal radio checks, and participation in a UN-wide emergency call drill, coordinated with UNDSS.

UNICEF El Salvador has a biannual management plan for 2014-2015, which is a tool for consultation and monitoring, improving the implementation of Office activities. At present, UNICEF El Salvador has solid information systems. The CITRIX application was installed to facilitate remote work by officers.

UNICEF El Salvador maintained constant monitoring of the use of funds and, during the last quarter, monitoring took place weekly. As a result, 100 per cent of all types of funds had been spent as of December 31, 2015.

As part of the preparation for the beginning of the Cooperation Plan between the GOES and UNICEF 2016-2020, UNICEF El Salvador used a results-based approach to design the organisational structure required. UNICEF El Salvador carried out a recruitment process for vacant positions, as well as creating different committees for the selection and revision of processes, according to the structure approved for the new cooperation period. The learning committee continued to make efforts and work closely with the staff and supervisors so that each officer prepares development and learning plans that complement one another and strengthen the capacities of each individual.

## **OUTPUT 1 Cost Sectoral Costs**

### **Analytical Statement of Progress:**

The roles performed for programme support sought to provide management and operational support for the development and implementation of the results of the 2012-2015 Cooperation Programme.

During 2015, the Risk Profile and BCP updated in 2014 were still valid. There were emergency call drills/exercises, internal radio checks, and participation in a UN-wide emergency call drill coordinated with UNDSS.

UNICEF El Salvador maintained constant monitoring of the use of funds; during the last quarter, monitoring was carried out weekly. As a result 100 per cent of all types of funds had been used as of December 31, 2015.

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## **OUTPUT 2 Human Capacity**

### **Analytical Statement of Progress:**

The CMT analysed and monitored trends in financial and programmatic utilisation and proposed strategies to keep implementation consistent with management parameters and compliance with deadlines. Cash advances to partners were liquidated in a timely fashion, letting UNICEF El Salvador close the year with no funds outstanding for more than six months.

At least once a month, UNICEF El Salvador monitors the use of funds. This allowed UNICEF El Salvador to reach 100 per cent utilisation of IB and RR, as well as OR (both regular and emergency) assigned for the year and that expired on 31 December 2015.

The internal audit exercise concluded in late 2014 analysed issues of governance, programme management, and operational support; the final report was received by UNICEF El Salvador on February 2015. Of six recommendations received (one high-risk and five mid-level risk), three had been closed by the end of the year.

Bank reconciliations were performed on time, showing that disbursements not claimed by the end of the month were usually claimed within the following month; this is considered to be within the norm, meaning there were no outstanding banking reconciliation items to date.

## **OUTPUT 3 Human Capacity**

### **Analytical Statement of Progress:**

To work on the new 2016-2020 CPD, UNICEF El Salvador completed a thorough review of the job descriptions for the positions approved in the new organisational structure. There were six positions recruited, in full adherence with the staff regulations of UN and UNICEF's guidelines

on staff selection. Technical tests were given to the shortlisted candidates, their competences were evaluated and there was a careful analysis of their profiles, with the purpose of selecting for each job the most suitable candidate.

Since UNICEF EI Salvador has only a few members, due to temporary absences or vacant posts, two persons were selected this year as temporary appointments to support both the programme team and the finance area.

UNICEF EI Salvador complied with 100 per cent of the performance evaluation exercises required, which are perceived as a space for dialogue between supervisors and supervisees, contributing to meet the objectives planned for the present year.

The learning committee worked on drafting and implementing the 2015 development and learning plan, taking inputs from the results of the 2014 GSS, regional and global learning priorities, and staff feedback about group training completed in 2014. UNICEF EI Salvador supported the participation of several staff members in online courses, local trainings and international meetings/workshops; two programme officers participated in international stretch assignments. A local company specialising in institutional change issues was hired to carry out two group trainings: one on resilience and another on self-management. The results of both trainings were satisfactory.

There was 100 per cent participation in the GSS 2014. The GSS 2014 results were positive; however, the areas of least satisfaction were i) personal empowerment, ii) career and professional development, and iii) work/life balance. As mentioned earlier, the development and learning plan considered these areas to be priorities

UNICEF EI Salvador supported the participation of several staff member in online courses, local trainings and international meetings/workshops; two programme officers participated in international exchanges. Management worked jointly with the Staff Association to generate participatory spaces for all staff members.

The “flexible workplace” policy was shared and explained to all staff members (this year seven officers used this benefit). The staff association, with management support, carried out activities to promote self-care. UNICEF EI Salvador is committed to the UN Cares initiative, ensuring and implementing within UNICEF EI Salvador the ten minimum HIV standards.

Four programme officers/specialists were trained on emergency risk management and response, one of whom is the focal point for emergencies.

**OUTCOME 2** The implementation of a system of comprehensive protection for children and adolescents, working effectively at the national and local level for the comprehensive protection of children and adolescents with an emphasis on those most disadvantaged and excluded.

#### **Analytical Statement of Progress:**

According to the latest population survey, children and adolescents represent 36 per cent of the total population of EI Salvador. A large proportion live in conditions of social and economic vulnerability, perpetuating the cycle of poverty, violence and exclusion. The country has made significant advances in regulations, policies, and programmes in favour of children; but given the limited resources available, multiple sources of risk and the complexity of social dynamics, the protection of children can only be achieved through a systemic approach in which the responsibilities of each participating institution of the child protection system have been specifically set out, and are coordinated and complemented with those of other actors.

The Country Programme coincided with the entry into force of LEPINA in January 2011, and with the challenge of its implementation. UNICEF El Salvador supported efforts to improve the legal, regulatory and institutional framework in order to safeguard the rights of children and adolescents, seeking to implement the 'National System for Comprehensive Protection of Children and Adolescents' (SNPINA) contained in the new law. Strengthening the SNPINA has been a pressing matter for ensuring the rights of all children and adolescents. To date, El Salvador has made strides in this process. This was possible in part due to the partnership built with the National Council for Children and Adolescents, as the governing body of the system, and the support provided for consolidating a national policy on the protection of children and adolescents (PNPNA), as a strategic framework for action. During 2015, the structure of the CONNA was completed and its 2014-2017 PNPNA publicly released. The finalisation of PNPNA, an instrument of governance that defines the interventions to be prioritised by the institutions of the Salvadorian state for the provision of public services and programmes to realise the rights of children and adolescents, is a direct response to recommendation 14 of the UN Committee on the Rights of the Child to the GOES in 2010.

UNICEF El Salvador also provided technical assistance for the establishment of CONNA entities at the departmental and local levels. Since 2014, 15 protection boards have been installed at the departmental level to monitor cases of violations of individual rights. During the period from 2012 to October 2015, these boards received 42,726 cases of individual violations of rights of children and adolescents. As of December of this year, 28 local rights committees had been established at the municipal level, with another 42 currently undergoing the installation process, to follow up on cases of violations of rights. The process of creating the CLD was slower than expected, due mainly to the need to first establish the institutions that formed the National Council and the process of generating commitment from local governments and MINED to the rights committees.

In 2015 UNICEF El Salvador supported capacity-building activities within the CONNA, especially with the sub-directorates for the promotion and protection of collective and diffuse rights and the defence of individual rights. This included technical and financial assistance, under the framework of the project "Strengthening Capacities in the Design, Implementation, and of Programmes for Children and Adolescents with a Human Rights Approach", for the training of CONNA personnel and civil society representatives who comprise the cross-sectoral working group of local rights committees and the design of a programme to promote and protect child rights and the development of a basic training module. Due to the increased number of reports of violations received by local protection committees, it became necessary to support the capacity of the personnel of these agencies to respond to the rising demand. For this, a workshop was conducted with protection committee personnel to identify main bottlenecks and establish strengthening actions.

Moreover, as a result of the various risks faced by children and adolescents, El Salvador has set up several national councils and working groups (called 'Tables') that address specific situations. To advocate for national policies, UNICEF El Salvador supported these Tables, using them as opportunities to push for wide-ranging strategies for comprehensive protection and spaces where policies are planned and monitored; some of these Tables include: i) National Council for the Protection and Development of Migrant Persons and their Families (within the Commission for National Policy and the Reintegration of Returning Migrants), ii) National Working Group for the Support of Local Rights Committees, iii) Working Group of the Health Sector for implementation of the LEPINA; and iv) Municipal Councils for the Prevention of Violence in the municipalities (of San Marcos, San Martin and Santo Tomas, among others).

UNICEF El Salvador also provided technical support for legislative reforms, in particular for the Law on Adoptions.

Despite these advances, the challenge in El Salvador remains ensuring efficient coordination and cooperation mechanisms between the various agencies that comprise the CONNA. Hence, a priority for UNICEF El Salvador for the new 2016-2019 Programme of Cooperation will be to continue strategically supporting institutional strengthening.

**OUTPUT 1** 20 per cent of the local committees and departmental boards of child (and adolescent) protection established and implemented with a gender approach

**Analytical Statement of Progress:**

The Programme of Cooperation coincided with the entry into force of the LEPINA in January 2011, and with the challenge of its implementation. UNICEF El Salvador focused its efforts on strengthening the legal, regulatory and institutional context in order to safeguard the rights of children and adolescents, in particular the implementation of the SNPINA. Significant advances were made in this sense. As of 2015 the number of protection boards created had increased by more than 100 per cent, while the number of CLD was at 9.4 per cent of the total number required by the law. However, it should be noted that 42 CLDs were in the process of being established, representing an additional 11 per cent.

The process of creating the CLDs was slowed by the need to first set up the institutions that would drive the CONNA, and the process of assimilation of the LEPINA by local governments and the MINED. Technical and financial assistance were provided to the CONNA for the setting up of its various entities. For this, UNICEF El Salvador sought collaboration from other key stakeholders, such as the Corporation of Municipalities of El Salvador (COMURES) and some selected municipalities. The creation of CONNA entities was supported at each stage of the process, from the selection of priority municipalities to the awareness raising and training of the technical teams, as well as the training of members of the protection boards and representatives of the CLDs once they had been selected. A strategic action was the partnership with the CONNA, the Judicial Training School, and COMURES to conduct and institutionalise training seminars with the participation of national and international experts on individual rights, collective and diffuse rights. This allowed for institutional and community representatives who comprise the Protection Boards and the CLDs, and those who lead the process for their formation, to become knowledgeable about their role and functions and to develop referral mechanisms to handle cases within their remit. Support was also provided to the cross-sectoral committee, to support the creation of CLDs as a strategy for scaling-up and enhancing the functioning of these committees. It is worth noting that the CLDs, with the participation of 30 of their representatives, are in the process of drafting operational regulations to enhance the efficiency of their actions.

**OUTPUT 2** Working with counterparts for a nationwide comprehensive policy of protection of children/adolescents which includes and applies specific local strategies applies through a gender approach at the municipal level.

**Analytical Statement of Progress:**

In the field of public policy, the LEPINA mandated the CONNA to develop the national policy on the comprehensive protection of children and adolescents. At the beginning of the cooperation cycle, UNICEF El Salvador provided technical and financial support to CONNA for the development of the PNPNA, including the methodology design, participatory process for the

plan's formulation and elaboration of the national plan of action. The PNPNA outlines the priorities for the establishment of a systematic approach and identifies a set of objectives intended to ensure the full realisation of children and adolescents' rights through fulfilment by the Government, families and the wider society of their obligations towards children. The PNPNA, which will be implemented and monitored by the CONNA, will guide the actions and decisions of all members of the SNPINA.

Another step forward in the consolidation of the SNPINA was the adoption of the 2014-2017 PNPNA Action Plan, which was developed in a participatory manner with input from over 87 public and private institutions and presented to the public on December 2015. The plan sets out actions that public institutions will prioritise for the provision of services and programmes for children and adolescents. The action plan, together with the policy, represent a common framework for action and a consensus to make progress for children, as well as the commitment of the Salvadorian State to allocate human, technical and financial resources for the realisation of the rights of children and adolescents in the country. As such, the plan provides a pathway for results-based programming and budgetary allocation in favour of children. With the adoption of the 2014-2017 PNPNA Action Plan, the country is also complying with recommendation No. 14 made by the UN Committee on the Rights of the Child to El Salvador in 2010.

**OUTPUT 3** The country implements a strategic legal framework to guarantee the rights of health and nutrition of children and women and applies national policies in health, complementary to the process of implementation of the LEPINA.

**Analytical Statement of Progress:**

As of August 2015 the country had complied with the set of standards on breastfeeding, with its official approval of the Regulation of the Law on Breastfeeding, which was the result of a process of consultation and consensus on how to operationalise the regulations. A push made by some sectors to modify the law in a regressive manner did not succeed; instead, in October 2015 the Legislature amended the Labour Code to extend maternity leave from three to four months and, by doing so, allowed mothers to breastfeed for a longer period of time. In collaboration with the Centre for Breastfeeding Support (CALMA), the target groups for counselling on breastfeeding and promotion of the benefits of the regulatory framework was expanded by encouraging private companies to establish breast-pumping rooms and improve the conditions for working-mothers so that they can nurse their babies. In addition, CALMA established a strategy for working with unions, improving their knowledge on rights and obligations under the legal framework.

In 2015, the Neonatal Alliance held monitoring visits to hospitals with maternity units, helping to document the defects that were identified, strengthen the surveillance of congenital malformations to help in determining the behaviour of these pathologies and enable timely detection and treatment. This activity was closely related to the objective of involving El Salvador in the International Clearinghouse for Birth Defects Surveillance and Research, which implies improving the capabilities of MINSAL personnel in the management of the congenital malformations surveillance system, pre-conception care and prenatal prevention of disabilities.

'A Promise Renewed' was launched in El Salvador in 2014, in partnership with the Neonatal Alliance, led by the MINSAL. This year MINSAL expressed a commitment to hold an annual event on this initiative, to provide society with reports on progress and bottlenecks in the reduction of neonatal mortality in the country, as part of its effort to maintain infant and maternal mortality reduction on the national agenda.

The Scaling-Up Nutrition (SUN) initiative was promoted from the National Council for Food and Nutritional Security (CONASAN). In September 2015, El Salvador became part of the SUN Executive Committee. With the implementation of SANNHOS, the partnership for food security and nutrition will be expanded and strengthened to encourage private sector participation in the search for a solution to the country's nutritional challenges.

Lastly, additional support was provided to MINSAL during the last quarter 2015 for the inclusion of inactivated polio vaccine (IPV) into the national vaccination regime, as well as the bivalent oral vaccine (bOPV). Two thousand health workers were trained to conduct the process at the community level. The monitoring of vaccination coverage in at-risk municipalities was programmed for 2016, due to delays in the delivery of new vaccines.

**OUTCOME 3** The Salvadoran State has improved its capabilities to ensure inclusive education of adolescents, with emphasis on increased coverage of education media in selected municipalities

**Analytical Statement of Progress:**

The 2012-2015 Programme of Cooperation set out a specific result and several activities that contribute to overcoming the educational exclusion of population groups that have historically presented deficiencies in educational enrolment coverage and other indicators, in particular adolescents who have low levels of access to secondary education. The framework for action is based on the UNICEF Global Initiative on Out-Of-School Children (OOSC) and the Government Policy on Inclusive Education (2009). UNICEF El Salvador focused on two strategies to strengthening the State capacities to achieve results: 1) the development of regulatory frameworks and operational instruments related to the inclusive education policy of the MINED, in order to mainstream inclusion and equity approaches and contribute to expanding the access and coverage of secondary and middle school education; and 2) the design and validation of demonstration models to respond to the problems of educational exclusion due to factors of violence, cultural diversity, gender and poverty, among others.

In 2015, the main results of the first approach include the development of policies and instruments aimed at fostering an inclusive approach to education and strengthening the capacities of the main institution for education. These include: the reference system for the comprehensive protection of the rights of children and adolescents, methodological guidelines for the application of rights and gender equity in the education system, and the evaluation manual at the service of learning, with a focus on inclusive education. Likewise, work was undertaken on the design, consultation and launch of the "Special Law for Education funding", which proposes a gradual increase in investment in education toward the goal of 6 per cent of GDP; this proposal is still the subject of intense campaigning and lobbying. In 2015, the leadership of UNICEF El Salvador (along with UNDP, EU and OEI) was noteworthy in the technical secretariat of CONED. As a forum for political dialogue created under the initiative of the Secretariat of Governance, CONED is comprised of different sectors, both governmental and nongovernmental, with the aim of defining public education policy. In this space, UNICEF El Salvador directly coordinated discussions with early childhood and secondary education working groups, and took the opportunity to strengthen its ties with MINED, opening up the possibility for technical assistance to position and promote processes in favour of children and adolescents. As a result, issues and strategies such those related to OOSC and flexibility in teaching methods and standards gained visibility and are emerging as priorities on which national education policy will focus on in the coming years.

As for the second approach, demonstration models were implemented to contribute to the

educational integration of children and adolescents affected by different exclusion factors in the following municipalities: Sonsonate, San Salvador and San Martin (poverty, violence and gender), Nueva Granada (poverty and gender), Santo Domingo and Izalco (ethnicity). The models were designed based on the principles of participation and social responsibility of the main duty-bearers for the right to education at the national and local level. They enabled the design and validation of a number of strategies, actions, and mechanisms for the retention and insertion of children and adolescents into the education system, taking into account different factors of exclusion. Furthermore, evaluations and documentation of these experiences were performed so that they could be replicated. In 2015, the lessons learned were used in a proposal for educational retention and inclusion in the municipality of Ciudad Delgado, a municipality classified as one of the most violent in the country and, therefore, prioritised by the PESS. The project will be implemented in a coordinated manner by MINED, the Mayor's Office, Plan International and UNICEF, making the best use of several innovative strategies. For UNICEF El Salvador, the project represents an opportunity for greater internal coordination between the areas of education, protection, communication and monitoring and evaluation.

The various interventions implemented by the education sector contributed to improving education indicators related to adolescents, which show some progress in the levels of lower and upper secondary education: for the first level of education (year 7 to 9), the net enrolment rate (NER) increased from 56.6 per cent in 2009 to 64.9 per cent in 2014, and for the second level (years 10 and 11), it increased from 32.5 in 2011 to 37.5 per cent in 2014 (MINED). However, important challenges still remain: a total of 53,066 adolescents between the ages of 13 and 15, and 92,498 between the ages of 16 and 17 are not studying (EHPM, 2014), and school dropout issues are also impacting primary education. The NER dropped from 93.9 per cent in 2009 to 86.4 per cent in 2014. This situation paved the way for the new UNICEF Programme of Cooperation to focus on the inclusion of children and adolescents in education.

**OUTPUT 1** The country has standards of education for the inclusion of vulnerable populations

**Analytical Statement of Progress:**

Progress in the development of standards for the inclusion of the most disadvantaged populations showed the following results: i) a partnership with the Salvadorian Network for the Right to Education (RESALDE), comprised of CSOs, to promote a year-long media campaign and to lobby for a special law for education funding, which proposes increasing investment in education to 6 per cent. The proposal was submitted to the President at the end of 2014. UNICEF El Salvador has taken advantage of the creation of CONED to advocate in favour of such a law.

Documentation of the 'model of integrated systems of inclusive full time school' (SI-EITP) was completed in collaboration with partners (United States Agency for International Development – Family Health International 360° and Salvadorean Integral Education Foundation). The document provides key information on the factors that influenced the successful development of the model, as well as some limitations pertaining to its scalability. It also makes concrete proposals for achieving inclusive education. It also proposes the critical path for the inclusion of children and adolescents who are not in the educational system. The documentation was shared with education authorities, who are reviewing it as part of the CONED approach on adaptation of the educational model to meet the purposes of educational retention and quality, and its implications in education regulation.

Additionally, to influence the proposed educational model in contexts of violence and the necessary public policy decisions for its implementation, in coordination with LACRO, FHI360

and USAID, the Minister of Education participated in the launch of the “Escuelas Fuertes” (Strong Schools) initiative. In addition, the Minister visited a school in the Bronx, New York (Morris Academy for Collaborative Studies) to learn from their experience. As a follow-up to this visit, Salvadoran authorities demonstrated an interest in promoting innovations for the national educational model, and were developing a pilot project in the municipality of Ciudad Delgado, prioritised due to its highly violent situation.

Lastly, in an effort to achieve a more appropriate and comprehensive curriculum that can contribute to student retention by awakening vocational interest, MINED’s technical education administration designed a proposal for curriculum coordination throughout lower, upper and higher secondary education, which includes modules for initial technical training in lower secondary education. UNICEF El Salvador provided support for the development and validation of 15 technical modules for year 8 and three modules for year 9, as well as their respective teaching materials. The modules cover career counselling, entrepreneurial culture and gender equality, as well as skills-building on various topics such as culinary arts, electricity, physical education, plumbing, carpentry and services, among others.

**OUTPUT 2** The Ministry of Education implements a management model at the national level to ensure the inclusion and retention of all students in secondary education

**Analytical Statement of Progress:**

The project on retention strategies and educational insertion for at-risk adolescents – implemented since late 2013 in Nueva Granada, San Martin and Sonsonate by local NGO FUNSALPRODESE, MINED and the three municipalities – was completed. This project provided important lessons regarding elements to be considered in the management model for educational inclusion. The model essentially validated two lines of action: 1) flexible modalities for insertion (“Sufficiency Examination” was adopted) along with academic reinforcement and empowerment of adolescents through the provision of psychosocial and occupational skills, using the “Ruta Joven” (MRJ; Youth Route) methodology; and 2) coordination mechanisms with relevant actors of the locality actively involved in the implementation of concrete proposals.

The steps involved in the first strategy were: first, 671 out-of-school adolescents were identified. Of these, 170 OOSC went through academic reinforcement and 97 completed it. However, test results were not favourable; 60 per cent of the students did not pass the subjects. Due to this situation, follow-up activities were coordinated with the mayors and MINED; and included in municipal action plans and in the actions of departmental directorates of education. Additionally, UNICEF El Salvador proposed a review of the flexible modalities that are currently being offered by MINED, as well as the development of new and more efficient modalities intended specifically for students of different educational levels in contexts of violence or other challenging circumstances.

With respect to the second strategy, the interagency committees supported the project via the MRJ and with their own activities. These included proposals for working on inclusive education, raising awareness about sexual and reproductive health and improving school environments. In San Martin, skills and tools were developed to include children with disabilities. Trainings were held on inclusive education with 186 officials from institutions that belong to the inter-agency municipal council and headmasters and teachers from 29 school centres. A guiding document was developed to improve care for children with disabilities in the classroom. Some 155 OOSC were served through the MRJ. Topics covered were sexual and reproductive health, social skills, life itineraries and family counselling. In Nueva Granada, the MRJ served 111 OOSC, teaching a diploma course on tourism and life skills; 44 members of the cross-sectoral working

group in the MRJ and 48 teachers were trained on sexual and reproductive health and popular education. In Sonsonate, the MRJ served 247 OOSC, prioritising topics pertaining to values, employability and life skills. Eighteen teachers were trained on social skills, employability and family counselling.. The involvement of local authorities in reflection and analysis on the situation of OOSC, and their role in the activities, was instrumental in enabling them to claim ownership of the initiatives and ensuring the continuity and sustainability of interventions at the local level.

**OUTCOME 4** The Salvadoran State improves its capacity to ensure the survival and comprehensive development of children/adolescents, with an emphasis on the increase in the number of children which has formal and informal development of early childhood services.

**Analytical Statement of Progress:**

UNICEF prioritised three main areas of work to contribute to the strengthening of state capacities in terms of coverage and quality of services for early childhood: i) the development of regulatory frameworks and institutional management tools to contribute toward implementation of public policies; ii) strengthening interagency coordination mechanisms and strategic partnerships; and iii) the design and implementation of pilot projects to validate community-based care strategies for early childhood, so that they can be scaled up by different duty-bearers at the national level.

In the first area, a study was performed on the harmonisation of legal and regulatory frameworks for early childhood, to unify criteria and develop a national strategy for comprehensive early childhood care that transcends the field of education. An international meeting was also conducted during which experiences from Chile and Uruguay with early childhood were shared. The meeting also facilitated identification of the main elements for a better design of coordination and referral mechanisms for early childhood programmes and their articulation with the universal social protection system. The design of the national system of legalisation, registration and accreditation of child care centres was also supported by UNICEF. These interventions, which form part of the priorities and goals that CONED set out for early childhood, were mainly implemented in 2015. UNICEF El Salvador also provided technical assistance to the newly established National Directorate for Early Childhood Education, on the redefinition of its role in strengthening capacities in the country and in the early detection of disability.

With regard to the second area, UNICEF supported strategic and advocacy actions for the two main coordination mechanisms that drive the topic of early childhood in the country: the technical cross-sectoral working group for education and the comprehensive early childhood development table (METPI), which is directly supported by MINED (through strategic actions for implementation of the early childhood policy) and the Early Education Network of El Salvador (REINSAL), which promotes specialised training and advocacy with stakeholders. Specifically, two specialised national meetings on early childhood were held with the support of UNICEF. These meetings, which have been held since 2012, are now considered as important spaces to reflect upon early children and as a platform for generating national critical mass in favour of actions to improve early childhood interventions. Moreover, the National Pact for the Education and Development of Early Childhood was finalised, with the accession of all member institutions of the METPI, REINSAL and COMURES. UNICEF El Salvador also contributed to the design of a communication campaign on the importance and benefits of comprehensive early childhood care directed to pregnant women and rural and urban families with a child or children under the age of seven. Finally, two initiatives that began in 2014 were completed. These were the implementation of a media campaign and study on “Investing in early childhood in El Salvador”

– which proved to be an important contribution to knowledge on spending for early childhood by Government and NGOs – and a study on the investment needed to universalise the models proposed in the early childhood policy.

In relation to the third field, contributions were made to MINED to pilot the early childhood models (institutional route and community/family route) in the municipalities of Sonsonate, Nueva Granada and San Martin. This contributed to the recognition of early education as an educational level at MINED. The pilot program called “Triple E” (Education, Environment, and Family Empowerment) was also developed and implemented in the municipalities of Ciudad Delgado, San Martin, Cuscatancingo and Ilopango. “Triple E” was quite innovative in terms of the methodology used, as it promoted active participation and learning by key actors involved in childrearing. The main lessons learned from the pilot projects were used in national strategies to expand coverage and quality for early childhood.

The various interventions contributed to both making early childhood visible on the public agenda and improving care coverage, which was quite low at the beginning of the cooperation cycle. Although there was only a slight increase in the net enrolment rate (NER) for initial education, which rose from 0.4 per cent in 2009 to 1.4 per cent in 2014, a significant increase (11 per cent) was achieved in the NER for pre-school education (four-to-six years of age), which rose from 47.5 per cent in 2011 to 58.6 per cent in 2014.

From the health perspective, the partnership-based strategy of the programme of cooperation has facilitated the continued presence of UNICEF in various fora in which cooperation had been decreasing during the last five years. Global initiatives such as ‘A Promise Renewed’ and ‘Scaling Up Nutrition’ were used to foster interest by local actors such as the Neonatal Alliance and CONASAN. In addition, implementation of the SANNHOS joint programme will help to expand and strengthen alliances with the private sector by encouraging their active participation in the quest for a solution to the country’s nutritional challenges. ‘A Promise Renewed’ was launched in 2014 in partnership with the Neonatal Alliance, led by the MINSAL. The commitment from MINSAL for the continuity of this initiative demonstrates its commitment to keeping the reduction of infant and maternal mortality on the national agenda.

**OUTPUT 1** Normative frameworks and tools for the improvement of institutional management for comprehensive early childhood care are generated and implemented in 8 prioritized municipalities

#### **Analytical Statement of Progress:**

The Government, in office since June 2014, developed new instruments and set up social dialogue mechanisms in 2015 that were used by UNICEF El Salvador to position the issue of early childhood and capitalise on the progress made in previous years. Among these, several are worth mentioning: the study on the harmonisation of legal and regulatory frameworks related to early childhood; the national system of legalization, registration, and accreditation of child care centres; and the proposal for a national cross-sectoral comprehensive strategy for early childhood care with the participation of all duty-bearers. One of the spaces for dialogue, led by MINED, was CONED. Within this Council, UNICEF was responsible for coordination of the technical working group on initial and preschool education, and used this opportunity to advocate for the need to expand coverage, improve quality and strengthen coordination by developing a comprehensive national strategy that has now been agreed upon by all sectors involved in the realisation of the rights of young children (health, education and protection). The following lines of action were proposed and agreed: i) to establish a cross- sectoral coordinated system for the comprehensive care of children in early childhood, ii) to increase the number of

children between the ages of zero and three who are receiving comprehensive care and (iii) to universalise preschool education for all children between the ages of four and six.

Another important framework was the NDP, which sets out the goal of expanding the coverage of initial education by 10 per cent. Technical support was provided to the National Directorate of Early Childhood Education (DNEPI) to assist in redefining the protocols for the technical assistants for early childhood (ATPI). It is expected that ATPI will be responsible for fulfilling several different functions at the local level to support early childhood development. UNICEF El Salvador supported the training of a total of 218 ATPIs and provided equipment for 15 play centres in 14 municipalities – 10 located in municipalities experiencing high level of violence and prioritised by PESS. These play centres are serving as local spaces for the streamlining of activities on early childhood including, for example, the provision of guidance to families on appropriate and positive parenting practices. Finally, taking advantage of the new organisational structure within MINED for early childhood, UNICEF El Salvador was able to position and strengthen capacities for the early detection of disabilities. In this area, UNICEF began in 2015 to provide equipment and training for seven Guidance and Resources Centres around the country. These centres will advise and assist schools in the early detection of disabilities, serve as referral mechanisms and foster the development of inclusion processes in the classroom. Overall, the frameworks and instruments developed during the current cooperation programme are among the main tools available to the Government, allowing them to meet the targets set out in both the national development plan and the PESS.

**OUTPUT 2** The network of early childhood education of El Salvador (REINSAL) and the sectoral table of first early childhood care strengthen institutions and programmes of rural and urban communities (CSU and CSR) in 8 selected municipalities through the development and implementation of defined standards of quality with a national gender perspective

**Analytical Statement of Progress:**

UNICEF support to the MEPTI and REINSAL in 2015 focused on initiatives coordinated with MINED to improve the quality of education in the municipalities where MINED has intervened. These initiatives were: i) development of indicators on comprehensive education and development of a model for early childhood to monitor the quality of implementation and children's development achievements, in addition to training of the technical personnel who use these tools; ii) development of easy-to-use methodological tools to facilitate and strengthen the work of teachers and ATPIs, in order to enhance their interaction with families participating in the 'community family route' – as the families will have to be able to use the tools with their children; iii) completion of the study "Investing in Early Childhood in El Salvador" (with support from Educo, Plan International, Save the Children and UNICEF), launched in 2014 with the purpose of contributing to the knowledge of current spending in this sector and to promote the investment needed to universalise the different models being developed; iv) implementation of a communication campaign on the importance and benefits of comprehensive early childhood care through different organisations that are part of METPI; and v) organisation of the fourth Mesoamerican Meeting (as well as the tenth national meeting) on Initial and Preschool Education of El Salvador: Universal Social Protection System for Early Childhood and the seventh Congress on Initial Education ("Towards a national strategy for comprehensive early childhood care"), with the participation of over 300 technicians and community educators.

**OUTPUT 3** Monitoring and Evaluation of early childhood care increases the quality of coordination, articulation and monitoring of policies and programmes for early childhood care.

**Analytical Statement of Progress:**

Through the “Triple E” pilot programme for comprehensive early childhood care, contributions were made to strengthening the coordination and development of capacities of key national institutions that act as duty-bearers for the realisation of children’s rights in early childhood (MINED, MINSAL, the National Youth Institute-INJUVE, ISNA) and the municipalities in which the programme was implemented (Ciudad Delgado, Cuscatancingo, Ilopango and San Martin). All of these institutions developed and validated joint strategies and interventions to achieve the coordinated delivery of early childhood services at the local level. Major achievements included the strengthening of capacities of local technical teams and young people on cross-sectoral coordination, planning, management, project M&E, neurodevelopment, early stimulation, comprehensive care for children with a disability and family interaction. In addition: health facilities in the areas were equipped with the necessary tools to enable them to attend to the needs of children in their municipalities; training benefiting family members was conducted on family interaction methodologies; and care was provided to children in Family Circles. Exchanges of experiences were also facilitated, along with visits to programmes being undertaken by METPI (Cuscatancingo) and REINSAL (Ilopango).

Other results included: i) the establishment of inter-sectoral and inter-agency coordination entities at the local and community level in the four selected municipalities for training on planning, monitoring and evaluation, and for ensuring the sustainability of the programme; ii) the implementation of 31 ‘family circles’ by MINED, benefiting 334 families; iii) training through ISNA of 77 facilitators and multipliers working with 1,217 families under the “También Soy Persona” [I’m a Person Too] methodology; iv) development of five fairs to promote early childhood rights with 1,530 families; v) delivery by INJUVE of “social-educational spaces” to stimulate early childhood activities; and vi) documentation of the Triple E programme, which has produced important lessons on aspects such as cross-sectoral work from the outset, continuous institutional training and technical follow-up for the coordinated and high-quality delivery of services, the crucial role played by the municipality in leading and coordinating the programme at the local level, the need to ensure the sustainability of actions, the impact of También Soy Persona in changing the practices of caregivers towards children, the importance of having adequate spaces for early childhood care, and the improvement of community coexistence, among others. These findings were shared with relevant authorities and are being used as the basis for the proposal on quality care for early childhood that is being discussed and proposed for the country.

**OUTCOME 5** State institutions have implemented programmes and mechanisms to prevent and address violence against children/adolescents in selected municipalities

**Analytical Statement of Progress:**

According to the UNICEF’s “Hidden in Plain Sight” report, El Salvador is the country with the highest rate of homicides of children and adolescents between birth and age 19, with 27 homicides per 100,000 inhabitants. In addition, it presents high rates of impunity, since only 3 per cent of cases result in a sentence. In this context, UNICEF El Salvador continued to fine-tune its violence-prevention strategy, impacting the national level and implementing programmes at the local level in selected municipalities deemed to be amongst the most violent in the country by the Ministry of Justice and Public Security: San Marcos, San Martin, Santo Tomas, Santa Tecla, San Salvador, Soyapango and Ahuachapán, exceeding the five municipalities initially selected in the current Cooperation Programme.

In 2015 UNICEF El Salvador’s work on violence prevention focused on strengthening joint coordination among different sectors: justice, public security, health, education, local development. UNICEF El Salvador also supported interventions implemented by national and

local entities, such as the National Council for the Protection and Development of Migrant Persons and their families, the National Working Group for the Support of Local Rights Committees, the Health Sector Working Group for the implementation of LEPINA, the sub-commission on Infrastructure, and violence prevention in the context of CONED and Municipal Councils for the Prevention of Violence. This had had a positive impact on advancing the local strategy for the prevention of violence.

Another strategic action for increasing linkages between the National Council for Citizen Security and Peaceful Living and the National Education Council during 2015 was the elaboration and presentation of a diagnostic and baseline about the situation of security and insecurity in schools, along with the PNC. Likewise, a manual of procedures for police staff intervention in schools, together with training for 120 police agents of the central, eastern and western delegations of the country were completed. After presentation of the manual, a group was created with police representatives and the MINED to follow up on recommendations that arose in the diagnostics for the improvement of the safe schools joint plan.

Interventions at the national level were anchored at the local level, where programmes for violence prevention were implemented, with three components: institutional strengthening, safe communities and inclusive and safe education. As a result of these interventions, participating municipalities have strengthened coordination with the institutions of the protection system and the Inter-institutional Municipal Committees for Violence Prevention, and improved mechanisms for data collection and follow-up on risk and protection factors. With the aim of preventing recruitment of children and adolescents by gangs, UNICEF El Salvador supported interventions aimed at revitalising public spaces through culture, art, recreation and sports, reaching more than 5,000 children and adolescents. At the same time, during 2015 the institutionalisation of mechanisms for promoting dialogue through community and school mediation was achieved in San Marcos and San Martín, where protocols for case management and referral are now being implemented.

Moreover, as of 2015, with support from the United Kingdom and the 'We Protect' global programme, UNICEF El Salvador began to implement a programme for protection and prevention of sexual violence, abuse and exploitation of children online, given the increasing risks faced by this population group on the Internet. The main objective was to ensure that children are effectively protected against online crimes, and that perpetrators are arrested and prosecuted. For this reason, the programme focuses on creating institutional conditions for the prevention, protection and investigation, and building the capacity of the main stakeholders, in particular the PNC and the Attorney General's Office. In 2015, these institutions developed technical competency for the detection and referral of cases of crimes against children online and to provide specialised assistance to victims during the judicial process, as well as conducting training and sensitisation of children at targeted schools.

A gender perspective was incorporated into the activities, using awareness-raising processes in schools and communities within the municipalities, in coordination with leadership and communication capacity-building programmes in targeted schools. This was done in collaboration with organisations such as OXFAM, the Santa Tecla Women's Association, GSMA, the private telecommunications sector, and with universities that have contributed by training teachers, students and families to build safe environments. To improve school organisation and leadership, activities were designed with the university, Escuela Superior de Economía y Negocios and the Human Rights Institute of the Central American University Jose Simeon Canas.

**OUTPUT 1** The development of a programme of awareness-raising, advocacy and participation aimed at communities, private enterprises and NGOs in the 5 municipalities identified among the most violent to support programmes of social reintegration.

**Analytical Statement of Progress:**

As of 2015, sensitisation programmes on the prevention of gender-based sexual violence were conducted in 28 schools in the municipalities of San Marcos, San Martín, Santa Tecla and Santo Tomás, in coordination with the community, the private sector and NGOs. For these programmes, the partnership with OXFAM and the institutions of the “Between you and I, a life free of violence” Campaign (Human Rights Institute of the Central American University José Simeón Cañas), the Santa Tecla Women’s Association and ESCÉNICA, with the latter specialising in playful art development in communities) were essential. The programme also had a strong component of education and awareness-raising among members of the school community on topics such as new masculinities and the transformation of social norms and behaviours perpetuating the exclusion and mistreatment of girls and adolescent women.

The programme also indirectly targeted parents, both mothers and fathers, for the promotion of changes in attitudes and practices regarding gender violence. In 2015 coverage was increased to 573 children and adolescents aged 11-to-18 years, who were trained on violence prevention, masculinity and sexual violence in 15 schools in the same municipalities. At the same time, 210 teachers at 14 schools participated in the development of a methodological guide to mainstream violence prevention as part of the ‘institutional educational project’.

Moreover, the process of forming committees for gender violence prevention in schools was consolidated, incorporating very strongly the arts component, through theatre and murals. Students and teachers gained capacity to identify and monitor sexual abuse cases, and updated information was collected to monitor sexual and gender violence in schools. In October 2015, new data was analysed in partnership with the University of Glasgow, Scotland, and was presented at a forum on the impact of gender-based violence in the life of children, adolescents, youth and women in El Salvador, in conjunction with the Supreme Court of Justice.

**OUTPUT 2** Prioritized municipalities have policies and local programmes with innovative and effective gender mainstreaming to prevent violence.

**Analytical Statement of Progress:**

Seven prioritised municipalities developed local policies and programmes for violence prevention, institutionalising their interventions and improving UNICEF’s violence prevention model. In 2015, the municipalities of Soyapango and Ahuachapán were added to San Marcos, San Martín, Santo Tomás, Santa Tecla and San Salvador, each prioritising prevention areas in accordance with the conditions identified in their assessments. These, in turn, were selected by the Ministry of Justice and Public Security to become part of the 50 municipalities prioritised in the PESS. Thus UNICEF’s contributions were important for building models that can be applied in other situations of violence in the country.

For prevention programmes and policies to be efficient for comprehensive protection, they have to form part of the local protection system framework. For this to happen, in 2015, the municipalities of San Marcos, San Martín and Santo Tomás set up local committees and made progress in developing their municipal policies and action plans. Meanwhile, in San Marcos and San Martín commissions were formed to review public order ordinances, highlighting risk factor reduction. Moreover, the Municipal Councils for Violence Prevention, drafted their regulations, advancing toward greater and more efficient linkages between financial and human

resources. Santo Tomás, for example, identified the promotion of education as a strategic component of its action plan, increasing budget allocations to assist schools and local rights committee.

Likewise, the national police and Attorney General's office prioritised municipalities to implement a programme for online violence-prevention. In Soyapango and Santa Tecla, the FGR was equipped with Gessel chambers, and a guide for care for child victims was also adopted. Also, 20 prosecutors and 51 police agents were trained in online crime detection; these public servants will in turn implement sensitisation programmes in Ahuachapán and Soyapango. To contribute to the analysis and discussion of the draft 'Special Law against Cyber Crimes', UNICEF El Salvador organised a seminar on the protection of children and adolescents online, jointly with Millicom/TIGO and the GSMA, with participation of 133 persons. Moreover, El Salvador participated in the #We Protect Children Online Global Summit 2015 in Abu Dhabi, represented by the Deputy Director of Public Security of the PNC.

**OUTPUT 3** Shared local care networks have more capacity for the implementation of the protection policy.

**Analytical Statement of Progress:**

In 2015 the capacity of the network for shared services at the local level was strengthened, organising programmes and communities for the promotion of mediation to resolve conflicts, re-insertion of out-of-school children in school and the creation of networks of children and adolescent leaders.

To respond to the lack of opportunities and programmes to foster educational perspectives, the "I want to learn" programme for school reinsertion of out-of-school children and adolescents was implemented in the municipalities of San Marcos, San Martín, and Santo Tomás. Participating communities were able to identify children and adolescents who are out of school and report them to the Mayor's Office, where they are offered education programmes. As a result, coverage increased during 2015 to 164 children in San Marcos, 87 in San Martín and 60 in Santo Tomás. Moreover, a toolkit was developed to document the municipal programme for the identification, re-insertion, monitoring and follow up of cases of OOSC. This programme was recommended for scale-up by the Presidency of the Investment Fund for Social Investment and Local Development. Hence, in 2016 it will be implemented in the municipality of Ciudad Delgado, which is the first municipality where the PESS is being rolled out.

There is now increased space for children's participation, such as networks for the prevention and reduction of armed violence. Under the leadership of the School for Higher Studies on Economics and Business a "Leadership and Communication Programme" was implemented for young leaders of the committees for violence prevention in targeted schools, ensuring consolidation and follow-up of actions initiated by the student networks promoting violence prevention and a culture of peace. Some 162 students from 21 schools in San Marcos, San Martín, Santo Tomás and Santa Tecla participated in this programme. These children have in turn, through their school's violence prevention committees, planned actions to reach the entire school community (approximately 10,000 children).

In the case of the municipality of Santo Tomás, UNICEF El Salvador supported capacity development for the coordination of education services and the creation of safe and decent spaces. The infrastructure of four schools was remodelled and there were student initiatives in five schools for the retention or re-insertion of out-of-school children.

**OUTCOME 7** Capacity and knowledge related to the rights of children/adolescents in the State are improved with updated statistics and disaggregated information for planning, monitoring, evaluation and accountability of the impact of public policies in favour of children/adolescents.

**Analytical Statement of Progress:**

During 2015 progress was achieved in knowledge generation and national capacity development to monitor advances in compliance with the rights of children and adolescents. One of the main partners in this exercise was the Directorate General of Statistics and Census, with which UNICEF has been working since 2012 to generate disaggregated data on children and adolescents. The official publication of the multipurpose household survey (EHPM) 2015 incorporated a section of results addressing the situation of this population group, while at the same time incorporating data at country and departmental levels. Additionally, there will be an update of the tables up to 2014; this information that will be uploaded in the DIGESTYC's website. The data include information resulting from the EHPM, from administrative registration of public entities and from the NHS. This will facilitate the ability of entities working in programmes and projects, or that perform follow-up and regulatory roles, to have more detailed information to guide their work-plans and elaborate reports on the situation of children and adolescents. Given that the 'system for the comprehensive protection of children and adolescents' is in process of consolidation and implementation under the leadership of CONNA, progress on matters of disaggregation by DIGESTYC is very relevant; publishing data about children and adolescents on the website facilitates access by CONNA and other users, and serves especially to monitor the level of implementation of the Convention on the Rights of the Child. UNICEF's work with DIGESTYC also contributed strongly to the development of the situation analysis and facilitated identification of bottlenecks and the most vulnerable children and adolescents.

Another important achievement in this component is the publication of the report on the main findings of the national health survey (MICS, ENS); currently, work is underway for the final report, which is expected to be completed by the first quarter of 2016. This report collects information on key indicators for survival, nutrition and health of children and women; the last update was prepared in 2008. Information is being disaggregated by region, department, gender and wealth quintile, among other categories. The report is quite relevant, as it will also allow the country to have data that were not available before, such as on birth registration, child discipline and early childhood education. The information will also serve for the final report on the Millennium Development Goals and as a baseline for the new 2030 Agenda for Sustainable Development. The survey development is recognised as one of the country's main accomplishments, because this is the first time that the collection of surveys is done under the leadership of a national entity. In the past, surveys were conducted by private entities and exclusively with international cooperation assistance. The experience with the MICS methodology provides evidence that national institutions and staff are equipped to perform exercises like this one, with capacity development. Additionally, the experience yielded various lessons: it is possible to carry out a survey with a modest budget (50 per cent less than in previous exercises); it is feasible to mobilise support from various donors; the Government can and is willing to mobilise its own resources; and it is possible to obtain relevant, quality data for the country.

Regarding administrative registries, continued assistance was provided to MINED, through DIGESTYC, to strengthen collection of the school censuses, using the web. School census information allows for estimating the rates of net coverage, as well as indicators of efficiency of the education system. The experience with MINED also shows that it is feasible to carry out inter-institutional projects where two public institutions can support each other to improve school

education statistics. In the case of MINSAL, assistance was provided since 2012 to support the consolidation of online information systems. The information collected was based on family charts exploring health determinants, which was then harmonised with individual participant registries in social protection programmes. This progress will allow harmonisation of other information systems and creation of a system to enable the follow-up of children in the health system and other social systems.

Assistance was also provided to DIGESTYC and the National Council for Persons with Disability (CONAIPD) to carry out the national disability survey, by adding a module to collect the information about children and adolescents with a disability. To do that, specialised assistance was provided to the surveyors, as well as to the teams performing data analysis and national partners involved in the issue. Regarding disability issues, there was also a process of validation for a proposal of norms to incorporate attention to persons with a disability in emergency situations, in partnership with CONAIPD, through a multi-country project.

Support was given to CONASAN for the census on height, which aims to monitor the situation of malnutrition in children in the first cycle of primary school. Support was provided for the design and printing of manuals describing how to apply the census on height in the schools that are study subjects. It is important to highlight that this activity was conducted with support from other UN agencies.

**OUTPUT 1** Integrated health networks have a local geo-referenced information system designed and implemented for decision-making.

**Analytical Statement of Progress:**

As part of the Government's capacity development for the generation of evidence, assistance was provided to the 'Comprehensive Health Network' during the 2012-2015 cooperation cycle; the network is one of the pillars of the health reform promoted by the country as of 2009. Its objective is to strengthen preventive health through knowledge about social, housing, and community conditions that may have an impact on the health conditions of children and adolescents. For this, it is useful to have updated and timely information to help authorities make better decisions in relation to access to pertinent health services. Ensuring data that is also geo-referenced enabled MINSAL to identify where it is necessary to establish specific health services and where other preventive actions are necessary, with the support of the community health teams. To obtain these results, MINSAL has developed its own systems for capturing information, using free software. In so doing, it strengthened its capacity for innovation and adaptation of technology to various services. To support this work, UNICEF El Salvador provided MINSAL with tablets to permit the capture of information in real time and facilitate updating of information.

During 2015, UNICEF's assistance focused on consolidating and documenting the processes initiated in earlier years, because the bulk of the work (web design, validation and pilot testing of the family chart collected by the Community Health Teams - ECOS) was implemented in previous years. Thus, support was provided throughout the year to finalise training of the ECOS and documentation of the experience through a video about health information systems, including the family chart, the single file and other systems that improved MINSAL's capacity to work in network.

It is important to highlight that MINSAL partnered with several Government institutions, including the technical and planning secretariat of the President's office (STPP), and that the family chart aligns with the single registry for universal social protection programme participants. This

enabled MINSAL to acquire 125 additional tablets, in addition to those provided by UNICEF (35) for their development. With this additional capacity and the implementation of other applications (such as family medical records), MINSAL expects to improve the availability of information to feed decision-making and provide feedback on health policies and programmes, especially services for pregnant women, children and adolescents.

## **OUTPUT 2** Updated and equity based information and data on children and adolescents

### **Analytical Statement of Progress:**

UNICEF assisted the country during the entire cooperation cycle in the creation of an information system to monitor the situation of children and adolescents. This was done through assistance to DIGESTYC, which is the entity with the role of publishing all the official country statistics. During 2015 a series of statistics and indicators covering 2000-to-2013 were consolidated and published, with technical and financial assistance from UNICEF El Salvador, and are being updated for the year 2014. This has facilitated a more in-depth equity analysis in relation to situation of children and adolescents, through the availability of updated information that can be accessed on the websites of DIGESTYC and UNICEF.

DIGESTYC took additional steps to incorporate a narrative section about the situation of children and adolescents in the annual publication of the EHPM for the years 2014 and 2015. To support the dissemination of information, brochures were printed with key information about education, child labour, access to health and child abandonment. All the information generated for the database was documented (with files of syntaxes) to permit replication in later years by DIGESTYC staff. There are also plans to incorporate all the information generated in the DevInfo platform for 2016. In alliance with CONAIPD and DIGESTYC, UNICEF EL Salvador supported the realisation of a pilot test of the survey on disability among children and adolescents aged two-to-17-years-old; this instrument was the result of collaboration with the Washington Group of Disabilities. This assistance will allow the country to have data about the prevalence of disability in children and adolescents, using a functional approach.

In terms of closing information gaps, UNICEF El Salvador supported the realisation of the MICS survey in agreement with MINSAL and other organisations, including DIGESTYC, STPP, CONNA and the Ministry of Foreign Affairs. The report on main findings was published in 2015 and the final report was in process of publication by the end of 2015. As part of UNICEF's support, MINSAL managed to mobilise resources from other organisations (World Bank, Inter-American Bank, Agencia Espanola de Cooperacion Internacional para el Desarrollo). The MICS survey (known in El Salvador as the NHS), will allow the country to have information on key issues such as child mortality, malnutrition, sexual and reproductive health, children's health, child discipline, orphans, birth registration, early childhood development, education, access to the media, subjective wellbeing and other topics. This has resulted in the development of national capacities by technical and management teams, while also revealing the possibility for forging alliances and resource mobilisation by the Government. The information collected is also key for the report on progress toward and compliance with the MDGs and to serve as a baseline for the new 2030 Agenda for Sustainable Development.

## **OUTPUT 3** A strategy of communication, advocacy and dissemination of studies and research on measurable results regarding children

### **Analytical Statement of Progress:**

During 2015 the dissemination of different studies and research produced by UNICEF El Salvador with different partners was promoted through public events that included the presence

national authorities, organisations working for children and think-tanks. UNICEF El Salvador's new webpage facilitated dissemination of the contents of these publications. Also, social media was widely used, and creative posts with data or messages taken from each study stirred interest about them. The traditional media were also decisive for disseminating data and findings.

UNICEF El Salvador managed to disseminate and make presentations at the highest levels of the executive branch of studies done by UNICEF, such as (i) "A look at Salvadorian families: Their transformations and challenges from the perspective of social policies with a focus on children", (ii) "Perceptions of children and adolescents about their wellbeing: Betting for the future of El Salvador?", (iii) "Multidimensional measurement of poverty in El Salvador: A look at families with children and adolescents", and (iv) "Systematisation of Full Time Education Systems". The most important fora where the organisation participated this year were the National Education Council and National Council for Citizen Security and Peaceful Living.

Several other studies were completed and will be published in 2016: "Investment in Early Childhood; study on the Impact of Pregnancy, Maternity and Sexual violence in Salvadorian girls and adolescents"; "State of the Juvenile Penal Justice"; and "Determinants of Violence towards Children and Adolescents". The systematisation of Policies for Comprehensive Early Childhood Care and the pre-evaluation proposal were finalised as well. In addition, studies on the perceptions of children and adolescents about their wellbeing – especially about their experiences of poverty – and a sub-analysis of multidimensional poverty measurement in homes with children were published during the year.

The evaluation of the system for the comprehensive protection of children and adolescents was started, and is expected to be completed in 2016. Upon request of the Ministry of Education, assistance was provided for the design of a document about education statistics; this will be printed during the first quarter of 2016. The methodology for the local-level situation analysis was shared with CONNA and institutions and organisations participating in the working group of local rights committees led by CONNA, so that the different organisations supporting the creation of those committees could apply it.

**OUTCOME 8** Increase and improve the quality of public investment aimed at children/ adolescents

**Analytical Statement of Progress:**

El Salvador has increased social investment in general, and in children in particular. This was monitored thanks to the development of a methodology developed by UNICEF in partnership with the Central American Institute for Fiscal Studies (ICEFI). Public expenditure for children and adolescents represents approximately 6.7 per cent of GDP, with a fiscal effort of 19.7 per cent of the state budget. In relative terms, additional efforts are still needed to reach average expenditure in Central America. In this regard, last year's study on fiscal spaces to increase investment in programmes targeted to children (UNICEF/ICEFI, 2014) is enabling UNICEF El Salvador to advocate and demonstrate the need for generating major national agreements on higher tax collections and an effective sectoral policy to support the least-advantaged segments of society.

Even though the change in Government opened a space involved a transition that delayed some programmatic activities, it also opened opportunities to have an impact on public policy planning for the next five-year period. The knowledge generation agenda that UNICEF El Salvador has already developed is aligned with NDP priorities, and has been discussed in

meetings with the new authorities. During the last few years, the increased technical capacity of the Government has positioned children as one of the priorities in relation to redesigning social programmes. Along this line, while during the Cooperation Programme there were studies supported by UNICEF El Salvador on the gaps of social protection and deprivations faced by children and adolescents, in 2015 one of the main contributions was a forum on the wellbeing of children in El Salvador where two high-impact studies were presented: one that describes the perceptions of children about poverty, and a second that was a sub-analysis of the multidimensional poverty measurement of El Salvador, focused on homes with children.

This agenda of knowledge generation has turned into a component of technical assistance to ensure the focus on children and, at the same time, it was established as a planning and implementation tool for social programmes. This is the case of the re-conceptualisation of the conditional cash transfer programme (*Comunidades Solidarias*) that will result in a new national strategy for the eradication of extreme poverty, planned for launch and implementation in 2016.

**OUTPUT 1** Analysis of public investment aimed at adolescents.

**Analytical Statement of Progress:**

Solid progress was made toward this objective. A methodology to measure public expenditure on children and adolescents was developed during the Cooperation Programme, with assistance from UNICEF and ICEFI, and executed by the STPP. The STPP now uses this methodology to monitor regularly investment in children and adolescents as part of the measurement of social expenditure.

Similarly, the STPP led participation in the regional exercise of measuring investment in early childhood, demonstrating the institutional capacity strengthening in this area that resulted from support by UNICEF El Salvador.

Also, during 2015 UNICEF took part in the CONED's technical secretariat. One of the main actions was the provision of technical and financial assistance for an exercise to identify service provision gaps and the costs involved in bridging them, which is having an impact on MINED's planning process. It is expected that by the first quarter of 2016, a document will be presented by CONED with the main discussions and strategies that have been agreed for the immediate future, as well as their cost and options for funding.

However, there are still challenges, mainly in relation to institutionalisation of the measuring the investment, which makes it necessary to continue working on this in light of the new results-based budgeting that will start in 2017, as well as on the involvement and strengthening of capacities of other institutions with a mandate to monitor investment in children (CONNA and others).

**OUTCOME 9** National and local institutional capacities in the management of risk and implementation of programmes focused on the best interests of the child have been strengthened.

**Analytical Statement of Progress:**

The Government of El Salvador has assumed a leading role in the actions that require emergency attention in a country that continues to be highly vulnerable to multiple threats, particularly natural disasters.

During the Cooperation Programme 2011-2015, UNICEF El Salvador maintained close

coordination with the authorities of the National System for Civil Protection and monitored closely the various vulnerabilities to which the country is exposed. This allowed UNICEF to provide a timely response to the humanitarian situations derived from Tropical Depression 12 E in 2011, to the peak of the crisis related to the migration of unaccompanied children and adolescents in 2014 and the effects of the drought associated with the El Niño phenomenon during 2015.

**OUTPUT 1** Emergencies - adapt preparedness and response capabilities to emergencies at the local level, the framework of essential care in emergency corporate commitments

**Analytical Statement of Progress:**

El Salvador is considered a country of mid-level risk (InfoRM); however, it continues to demonstrate vulnerability to a series of events, particularly natural events. During the 2011-2015 Cooperation Programme, UNICEF El Salvador closely monitored these vulnerabilities, which allowed a timely response to humanitarian situations derived from Tropical Depression 12 E in 2011 and at the peak of the crisis related to the migration of unaccompanied children and adolescents in 2014. At the same time, there have been efforts to ensure adequate preparation for any other eventual humanitarian response. During the last year of the Country Programme, highlights included:

- The continuous activity throughout 2015 of the Chaparrastique Volcano, that began in 2013. Even though no major incidents were reported, both MINSAL and MINED have kept surveillance, in which UNICEF El Salvador participated.
- In the health area, even though no assistance was provided, monitoring of seasonal outbreaks of dengue and Chikungunya was managed adequately through permanent campaigns by the Central Government and local governments. As of November 2015, there were 9,094 confirmed cases of dengue, 59 per cent of which corresponded to children and adolescents, whereas as of November 2014, 873 confirmed cases were reported, and 50 per cent were among children and adolescents (MINSAL).
- For four consecutive years, El Salvador has been affected by droughts, with impact across the country. According to the MARN, the prolonged drought has been so intense that, during a normal period of the rainy season, there were up to 71 days without rain in the departments of La Paz, La Unión, Morazán, San Miguel, San Vicente and Usulután (Paracentral and Eastern), where the level of food insecurity has increased. The forecast for El Niño suggests that this event will continue, with a probability higher than 95 percent, until the initial months of 2016. Most models studied suggest that El Niño will intensify even more during the last months of 2015, which poses uncertainty about the risk of damage to the second harvest crops. Due to this situation, during the last semester of the year, the UNS decided to submit a request for support from the Central Emergency Relief Fund (CERF), in which UNICEF, as the leader of the nutrition cluster, proposed to act immediately to care for the population of vulnerable children, particularly those who already suffer chronic malnutrition, in order to prevent them from becoming moderately or severely malnourished.

**OUTCOME 10** Cross Sectoral Results

**Analytical Statement of Progress:**

UNICEF El Salvador considers of utmost importance having trained staff with the correct competencies needed to achieve the results of the 2016-2020 Programme of Cooperation. For this reason, during the drafting of the 2016-2020 CPMP, UNICEF El Salvador adopted a results-

based approach to designing the organisational structures required. The structure includes a mix of profiles for efficient, high-quality execution of County Office responsibilities.

To carry out all the activities and tasks required to accomplish the results in favour of Salvadorian children and youth, during the year there was efficient and effective management of office supplies, acquiring of high-quality computer equipment, software and hardware that will help UNICEF EI Salvador achieve its objectives with more efficiency and promptness.

#### **OUTPUT 1** Effective and efficient programme management and supplies

##### **Analytical Statement of Progress:**

During 2015 UNICEF purchased and delivered supplies for the following partners: Directorate General for Migration and Foreign Nationals, MINSAL, PNC, ISNA and MINED. These supplies were delivered directly to the warehouses/offices of the partners. UNICEF EI Salvador, to obtain greater savings, convinced the suppliers to waive transportation fees for deliveries within the capital city. UNICEF EI Salvador does not have a warehouse to store supplies.

The supply plan was made at the beginning of the year and – to cover all procurement and contract requirements before the end of 2015 – procurement staff and programme officers reviewed the plan at mid-year and at the end of the year. One technical solution implemented was to invite programme specialists to the procurement evaluations, so as to verify that the supplies will be delivered to partners according to the selection criteria used.

#### **OUTPUT 2** – Communication for Development

##### **Analytical Statement of Progress:**

The “Doesn’t it outrage you?” communication and social mobilisation campaign against violence reached more than 2 million people with its massive campaign for promoting changes in behaviour, knowledge and attitudes on violence affecting children and adolescents at home, in school and in communities. The campaign had support from different media and celebrities, both national and international. The messages reached almost the entire population through public media, private television channels, 20 community and private radios, major newspapers (which collaborated with free publication of the ads), street signs and digital media. The campaign was present with messages and interactive games at mass events (youth and cooperation fairs, and at the *Doesn’t it outrage you?* concert), facilitating the call to become a virtual activist through multiple channels that positioned the strategy very well.

Moreover, with its training in communication and adolescent participation, the anti-violence campaign reached 120 students in 24 schools of four municipalities with high rates of violence, who took part in the leadership programme for the prevention of violence. At these workshops, the communication skills of the adolescents were developed in three areas: creative writing and oratory, use of social media, photography and video. The leadership programme learnings were combined with those of communications, so that the children on violence prevention committees in schools are now trained to create communication materials at their schools and to participate in a more active manner in a webpage project about peaceful living and violence prevention planned for implementation in 2016.

C4D actions were also extended to early childhood, with communications support for activities promoting breastfeeding and the actions of the METPI. Likewise, SANNHOS has an important communications component, led by UNICEF, for behavioural changes and advocacy at the local

and national levels. Also, there was support for increased public expenditure in education, using communication and advocacy activities, with the campaign "6 percent - Yes, for Education."

### **OUTPUT 3** Cross Sectoral Costs

#### **Analytical Statement of Progress:**

The Country Office followed the bi-annual management plan for 2014-2015 agreed in the 2014 planning session, where the requirements were analysed, both regarding matters of programme implementation and management aspects related to programmes, communications and operations. Priorities for the two years were defined using UNICEF El Salvador's risk profile tool and corporate risk strategy, enabling UNICEF El Salvador to have an effective tool in which, by assigning specific tasks and clear responsibilities, it was possible to mitigate risks considered to be a priority in 2015.

This year, internal office committees were updated with the purpose of facilitating UNICEF operations in the country and to ensure coordinated, transparent and participatory management that facilitates the achievement of results for children and adolescents.

The CMT had regular meeting throughout 2015, as the central mechanism for providing assistance and support to the Representative in decision-making. Some of the strategic themes that were analysed and discussed within the CMT were: i) mechanisms to reduce operational expenses; ii) monitoring and analysis of performance indicators of the manager's dashboard and financial implementation in UNICEF El Salvador; and (iii) the work environment, with a focus on work/life balance, change management, resilience and energy management, among others.

In 2015 UNICEF El Salvador continued its policy of maximising efficiency through the renovation of technological equipment and meeting the standards for safety and business continuity. At the same time, there was a re-launching of the long-term agreements with ICT and cleaning service providers, which managed to yield financial savings and good service.

### **OUTCOME 11** Development Effectiveness

#### **Analytical Statement of Progress:**

The programme was coordinated effectively, ensuring coordinated implementation of activities and timely monitoring of progress and challenges both in technical and operational aspects. UNICEF El Salvador managed to maintain key indicators within corporate parameters, including cash transfers to partners, donor reports and fund utilisation.

The new Country Programme GOES-UNICEF for 2016-2020 was developed by UNICEF El Salvador, with support from LACRO, and approved by the UNICEF Executive Board. This was a highly participatory process that included the Government, civil society, academia and children and adolescents, among others. The corresponding action plan was also prepared by the end of the year, and is expected to be signed in the first weeks of 2016.

UNICEF El Salvador also called attention throughout 2015 to the high levels of violence against children, and made a public appeal for increasing the efforts to protect children and adolescents. UNICEF El Salvador advocated for greater investment in quality education, for coordinated actions to eradicate child labour during the National Day against Child Labour (along with ILO), and to empower Salvadoran girls for the fulfilment of their human rights during the International Day of the Girl Child.

## OUTPUT 1 Programme Coordination

### Analytical Statement of Progress:

The programme was effectively coordinated under the leadership of the Deputy Representative and through periodic programme team meetings. This ensured coordinated implementation and timely monitoring of progress for both technical and operational aspects. As a result, UNICEF El Salvador maintained the level of cash advances to partners, donor reports and fund utilisation within corporate parameters.

A major milestone in UNICEF El Salvador planning process was the planning of the new Country Programme. This process, led jointly by UNICEF El Salvador and the Ministry of Foreign Affairs, was a highly analytical and participatory process that included input from the Government, civil society, academia and the beneficiaries themselves. The exercise had also relevant support from LACRO, and ensured alignment with the UNDAF 2016-2020 and the NDP 2015-2019. The process was completed through the approval of the country programme document on September by the UNICEF Executive Board. The Country Programme action plan was also developed and is expected to be signed by UNICEF and the GOES in early 2016.

## OUTPUT 2 Advocacy / Communication

### Analytical Statement of Progress:

UNICEF El Salvador called attention throughout 2015 to the high levels of violence against children and made a public call for: increasing efforts to protect children and adolescents; greater investment in quality education and actions to fight child labour (along with the ILO) during the National Day against Child Labour; and empowering Salvadoran girls to fulfil their human rights, during the International Day of the Girl Child.

UNICEF El Salvador intensified its campaign within the “Doesn’t it outrage you?” strategy, to raise awareness and promote social action to stop violence at home, school and the community, with support from the media, Government institutions and national and international celebrities from different fields. New spots were launched with the image and voices of new celebrities, and UNICEF El Salvador ensured their presence at cooperation fairs, youth fairs and corporate social responsibility fairs. A concert was also organised to promote virtual activism through the new Country Office webpage (launched this year) and through social media.

## Document Center

### Evaluation and Research

Title	Sequence Number	Type of Report
Inversión en Primera Infancia en El Salvador	2015/004	Study
Medición multidimensional de la pobreza en El Salvador	2015/003	Study
Percepciones de niñas, niños y adolescentes sobre su bienestar	2015/002	Study
Una mirada a las familias salvadoreñas	2015/001	Study

### Other Publications

Title
Plan Nacional de Acción de la Política Nacional de Protección Integral de la Niñez y

Adolescencia
Encuesta Nacional de Salud 2014. Resultados Principales
Violencia contra las Mujeres en El Salvador
Informe Anual 2014

**Lessons Learned**

<b>Document Type/Category</b>	<b>Title</b>
Lesson Learned	Multidimensional poverty as an advocacy tool rather than a strict measure of deprivations