

Executive Summary

Important Achievements

1. In Public Policy, the foremost achievement has been the support to LEPINA. UNICEF identified a key strategy with the establishment of CONNA, as the highest instance of leadership in the implementation of the Act, providing technical assistance for the formulation of the National Policy on Protection of Children and Adolescents, which will commence in 2012. This is important in order to lend continuity to the dialogue between TACRO, OAS and the Government regarding the latter's proposal for adolescents at risk of entering into gangs.
2. UNICEF's participation in three joint programs (one on nutrition and two on violence), that have been well evaluated by the Secretariat of the MDG Fund, highlights our ability to support national and local authorities in achieving the Millennium commitments, in coordination with sister agencies.
3. The collaboration with FISDL and COMURES in the implementation of the first edition of the UNICEF Municipal Seal of Approval, which facilitates a dialogue with national actors that will eventually give sustainability to monitoring the results of local public policies.
4. UNICEF was a key player in the establishment and official approval of the Technical Board for Early Childhood Integral Development, which is a strategic instrument in the new Early Childhood Integral Development Policy, for close coordination and articulation among the Ministries of Education and Health, CONNA, ISNA, and other relevant organizations.
5. UNICEF promoted shared responsibility of 5 local governments (Sonsonate, Resuma, Acajutla, San Salvador and San Marcos) in the prevention of violence against children and adolescents in families, through improved child rearing with the "I'm also person" project.

Significant Shortfalls

1. The increasing violence, emergencies and the financial economic crisis that El Salvador is going through, reduces the political attitude towards a serious implementation and of the new legislation, which has limited budget allocations to the detriment of children and adolescents rights.
2. The complexity of making an impact on the local governments' policy agenda has not been sufficiently considered; in the case of the Central Government, moreover, educational inclusion is a priority in its agenda, yet it does not provide sufficient resources or personnel to accompany and continue the different processes in an adequate manner.
3. Despite existing awareness of the importance of articulation and coordination to achieve synergies and integrating interventions, it continues to be a challenge to the implementation of projects, due to limited institutional capacity. Difficulties persist regarding the conciliation of agendas, interests and administrative processes.

Important Collaborative Partnerships

UNICEF continues to enhance partnership at Central level as well as Municipality level with Governmental, non-governmental institutions, UN agencies and donor community. During the current CPD, some of the inter-institutional committees played crucial roles to promote public policy. One of them is the Technical Board for Early Childhood Integral Development, which became the most powerful advocate and engine to support the implementation of the ECD National Policy. Other key allies are CONNA as the head in the implementation of the LEPINA.

A number of local and international NGO's complete a broad network, mentioned in each program component.

Country Situation

According to the 2010 MDG Report, 21 of 31 Millennium Development Goals (MDGs) are achievable in El Salvador. Despite this positive prognosis, discrimination, exclusion and disparity persist, while the lowest decile register 2.4% of total Salvadoran family income, the highest decile register 28% of total income, the Gini coefficient has been close to 0.50 during the last two decades, positioning El Salvador, among the 20% of countries in the world with highest level of income inequality. Inequality is an important obstacle to reduce poverty, and increase overall welfare, mainly affecting rural children and women, the elderly, young people, persons with disabilities and the indigenous population. One of every three Salvadorans is a child or adolescent under 18 years. One of every two children and adolescents live in poverty.

As a result of gangs and organized crime, there is an upsurge of violence and public insecurity, much of which is related to the illicit economy. The murder rate started increasing in 2003, reaching in 2009, and 71 murders per every 100,000 inhabitants. In 2010, the number of murders decreased by 4%. The number of homicides for children and adolescents has doubled, increasing from 249 in 2002 to 518 in 2010, accounting for 13% of all murders, on the average, every two days, three children and adolescents are murdered. 2011 closed the year with more than 4000 homicides, thus there still is no indication that the trend is improving.

Although the participation of adolescents and young offenders of the law has increased 7% in 2010, compared to 2006, nevertheless they represent only 12.8% of the total number of crimes committed in 2011. Adolescents and young lawbreakers are discriminated against and marginalized, the country lacks adequate social reinsertion mechanisms.

The incidence of homicides is higher among males (79% of all homicide), but the upward trend is in females, with a growth rate of 28 % recorded from 2006 to 2010. Sexual violence is a major concern as it rose by 140% between 2002 and 2010. Girls represent 72% of all rape victims and 30% of births belong to women under 19 years of age.

Cultural practices and conceptions devoid of human rights approach and rooted in social and family dynamics, as well as migration, have increased the vulnerability of children and adolescents to violence. Seven out of every ten children are mistreated, two of every five children and adolescents live without their mother, father or both, 64% subsists in abandonment because of maternal or paternal irresponsibility.

Early childhood education (0-3 years) has low coverage in the public education system, including only to 1.8% of children between the 0 and 3 years, equivalent to 7,937 children of a total of 433,576. According to the official data, the educational coverage of pre-school (4 to 6 years), in the public sector has been increased in recent years, the net rate increased from 39,7% in the year 2000 to 54.7% in 2010. According to various studies school attendance, and the quality of education, has a strong repercussion in the desertion rates and repetition of grades.

To assess the quality of parental participation in the stimulation of their children, questions related to parental participation were incorporated in the 2008 Family Health Survey (FESAL-2008). The survey results showed a very low participation of father's in the stimulation of their children (5,1%) the mother's participation was much higher, however more than 40% do not participate in this type of activities.

In 2010, only 3 out of every 10 adolescents, in the age group 16-18, are enrolled in secondary education, with a higher rate of non-enrollment among males (education net enrolment rate of 34.5% for women compared to 32.2% for men). In the richest quintile, gross enrolment rate for secondary education is close to 90%, while in the poorest quintile it is only 26%. One of every five adolescents does not go to school, work or look for employment. In that context, adolescents, especially males, are vulnerable to recruitment by gangs, other illicit activities, or for illegal emigration, entailing high risks for their lives, as well as the danger of labor and sexual exploitation.

Child mortality has decreased from 35 per 1,000 live births in 1998 to 16, but still are serious disparities between the urban area (13 per 1,000 live births) and the rural area (18 per 1,000 live births). In the

lowest welfare quintile, the rate amounts to 26 per 1,000 live births. Neonatal mortality continues to be a worrying factor for national and local health authorities.

Although the country has managed to reduce the mother-to-child transmission of HIV to 0.5% of all cases, similar progress in the prevention of sexual transmission has not been recorded. Among the cases diagnosed with AIDS in 2010, the age group of 15 to 24 years accounted for 5.2 % of all cases. One of the main obstacles to halt the epidemic has been the limited opportunities for early access to sexual education among young people.

Capacity for risk management, as well as the protection of the most vulnerable children and families during emergencies, is a major challenge. Sources estimate the cost of damage and economic losses related to natural disasters, from 1982-2011, to US\$7.5, equivalent to 1.7 times the total yearly budget of the State. Recent damage, October 2011, of Tropical Depression E-12, are estimated at around \$840 million dollars. The GOES with the support of the World Bank, established a contingency window of resources that can be accessed in case of an emergency. In that framework, the World Bank provided a \$50 million loan to cover the urgent needs of thousands affected by the Tropical Depression E-12 and to keep the supply of public services.

Although social spending by the government has increased since the mid-nineties, investment in education and health is lower than most countries in Latin America (3.1% GDP and 2.1 % GDP estimated for 2011, respectively). The country needs to increase social investment based on criteria of equity and quality and to improve inter-agency coordination in the drafting, management and assessment of social policies to ensure that impacts will be effectively exerted on children and adolescents.

Who are the deprived children in your country context?

The following are the most disadvantaged children and adolescents: living in poverty and extreme poverty, children with chronic malnutrition, children affected by migration, living in street, victims of domestic violence, in conflict with law, with disabilities and out of school.

One out of every two children live in poverty (approx. 1.2 million), 48.5% of children in urban areas and 57.2% in rural areas (EHPM 2010).

Chronic malnutrition affects 19.2% of the children under five years of age. The difference between the children from the 20% of highest income and the lowest 20% is 27 percentile points (31.4% vs. 4.6%)

Disadvantaged groups that do not have access to integral development services and education: children of 0-6 years and adolescents. Only 1.8% of children have access to IECD programmes.

67% of young people between 16 and 17 are not in high school; the average school years for that same age group between the poorest decile and wealthier decile show a marked difference (6.3 years vis a vis 9.3 years). In 2010, 9.7% of children aged 5-17 work.

While 5,1% of men from 16-17 years do not go to school, work or seek work, this increases to 25% in women.

50% of households in the lowest income bracket do not have access to pipe water and 25% do not have access to electricity.

There are no reliable data available on street children and on the children with disabilities. However UNICEF, IOM, UNFPA have recently concluded a study on the impact of migration on children left behind.

Data/Evidence

In order to fill the information gaps and to make clear the issues on inequity, the CO supports and participates in the planning, analysis and review of critical data collection activities such as the DHS, Household surveys and monitoring MDGs. In these activities, UNICEF advocates for a greater disaggregation and child focused data. There are other important sources of information that contribute to

the analysis of children's equity issues, including FUSADES biannual social reports, yearly Human Development Reports produced by UNDP El Salvador, among others.

- Under the National Policy for Inclusive Education, UNICEF is supporting the formulation of standards and norms for its application in schools. UNICEF is also supporting the elaboration of an inclusion index.
- Under the framework of the National Policy for Education and Integral Development of Children, UNICEF is also supporting the formulation of standards and norms for its universal application.
- In the frame of joint programmes, UNICEF is supporting the reinsertion models for children in conflict with law in one municipality, It is expected that this and other reinsertion models contribute to the discussion of a national policy. UNICEF is also supporting the capacity building of the Police and the Supreme Court in the programmes that contribute in the integral recovery of children victims of crime.
- Under the initiative UNICEF Approved Seal, 117 municipalities have been trained in the monitoring of a set of key indicators regarding the situation of children, in coordination with the Corporation of Municipalities and the Investment Fund for Local Development. In addition, capacity building strategies to improve pro-children policy design and monitoring are in place. Of 117 municipalities, 32 are ranked as the most poor.
- Based on the new law for children (LEPINA) effective since Jan. 2011, UNICEF is supporting the installation of the national and local systems for the integral protection of children.
- The office CP clearly establishes exclusion and disparity as the over-arching focus for priorities and strategies.

In this context, the office continuously pursues, for a more disaggregated and in-depth information regarding the most disadvantaged, the following processes.

- MDG Joint Programs reports
- Surveys, studies and investigations (base line/sentinel sites, municipalities diagnosis, DHS, household surveys)
- Sectoral technical meetings
- Public forums
- Interagency technical meetings
- UNDAF reviews

It should be noted that government counterparts have noted that the country programme preparation process was a valuable opportunity to raise issues of inequities affecting children. By the same token, it has been possible to identify, through the same process, the key institutional weaknesses that limit effective discussions and strategy development around this topic.

Monitoring Mechanism

UNICEF is working through the government's universal social security, solidarity communities platform and social inclusion programmes led by the Secretariat of Social Inclusion to ensure that mechanisms exist to monitor the most deprived children. Also, UNICEF is working closely with the Secretariat of the Presidency, soon to become the new Planning Agency, among others, to carry out a study on geographical disparities, a children's poverty map in 50 municipalities, and policy dialogue with the Ministry of the Treasury to include in their accounting system variables that in the medium term, will allow to quantify government investment directed towards children. An initiative that is already underway and will open spaces for actions targeting the most disadvantaged children is the south to south cooperation (LoU) signed recently among the government of Brasil and El Salvador with the support of UNICEF in both countries.

- UNICEF has initiated in 2010 a partnerships with key institutions such as FISDL (Social Investment Fund for Local Development) COMURES (Salvadorian Municipality Corporation) and ISNA (Institute of Children and Adolescents) to develop integral protection systems at local level, particularly focused on the most disadvantaged children.
- The office is keeping a steady work on pro-child policies at municipality level through the Approved Municipality – UNICEF Seal. Follow up with continuous monitoring of progress is crucial and the main focus in the new cooperation program

- Advocate for a greater priority for investment in education as a main factor influencing exclusion and disparities, as well as violence. The study in the cost of no-education will serve as a basis for launching an advocacy strategy and promotion of public consensus on this regard.

Support to National Planning

The current country programme, which has a main focus on exclusion, disparity and violence, was formulated with its key partners at governmental and non-governmental partners that have been strengthened over the years. In addition, new partnerships include religious affiliations, leaders of private corporations and young people.

In order to address the high proportion of adolescents out of school, UNICEF partnership with Education Ministry, support alternative and adapted models to ensure their reintegration into the school system. In addition, the partnership is also addressing the structural causes behind the very small percentage of young children accessing IECD programs.

Although infant mortality rate has been reduced over the past 10 years, the need for further analysis of the preventable causes of infant mortality related to children living in rural areas and in the poorest quintile was identified. For this, UNICEF along with the Ministry of Health, PAHO and other partners have established as a priority agenda in the Alliance for Neonatal Health.

As an example, since 2009, UNICEF has been working to consolidate a board integrated by prominent Salvadorian citizens, to influence the design of child-oriented public policies especially for disadvantaged children. This group acts within three dimensions: technical, communicative and policy-oriented. In the third quarter of this year they will be working to define the strategic interventions they will focus on. (Education, Sports, Employment opportunities)

The office has worked with strong emphasis on municipal and community based networks to promote integral protection of children and prevention of violence, as a strategy to make effective the universality of rights and focus on the most disadvantaged children.

In addition, the office has supported the solidarity programme based on municipal and community empowerment to reduce poverty and disparity. This programme has been the main platform for creating community awareness and participation on behalf of the most disadvantaged children.

Country Programme Analytical Overview

During 2011, the office continued working on strategic approaches derived from the 2009 MTR, and adapted to new country realities through the new CPD (2012-2015) development, including:

- Increasing awareness of the institutional roles and responsibilities within the framework of the new legislation for the integral protection of children (LEPINA, in Spanish), with an emphasis on its implementation at municipal level and, through strengthened advocacy, ensuring that central government allocates greater resources to the implementation of the legislation.
- Increasing engagement of local authorities in child protection and prevention of school dropouts and reinsertion of adolescents into the education system.
- Advocacy and technical assistance for the adoption of the IECD National Plan.
- Emphasis on generating key knowledge to ensure social inclusion and making disparities visible, as well as responding to them through a public policy approach.
- Enhancing inter-sectoral and state-community articulation to ensure effective delivery of quality basic social services and prevention of violence.
- Consolidation of UNICEF Seal - Approved Municipalities in subscribed municipalities. The first edition was finished on November, certifying 21 municipalities with the Seal.
- Capacity building for risk management in key governmental institutions.

Overall, these strategies have contributed to achieve important progress in the programmatic areas of inclusive education, IECD, local development, prevention of violence and legal and institutional reform. However, the office experienced constraints in fulfilling the planned activities in the areas of social investment, knowledge generation and protection against abuse and exploitation, due to weak technical and administrative capacity of counterparts, lack of competitive consultants and/or institutions for qualitative research beyond improvements since last year, and emergency operations in the last quarter of the year. It should be noted that the country programme is not actively engaged in strengthening service delivery, and is progressively adapting strategies to the typology of interventions in middle income countries.

The new country programme, signed in December 2011, fits with national priorities and interest areas of the Government, strengthening coordination and implementing processes. Nevertheless, it is necessary to develop efforts into building capacity of the main partners for focusing and managing better the programmes with an integral, inclusive and equity approach. The Equity Tracker was completed and should be used to track progress of UNICEF work on vulnerable population in the next period.

The new country programme will ensure a greater and more focused attention to knowledge management, programme innovation and working more closely with centers of excellence in the areas of monitoring and evaluation.

Effective Advocacy

Partially met benchmarks

The 2009 MTR facilitated the adjustment of the advocacy strategy that supported the last year of the Cooperation Programme. The advocacy strategy used by the Country office was mainly based on research and media management. Actions were taken to promote, disseminate, and enforce the rights of children and adolescents, with emphasis on the prevention of violence in the family, at school and in the community. The target groups were children, adolescents, parents, public school teachers, opinion leaders and government authorities.

Major advocacy efforts took place in 2011, focused on raising awareness among stakeholders, promoting social investment and promoting the National Policy for child development and early childhood and the LEPINA, which came into full enforcement status in January 2011. UNICEF also assisted in the establishment and operation of an inter-institutional network of government and NGOs that provide care services and promote early childhood practices related to food security and nutrition.

Through the Presidential Secretariat, a longitudinal study was undertaken that describes and discusses vulnerability as a multidimensional condition associated with poverty, social inequality, gender and a wide variety of risk factors, in order to provide useful elements to design specific public policies and increased social spending.

To complement this process a methodology was developed that will allow the State to know how much of public expenditure is allocated to children and adolescent projects and programmes. In addition, a multidimensional poverty map will be developed, making it possible to know the specific location of children and adolescents living in poverty. According to the Multi-Purpose Household Survey (EHPM 2009) more than half of children and adolescents live in poverty.

In the context of the financial crisis, UNICEF's contribution was key to produce studies and information to advocate with and sensitize decision makers, and improve social investment for childhood and adolescence. Furthermore, it was and still is crucial for UNICEF to support institutional mechanisms for measurement and accountability in social spending related to children and adolescents, as well as mechanisms for monitoring and citizen advocacy. These processes must be undertaken in a concrete way by the institutions responsible for budgetary decisions, as well as private actors that strongly affect tax policy debates.

Communication and social mobilization actions were also coordinated and supported to build up the lobby and advocacy strategy. The launch of the SOWC 2011 was a strategic platform to promote children's rights among authorities and civil society and to strengthen UNICEF's image and approach towards the national media.

A National Forum for children and adolescents was also supported technically and financially by El Salvador Country Office. The main objective of the two day forum was to determine how children and adolescents are perceiving violence through the media. The inputs have been systematized and were presented to the authorities, media owners and El Salvador Press Association. The results will also be used by the new restructured national office for regulation of media and advertising (Dirección Nacional de Espectáculos Públicos) which will be leading the revision of the National Law for Media and Advertising.

Changes in Public Policy

The office has contributed to positive changes in public policy by:

- Strengthening of strategic alliances between state institutions and civil society for the dissemination and awareness of the contents of the LEPINA. This included interactive and innovative materials developed with the Coordinating Committee of the Justice sector and Executive Technical Unit (UTE). UNICEF supported with technical assistance and materials, and facilitated further coordination with other sectors such as the Ministries of Health and Education, and NGOs. Such actions resulted in the full acceptance and subsequent mandatory implementation of LEPINA.
- Provision of technical and financial support to the National Council for Childhood and Adolescence, CONNA, for the formulation of four basic rules for its organization and operation, and the creation of the Technical Proposal for the formulation of the National Policy on Protection of Children and Adolescents, which will begin its development in 2012.
- Provision of technical and financial support to the Ministry of Education to promote the policy of Inclusive Education and the policy of Education and Integral Development of Early Childhood, with the aim of reducing dropout and promoting school inclusion of children in first grade and third cycle to school. The office supported the creation of conditions for implementing such policies and setting standards for early childhood care in both public and private sectors.

Leveraging Resources

As noted elsewhere, El Salvador is going through a period of fiscal consolidation and new austerity measures that will have an impact on child welfare, because of the reduced financial allocation to flagship social protection programmes. This process is clearly the local reflection of the global financial crisis, which has already obligated key donors to reduce and/or reconsider their development assistance to the country. Leveraging resources to address inequity has first passed through a process of drawing attention to the problem, which has been achieved through the new and innovative work with the Secretariat of the Presidency to ensure that child equity and children's rights are adequately reflected in the revised National Development Plan. In addition, work is ongoing with this Secretariat and with the Ministry of the Treasury to initiate child budget monitoring, whilst an agreement has also been reached to initiate research on children and multidimensional poverty. As part of the discussions between UNDP and the Government of Luxembourg, UNICEF will participate in the implementation of activities associated with children and multidimensional poverty. UNICEF's public advocacy has been gaining strength in terms of messaging related to child inequities.

Capacity Development

Mostly met benchmarks

With the adoption of the Law on Protection of Children and Adolescents, LEPINA, from April 2011, the Office reinforced the continuity of the capacity building strategy for the generation of sustainable public policies at national and local level, as a way to ensure a meaningful impact on reducing social exclusion and disparities that affect children and adolescents. The office expanded the capacity building priority in the National

Council for Children and Adolescents, CONNA, and municipalities for the formulation, monitoring, implementation and coordination of policies / programmes for children and adolescents.

This was successfully achieved through the Initiative Approved Municipality Seal UNICEF, complemented by the implementation of joint programs to prevent violence in the four municipalities considered most violent, and working closely with the Municipal Corporation of El Salvador, COMURES, and the Fund for Social Investment and Local Development.

In the field of Public Policy, the office supported the National Council for Children and Adolescents. The CONNA has a technical proposal for the participatory formulation of the National Policy on Protection of Children and Adolescents, which will commence in 2012, besides four key regulations for the start of operations of the institution.

Together with the Executive Technical Unit of Justice Sector, UTE, the office has continued the awareness strategy of LEPINA at the level of key institutions for its implementation, including the Ministries of Education, Health, Labour, as well as civil society organizations. Within this activity, all school centers (5,300) in the country were provided with interactive learning material on LEPINA, and 70 government communicators and media reporters were sensitized on the impact of LEPINA in the way they approach and communicate children rights. The office has also produced innovative materials for easy multiplication of knowledge about the law and the rights of children and adolescents. For example, a Braille version of LEPINA was produced to disseminate its content to blind children, adolescents and adults.

Through the partnership built between the Municipality of San Salvador and the Attorney General's Office, the office has continued training to local stakeholders in order to develop tools and actions on awareness-raising and outreach services for alternative resolution mechanisms to disputes. Such mechanisms include mediation to reduce, for example, the 8% of crimes of homicide in the city of San Salvador related to disputes between neighbors.

The onset of the tropical depression emergency in October and November, illustrated the urgent need to strengthen capacities in the CCC of key institutions with the remit of responding to children and adolescents, especially in the education and protection sectors.

Communication For Development

Partially met benchmarks

The office continued working on strategic C4D initiatives, to inform and raise awareness in order to trigger change in institutional and cultural practices affecting children, especially in two main areas: **Child Survival & Development (CSD)** to achieve health related MDGs: Promoting early and exclusive breastfeeding for the first six months; and **Prevention of Violence Against Children and Creating a Culture of Peace:** a) Prioritizing prevention of violence against children by addressing its underlying causes; b) Promoting actions to change attitudes that condone, accept and promote any form of violence against children, including stereotypical gender roles and discrimination, acceptance of corporal punishment, and harmful traditional practices, and c) Ongoing training and education for those who work with children to equip them to prevent, detect, and respond to violence against children.

In this area UNICEF provided technical and financial support to the project "Preventing the Use of Fire Arms". The project aims to create a space where children and adolescents freely expressed themselves, and together they planned a communication strategy that became a national mass media campaign. 700 children and adolescents participated in 20 workshops nationwide and were provided with communications and media tools that helped them to create a mass media campaign mainly focused on the young population. In partnership with the Secretariat Nacional de Juventud (CONJUVE) the main messages and results were systemized and presented to authorities.

In the context of the emergency caused by Tropical Depression 12E, in the first phase of the response printed materials were developed to promote hand washing, breast-feeding and basic advice on hygiene. A kit of posters was also distributed to improve peaceful coexistence in the shelters, as well as another kit for the administration of the shelters. Material was also developed for facilitators and children participating in the psycho-social care methodology called "Merry-go-round of Joy" aimed at the victims of Tropical Depression 12E. The strategy involved psychosocial intervention to facilitate expression and acknowledgment of the emotional impact exerted by this disaster. For this process, training guides were published, teaching games were provided, and a report examining the intervention's impact was drafted. It is important to highlight that the absence of a common approach and strategy among UN agencies has made it difficult to address these challenges in a sustained and holistic way – resulting in a dispersion of effort and erosion of the potential of communication to make a difference to communities, strengthen governance and accelerate development, not only in emergencies but also in the Communications strategy for the Joint Programmes.

The Office has used around 10 % of this year's resources for the provision of supplies, including printed materials. The major component of the supplies in the country programme is related to the production of C4D materials, representing 21% of the total amount spent on supplies.

Service Delivery

Partially met benchmarks

As a middle-income country, the programme of cooperation does not specifically employ service delivery as a strategy, instead favouring the application of the eight strategies developed by Division of Policy and Practice for MICS. Nonetheless, relevant parts of the annual report related to this strategy are: a) situation analysis and the inclusion of service delivery capacities and gaps in services, such as in the UNICEF municipal seal of approval; and b) capacity development and advocacy, which directly support ensuring availability of services for the most deprived children and women. The programme is also engaged in providing support to monitoring service delivery, through, for example, the joint WHO/UNICEF immunization monitoring and the joint UNAIDS monitoring on HIV/AIDS.

Strategic Partnerships

Partially met benchmarks

This year the country programme encountered difficulties related to the lack of clarity between the managerial and technical staff in key government institutions and the new roles established by the LEPINA.

On the other hand, the office was able to strengthen and improved the partnership with the Secretariat for Social Inclusion, which is headed by the First Lady, and has a main role in protecting the rights of populations marginalized based on ethnicity, sexual orientation, age and gender.

Other strategic partnerships and alliances were also consolidated with newly established Governmental offices 2011 such as: Secretariat of Culture, the National Youth Council, the Corporation of Municipalities and the Salvadoran Investment Fund for Local Development, all of which contributed to achieve the first edition of the UNICEF Seal of Approval 2010- 2012.

Additionally, the country office consolidated the partnership with FUSADES (Salvadoran Foundation for Economic and Social Development) and FUNDE (National Foundation for Development), the main investigation centres in the country, to strengthen internal capacities in research, monitoring, evaluation and knowledge management.

The institutional relationship with the new government was also enhanced by the coordinated and unified

position of the UN agencies regarding key issues affecting the most vulnerable populations, particularly during the emergency caused by Tropical Depression 12 E.

In order to achieve greater efficiency and effectiveness for next year's Country Programme, it was considered necessary to develop a survey, as systematic and impartial as possible, on the actions of UNICEF's office in El Salvador to determine the relevance, impact, effectiveness, efficiency and, above all, sustainability of interventions and their contribution to achieving the goals outlined in the Cooperation Programme 2007 to 2011.

Some of highlights of the survey are: a) UNICEF supported the evaluation of programmes and projects that were strategic to the development and construction of the National Youth Policy; b) technical support and contribution to report and reflect on specific issues facing children and adolescents; and c) There is a widespread perception at all levels interviewed that the results established in the Country Programme 2007- 2011 have been achieved.

The Country office participated in the Global "Partner Survey 2011", designed to gather perceptions from partner organizations in order to evaluate performance on key measures, as well as the general quality of the partnership experience. Key findings include: a) Overall performance in advancing children's rights in El Salvador as "satisfactory," "good," or "very good; b) Partners in El Salvador indicate that UNICEF should be focusing its efforts on "*raising awareness on children's rights and advocating for better policies in favour of children and women,*" "*introducing new and innovative approaches to addressing children's issues*" and "*supporting partners in providing access to and delivery of essential services to children and women.*"; and c) Nearly all of the partner's surveyed in El Salvador agree that UNICEF is committed and knowledgeable.

Mobilizing Partners

In the framework of the UNICEF Seal of Approval Initiative, alliances were promoted at two levels. At the national level with the Municipal Corporation (COMURES) and the Social Investment for Local Development Fund, to provide technical assistance and encourage local authorities. And, at the local level, encouraging municipalities to register and document the actions they take (investment policy) on behalf of children. In addition, UNICEF's engagement in several violence prevention and reduction initiatives have presented the opportunity to mobilize key national, local and civil society partners around the need to destigmatize adolescents as the principal culprits in the epidemic of violence that the country is living.

Knowledge Management

Mostly met benchmarks

In the area of knowledge management, the office has sought to focus research areas into those directly related to some of the most pressing problems in the country and that are as well priorities for UNICEF in El Salvador. These issues relate to the high levels of violence persistent in the country, as well as to low levels of access to quality education and care services, and limited integral programmes for early childhood.

Under the United Nations Joint Programme on Reduction of Violence and Building of Social Capital in El Salvador, the census of population in the most violent districts of the municipality of San Salvador, has provided greater clarity on the location and living conditions of boys, girls and adolescents, who are particularly vulnerable to violence in its many forms (e.g. social, domestic and gender). This has allowed the office and country to fine-tune actions and decisions as to undertake pertinent and relevant activities.

In the area of Education, the office took the opportunity of the Fourth Meeting of the Forum of Vice Presidents of Central America and Dominican Republic—which committed to increasing investment in education to 5.5% of GDP—to support the Ministry of Education with a research in order to identify investment needs and efficient use of expenditures related to its mandate. The study is ongoing and will serve for advocacy at different levels in 2012 with the purpose of modifying, as and if applicable, the

central government spending in the area of education.

In terms of Early Childhood, and in the context of a strategic alliance between UNICEF, Plan International, Save the Children and FIECA, the office supported the update of a study that addresses issues of integral development, associated obstacles, protection system, equity, health and nutrition, education, family, environmental conditions, violence and participation. This study is also seen as an advocacy instrument that contributes to the debate and positioning the subject on the national agenda.

Despite this relevant progress, a limitation remains in the lack of a wide pool of competent professionals in the field of research to tap from. In this regard, the office has approached FUSADES, which is one of the most renowned research centers in the country, as well as other institution with strong focus on research, such as FUNDAUNGO and FIECA. They have shown interest in collaborating with UNICEF in the area of early childhood and other, which the office trusts will increase the quality and timeliness of studies and research needed for its knowledge management strategy.

UNICEF has strongly advocated for the adoption of DevInfo as the platform to monitor the implementation of the UNDAF 2012-2015.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

The Country Programme contributed to policy actions, programs and plans that are supported by the government of El Salvador to comply with the Human Rights approach.

The concern of the Committee on the Rights of the Child on the implementation of the LEPINA has been partially overcome with its full effect and endorsement in the country. The President of El Salvador himself swore in the CONNA, an instance supported by UNICEF through technical assistance which resulted in four basic operating regulations and a technical proposal for the participatory formulation of PNPNA. In parallel, ISNA has begun a process of internal re-engineering to fit its operations within the law.

The office supported UTE on actions to raise awareness about, sensitize and disseminate LEPINA and CRC, with key stakeholders from the Ministries of Education and Health, civil society organizations and the justice sector.

On request from the Minister of Health, UNICEF technically supports the Committee on Implementation of LEPINA in the health sector (ISSS, Teachers' Welfare, Military Health, ISRI, sector NGOs). 30 hospitals and 28 maternity centers of public health sector have a new form of birth registration based on LEPINA, as well as trained staff for its use.

With the Municipality Approved Seal initiative, the office promoted the human rights approach in 117 municipalities. 21 certified municipalities met the protection indicator targets set around the rights of children and adolescents in various areas previously selected.

In terms of special protection policies, the office supported ISNA through technical assistance for the formulation of the Framework Programme for the Integration of Adolescents in Conflict with the Law.

In partnership with Regional Youth Alliance USAID-SICA, UNICEF supported a forum to validate inputs for Regional Policy of Juvenile Justice, El Salvador, Honduras and Guatemala, which resumed at the Summit of Presidents at the end of the year.

The office supported the articulation between institutions responsible for the registration of births (PGR, RNPN, ISNA), including special processes for the registration of 3,477 of the most vulnerable children and adolescents, parents and / or mothers.

UNICEF has also helped to underline the right of children to special protection and psychosocial support in

the Tropical Depression 12E emergency, through the Protection Cluster. The Government was oriented and advised on the Core Commitments for Children in Humanitarian Action. The office received valuable technical assistance from UNICEF's regional office.

The office coordinated with TACRO the provision of technical assistance, together with the Commissioner and Rapporteur of the Commission on the Rights of the Child, with the objective of guaranteeing the human rights approach in the country-wide debate to establish a violence prevention program for adolescents. The programme, as originally conceptualized by authorities, was based on the military recruitment of high-risk adolescents. As result of the consultations and advocacy, the initiative was put on hold, and discussions have evolved to consider a focus on Human Rights.

Notwithstanding these initiatives, much more is needed to strengthen institutional capacity building for a more effective incorporation of the HRBAP into national programmes and policies.

Gender

Partially met benchmarks

The accomplishment of promotion activities on the gender approach has been done in close coordination with the United Nations Gender Technical Group, within the framework of the new UNDAF and the GTG Action Plan 2011. The review and inclusion of the gender approach has been done on the different planning documents of UNICEF 2012-2015 New Cooperation Programme (CPD, CPAP, SITAN, among others), with attention to the equity approach that is being prioritized in our organization. We have participated in diverse inter-agency planning workshops where the GTG reference terms were defined and the structure of the GTG 2012-2015 strategic plan was started, which is expected to be final at the beginning of 2012.

In 2011 the Integral Special Law for a "Life Free of Violence against Women" was approved. UNICEF will contribute to the operational development of the institutions involve, norms and instruments, as well as of local attention modalities, according to the girls and adolescents population. To this effect, there has been participation in formulating an inter-agency proposal that pursues the effective application of such Law, before the United Nations Fiduciary Fund to Eliminate Violence against Women.

On the other hand, within the framework of the activities developed for the 12-E emergency that abated El Salvador last October 2011, the gender approach was cross-sectioned in the CERF and Flash Appeal of the educational area, obtaining as a result the strengthening of capacities at institutional, local and community level, to identify and respond to the gender needs and interests in emergency situations.

In terms of cross-sectorial programming, UNICEF supports gender issues, empowerment of women and girls, closely related to violence prevention strategies in relation to the sectors of Early Childhood and Adolescence. In the first topic, uses the high presence of women and girls who are mothers and / or caregivers to sensitize and train them on self-esteem, gender relations and conflict management; a communications strategy is also included to raise awareness about adequate parenting practices, considering the gender approach. Regarding Adolescents and Youth population, the inclusive education approach has been enhanced and mainstreaming of gender, rights and life skills, in order to strengthen the capacities of the target population/s, focusing on the participation of students as active human beings in the community. Educational tools have been developed, awareness and training to students and the educational community to work with life skills and coexistence, including gender focus; the research on the educational situation in CA/Chapter El Salvador, from the approach of equity and social inclusion, which is still in process; an specific module on Gender, organization rules and participation for the Diploma Certification of "Management in sports, art and culture for community managers to form energizing people in public spaces"; the design of the: Regional Diploma Certification (TACRO, UNICEF El Salvador and Landivar University) to train specialists on: research technics on abuse and commercial sexual exploitation and trafficking, including gender, and a campaign on prevention of sexual abuse, commercial sexual exploitation and trafficking.

Environmental Sustainability

Initiating action to meet benchmarks

El Salvador is a country in a permanent emergency condition due to natural disasters, and is considered to be one of the most emergency-prone countries in the world, which in turn contributes to a process of weakened environmental sustainability. Each year, events such as flooding and frequent earthquakes put the country in a position to require the declaration of emergency, evacuating and mobilizing high risk population, generally the poorest, to shelters, and to request national and international support. Climate change also underscores the fragility of the country's ecosystem.

The 12E Tropical storm in October 2011, for example, accelerated the collapse of most latrines and made a significant damage to the water supply network, including community and family wells, causing a major setback in terms of access and quality services. These effects were extensive and mainly in rural areas.

UNICEF interventions during this time were oriented towards saving lives, and reducing the risk of diseases due to deficient WASH systems and infrastructures. In addition, efforts were made to support communities and authorities to adequately implement a permanent campaign on good hygiene and sanitation practices. During the emergency, it was possible to deliver adequate sanitation and hygiene promotion for 30,000 affected persons, with a special focus on children and women.

As part of the preparation of the new CPD, an environmental risk matrix was completed for all programmes, concluding that the programme does not promote any intervention that might pose harm to the environment.

South-South and Triangular Cooperation

UNICEF and the governments of Brazil and El Salvador signed a Memorandum of Understanding in August 2010 for the promotion and full protection of the rights of children and adolescence. This was supported by an Agreement on Economic, Scientific and Technical Cooperation between the two countries. The Ministry of Social Development and Hunger Alleviation of Brazil and the Ministry of Social Inclusion of El Salvador are responsible for the follow up and monitoring of the Agreement. The implementation of these agreements was suspended due to the presidential change in Brazil, until after the inauguration of President Dilma Ruffalo. Continuity activities have still been slow, however. During 2011, the Ministry of Social Inclusion has led the follow-up, and conducted a training on Social Policy and Street Children.

Towards late 2011, the Government of El Salvador signed a bilateral cooperation agreement with the Government of Argentina, which included a focus on education. Based on this, UNICEF will approach its counterparts at the Ministry of Foreign Affairs to identify the specificities of this agreement to identify the potential for triangulation between the two countries and UNICEF.

Country Programme Component: Legal and institutional reform, and social investment in children

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Legal and Institutional Mechanisms	1	FA4OT2, FA4OT3

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	556000.00	188597.00	188597.00	100.00
RR	192000.00	97765.00	96565.00	98.77
Total	\$748,000.00	\$286,362.00	\$285,162.00	

Results Achieved

On January 01, 2011 LEPINA was set up almost totally into effect. The competence in the administrative headquarters of the "Juntas de Protección" was extended only for ISNA, through a Temporary Decree expiring on December 31, 2011.

Pursuing UNDAF, the Country Plan and the CPD, it was agreed to continue with the commitment to support the appropriate legal framework and the mechanisms for protection of children and adolescents and its implementation, as well as to support the construction of an Integral National Protection System for children and adolescents. Within this context, the following actions have been carried out:

- a) Technical capacities of the Executive Direction have been strengthened and support has been provided to the decisions of the Direction Council of CONNA, therefore this department counts with:
 - a) a Methodological Technical Proposal for a participative formulation of the National Policy on Children and Adolescents Protection, as instructed by LEPINA which will begin next year;
 - b) Internal Rules and Functioning of the National Council of Children and Adolescents
 - c) Internal Rules and Functioning of the *Juntas de Protección de la Niñez y de la Adolescencia*;
 - c) the Internal Rules and Functioning of the Local Committees for Children and Adolescents Rights and
 - c) Functioning Rules of the Shared Attention Network.

Additionally, support has been provided for training 600 ISNA operators in their new role, as well as for the dissemination and awareness of LEPINA at national level, and the consolidation of UTE as the national reference of the new law. It is worth mentioning that UTE has developed a dissemination strategy using interactive and traditional materials, not only in the departments that form the Judicial System, but also in MINED, MINSAL, academies, universities and non-governmental organizations. Together with the "El Salvador Blind Persons School", LEPINA was prepared and distributed in Braille.

Due to a request from the Minister of Health, support was given to the Implementation Committee of LEPINA for the Health Sector which is trained, made aware and counts with a work plan prepared by representatives from all the public institutions forming this sector.

Within the ambit of Special Protection, it is being implemented a Promotion Joint Programme on the "Right to Identity and Name" for the late inscriptions of children and families that lack identity documents, together with COMURES, ISNA, PGR, RNPN and ISSS. Identity Fairs have been carried out, institutional capacities have been strengthened for provision of registry services, and the articulation of efforts among them has been improved. As consequence of this cooperation, RNPN has established cooperation agreements with ISNA and PGR. Training has been supported for the new registry of location plants of new born babies in hospitals and health centers of ISSS. The cases of children and adolescents attended by ISNA lacking

registry documents have been identified, and support has been provided to the different processes in order to obtain their documents and their families’.

Additionally, the alliances on prevention and attention to children victims of sexual abuse were strengthened, especially within the educative community.

Most Critical Factors and Constraints

The increasing worsening of the violence phenomenon, the emergencies due to natural disasters and the financial economic crisis that El Salvador is going through, affect the political attitudes regarding the responsible and serious implementation and of the new legislation, that have reasonably average budgets in detriment of the NNA rights.

Key Strategic Partnerships and Interagency Collaboration

CONNA, ISNA, UTE, COMURES, MINSAL, MINED, RNPN, PGR, Municipal Major Offices of Sonsonate, Sonzacate, Acajutla and San Salvador.

Humanitarian Situations

On all the interventions related to prevention of violence and the attention actions on the emergency caused by the Tropical Depression 12E during the month of last October, special emphasis is put on the spirit of LEPINA, the CDN and the CCS.

Summary of Monitoring, Studies and Evaluations

In 2010, the Committee on the Rights of the Child noted its preoccupation regarding the slow pace of implementation of the LEPINA, the need to establish the CONNA as well as the urgency in setting up the National System for Integral Protection of Children and Adolescents. Notwithstanding that there has been some progress in some of these recommendations, the studies and reports issued by the Ombudsperson for Human Rights, through its Division on Rights of Children and Adolescents, continue to draw attention to the need for the state to allocate the necessary financial resources for the full implementation of LEPINA. Its reports that warn against the slow implementation have been very useful for UNICEF's complementary advocacy in this area.

Future Work Plan

Within the framework of the new Cooperation Programme that initiates for the period 2012-2015, the priority continues to be the support to developing the national and municipal public institutions’ capacities for inclusion, equity and reduction of poverty among children and adolescents, based on the LEPINA, specifically in what relates to counting with an Integral Protection System for Children and Adolescents, implemented and effectively functioning at national and local level for integral protection of NNA, with emphasis on those mostly disfavored and excluded. To accomplish advocacy in order to develop the knowledge and monitoring of policies, based on the children and adolescents rights. And Strengthen the Capacity and Knowledge of the state apparatus regarding the NNA rights, together with statistical information updated and disaggregated to plan, follow-up, evaluate and render accounts on the impact of public policies in favor of the NNA.

Country Programme Component: Development of local-level capacities and opportunities for the fulfillment of child rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Basic Local Services and Social Development	1	FA5OT7, FA4OT5, FA3OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	360060.00	360060.00	100.00
OR-R	850000.00	286083.00	286083.00	100.00
RR	219000.00	301579.00	301579.00	100.00
Total	\$1,069,000.00	\$947,722.00	\$947,722.00	

Results Achieved

In 2011, the UNICEF Municipal Seal of Approval Initiative continued working with 117 of the 262 municipalities of El Salvador to foster public policymaking for the benefit of children and adolescents. Supported on strategic alliances with COMURES and FISDL, on November 30th, was held the certification of 21 local governments out of 51 that presented information of base line and its progress. Despite 69 municipalities did not present base line information, the first certification has awaked new interest in review indicators and information systems on compliance of rights of children and adolescents directly by the local governments.

In the framework of an inter-agency program, UNICEF contributes to the government initiative of combating malnutrition. This year, 1060 people have received training and training in food safety issues, breastfeeding, food handling, water and sanitation; 19 organizations have received support in capacity building and 31 organizations have participated in a survey to develop the communication strategy of the policy of food security and nutrition (approved on May 2011)

Through the Neonatal Alliance, UNICEF is working closely with MINSAL, supporting the National Plan to reduce peri and neonatal mortality, through the establishment of the first Human Milk Bank in El Salvador. Thus in the second semester a national awareness campaign, was held; staff at the Central Maternity Hospital and from two regional hospitals (San Miguel and Santa Ana) have been trained in the theoretical and practice, through workshops and inter-changes of experiences in Guatemala. It is expected the Bank will open in the second quarterly 2012

Fundación Inocencia, has prepared and implemented an advocacy strategy, including a fundraising plan focusing on compliance with the rights of children affected / infected with HIV.

Support was given to the "National Policy on Educational and Integral Development of Early Childhood", to attend low coverage and quality services for 98% children under 3 years and 46% children of 4 to 6 years, strengthening the capacity of MINED

Key activities include: strategies to coordinate alliances and mechanisms such as the "Technical Board for Early Childhood Integral Development"; registration and accreditation system for institutions working with children under 6 years and a baseline survey of public and private offer; design of University study plan for Initial and Pre-school Education career; design and reproduction of training tools for families and communities, and training more than 1,300 institutional and community agents.

Through REINSAL was developed a communications strategy at national level, for the sensitization of care

givers and parents on childrearing practices; the implementation of the "Sixth National Encounter of Initial and Pre-school Education 2011"; a community monitoring pilot programme of ECD indicators and advocacy for increasing public investment in children under 6 years old.

In the inter-cultural approach, a Nahuat Language Care Center has been implemented in Santo Domingo de Guzmán.

Through the methodology "I am a Person", family interaction were enhanced in the municipalities of Sonsonate, Sonzacate, Acajutla and San Salvador, within the framework of two Inter-agency Programmes to reduce violence and build social capital, reaching approximately 2,000 persons at technical and community level.

Most Critical Factors and Constraints

1. Non-participation of 69 of the 117 mayors registered, was a limiting factor for the impact of the first edition of the municipality approved Initiative. Many mayors decided to wait and / or not to participate because of their expectation of awards and funding projects, and the start of the campaign for the 2012 municipal elections. The substantial reduction of financial resources to the Initiative, limited the options to build a sustained effort of communication, direct training and lobby with mayors individually.
2. The late onset of the execution of the work plan 2011 (in March) and early closure of operations (October), let alone six months to complete execution of the work program, leaving many unfinished actions.
3. It is true that the inter-agency programmes have many positive aspects such as synergies, coordination, optimizing resources, etc., but they also confront problems such as over saturation regarding the local and community personnel's work, as well as over saturation of the community leaders and beneficiary persons' activities, which causes delays in the implementation.
4. To work with counterparts of contrary political views, such as the Major's Office of San Salvador and ISNA has demanded an important effort on negotiating different interests as well as on articulating the agendas and the synchronization of times. Nevertheless, recognition of the institutional capacity has been accomplished regarding both actors and the necessary coordination and complementation of capacities of the beneficiary population at local level.
5. The funds implementation laws at the national counterparts level, which were the main challenges for the financial implementation were changed, but the institutions' technical

Key Strategic Partnerships and Interagency Collaboration

Health Ministry (MINSAL), Social Inclusion Secretary (SIS), Education Ministry (MINED), National Institute for Children and Adolescents (ISNA), Association of Municipalities of El Salvador (COMURES), Local Development Investment Fund (FISDL), Early Childhood Education Network of El Salvador (REINSAL)PAHO, WFP, UNDP, FAO, UNFPA, UNAIDS, PROVIDA, Salvadorean Red Cross, Municipalities of: Sonsonate, Sonzacate, Acajutla y San Salvador; Universidad Centroamericana José Simeón Cañas (UCA), FIECA, Save The Children, Plan, World Vision, CIDEP and INTERVIDA.

Humanitarian Situations

In October, Tropical Storm 12E seriously damaged the social and economic infrastructure. About 50,000 families were displaced due to floods and landslides caused by heavy rains. Families, however, returned to their homes as soon as was possible in order to protect their assets, regardless of sanitary conditions in their place of settlement.

The phenomenon made clear that: first, the capacity to provide shelters for families, not only for the

protection against natural events, but also in terms of providing water supply and sanitation services; secondly the high degree of deterioration of water and sanitation infrastructure in the country.

UNICEF's action in this area focused on providing humanitarian assistance, providing drinking water supply, improving the quality of water supplied by wells, both community and family care kits intended for infants, children, adolescents and women of 2000 families in 10 municipalities in 6 most affected departments. This work was developed in partnership with the Salvadoran Red Cross, PROVIDA, and the Ministry of Health.

By early 2012, foresees the start of recovery actions in potential shelters, through basic equipment and also providing community services for drinking water, sanitation and hygiene campaigns, latrines cleaning and development hygiene campaigns in areas that already provided support during the emergency.

Summary of Monitoring, Studies and Evaluations

In 2011 were completed two studies that began in 2010:

1. **"Strategies for budgeting of municipal governments and central, and its incidence in childhood and adolescence"** that is a first approach to the mechanisms used by local governments in El Salvador to make investments focusing on children and adolescence. The study concluded that there are not specific items to register the investment. While the budget planning processes are based on participatory mechanisms, restrictions of the rules of central government transfers to local governments, the main source of income for most municipalities in the country, does not allow investments clearly identified as of benefit to age groups, such as childhood and adolescence. Finally, it suggests a mechanism for monitoring local public investment to review progress in implementing the newly adopted Law LEPINA
2. **"Survey on the actions of UNICEF support for Entities responsible for enforcing the rights of children and adolescents."** The paper concludes that UNICEF is well positioned among its partners and allies, however, detects potential areas for improvement, especially in reference to opening spaces for discussion to conciliate the expectations of the institutions and the Cooperation Program, strengthen mechanisms of knowledge generation and standardize monitoring and tracking systems between UNICEF and partners and allies

Future Work Plan

The second edition of the UNICEF Municipal Seal of Approval Initiative will be held between 2012 and 2014, focusing on the creation of a local system of information, intended to feedback local governments policies, as well to participate in the certification process.

Knowledge generation and advocacy at local and central level governments will be a mainstream of the Initiative. The work will be focused on promoting coordination and joint actions between local governments and institutions of central government to improve social indicators as a part of the IECD focus and local integrated development, incorporated as part of the new country programme.

In education, actions will always be addressed towards improving the access and quality of NN from 0 to 6 years of age, with attention of their adequate integral development, with special emphasis on the capacities development of the rector entity and other institutions that are the key factors for expanding the community family living, such as MINSAL, ISNA and NGOs which should be strengthened on training and orientation to families at the local level.

Awareness will be emphasized as well as incidence on the importance of integral attention to children from 0 to 6 years of age, through knowledge, designing a monitoring and evaluation system of the different actions and strengthening the inter-institutional articulation and in the transverse approach of cultural and gender inclusion

Country Programme Component: Promotion of a culture based on child rights and the prevention of violence

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Peaceful Coexistence and Public Safety	2	FA2OT7, FA5OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	70756.00	70756.00	100.00
OR-R	930000.00	885675.00	885675.00	100.00
RR	83000.00	51935.00	51935.00	100.00
Total	\$1,013,000.00	\$1,008,366.00	\$1,008,366.00	

Results Achieved

El Salvador is considered as one of the most violent countries of the world, with a homicide's rate of 70 per each 100,000 inhabitants, being the gangs the main participants in crimes related to drugs traffic and extortions in general. Violence is mostly concentrated in 25 municipalities in addition to some towns and villages in the urban zones.

The low levels of access to education by the adolescents (33.3% in ages from 16 to 18) leads us to give priority to this specific group, from a social inclusion perspective. Generating knowledge and advocacy actions have been promoted to increase public investment in education, followed by strategies, mechanisms and instruments that strengthen MINED for the implementation of the Inclusive Educational Policy. A validation of the inclusion index was done and its application designed for 60 school centers; a methodology was designed for the provision of quality inclusive education; an articulation strategy for the Orientation and Resources Center (COR), together with local governments and territorial departments of MINED, throughout the whole country.

Within the inter-agency programme on social capital development and reduction of violence in the San Salvador as well as the educational insertion strategy for adolescents in San Marcos, following activities were supported: interchanges with juvenile networks organization from the municipalities of Guaymango and Jujutla; and strengthening of capacities in parents, teachers and students to encourage adequate interactions, pertinent knowledge and practices to achieve a harmonic coexistence and violence prevention. Additionally, strategies were implemented for synergies and co-responsibility with private enterprises, central and local governments, to establish a link from education to work. All these activities have reached approximately 4,810 NNAJ, 395 parents, 1322 technicians and teachers, and 163 community leaders.

Important issues to highlight: strengthened capacities in families, leadership and youngsters organization, promoting citizenship coexistence and school-work relationship; synergies, coordination and articulation to all levels and teachers' pedagogic transformation.

On basis to UNDAF, the Country Plan and CPD inter-agency programmes have been developed on prevention and attention to violence in the municipalities of Sonsonate, Sonzacate, Acajutla and San Salvador for the protection of violence against NNA and their families, having achieved in this year the consolidation of the following strategies: Promotion and support to improve coordination and articulation of concrete efforts between the national institutions and municipalities, through the Prevention of Violence Committees; Support to the formulation and/or implementation of Municipal Policies on Integral Protection of NNA, Youngsters and Women within the framework of LEPINA; Promotion and strengthening of the NNA,

Youngsters and Women participation to improve coexistence and human security through art, culture and sports; In the Department of Sonsonate support was provided to recovering public spaces for a safe coexistence of NNA and their families; Strengthening of institutional capacities for the alternative resolution of conflicts in the community; and Support to the construction of the Framework Programme on Social Insertion of Adolescents in conflict with the Law, with emphasis on the measures of open environment that favor placing the juvenile justice theme within the Human Rights framework.

Most Critical Factors and Constraints

The complexity of making an impact on the local governments' political agendas has not been sufficiently dimensioned; in the case of the Central Government, for instance, the educational inclusion is a priority in their agenda, yet it does not count with sufficient resources or personnel to accompany and continue the different processes in an adequate manner.

Despite the existing awareness of the importance of articulation and coordination to achieve synergies and integrating the interventions, it continues being a challenge to concretize the implementation of the projects. Difficulties persist regarding the conciliation of agendas, interests and administrative processes.

The violence phenomenon in El Salvador is very complex, becoming worse during 2011. This situation has put pressure on the central government from the communities, enterprises, and the academic and political sectors, demanding the implementation of effective policies to combat criminality and the reduction of violent deaths. In the face of this pressure, the central government substituted the Minister of Justice and Security with a retired military and has implemented a strategy on repression of crime and reinforced military intervention in the public security institutions, in the zones that are highly affected by violence, putting on second place and leaving without a budget the preventive programmes initiated during the administration of the former Minister. This situation weakens the work on coordination, articulation and consolidation of intervention strategies and concrete actions on the prevention of violence, with national and local public actors and from the community in the Local Committees of Violence Prevention that had been initiated. The eminently repressive approach puts in danger the conquering of human rights on judicial treatment and insertion of adolescents and youngsters contained in the juvenile criminal legislation.

Key Strategic Partnerships and Interagency Collaboration

The Municipal Major Offices of San Marcos, Jujutla, Guaymango, Sonsonate, Sonzacate, Acajutla and San Salvador; the Culture Secretariat of the Presidency of the Republic (Secretaría de Cultura de la Presidencia de la República), ISNA, COES, PGR, UNDP, WHO, ILO, UNFPA, ISDEMU, SIS, Civil Protection, Plan International, World Vision, Save The Children, CONAMUS, OIM, CONASIDA, FOSALUD, PDDH, MINED, MSP, PNC, FUNSALPRODESE, ACRA, FUSALMO, FIECA.

Humanitarian Situations

During the month of May 2011, El Salvador received a special training, supported by TACRO, on "First Response in Emergency Situations". As a result of this activity, the risk operation and emergency response inter-institutional board from the educational sector was strengthened. This activity was exceptionally timely to confront the emergency provoked by the tropical depression 12E as the Education Cluster on a coordinated manner. With the CERF funds received, educational and recreational kits were bought and distributed to 150 school centers and to 5,000 children and adolescents that were affected in the departments of Usulután, La Paz, La Libertad, San Salvador, San Vicente, Sonsonate and Ahuachapán.

During the month of October, support was given to the emergency caused by the Tropical Depression 12E through the following actions: a) under the leadership of UNICEF the Cluster on Protection was activated, in which the Social Inclusion Secretariat (Secretaría de Inclusión Social), ISNA, ISDEMU and NGOs, among others, actively participated; b) 3000 hygiene kits were distributed to NN under 5 years of age, 1000 recreational Kits, 137 Psychosocial Attention Kits for the attention of at least 2055 NNA and women affected by the emergency. The distribution of 900 Return Home Kits for families that lost their household and household goods is in process.

Summary of Monitoring, Studies and Evaluations

Under the Joint Programme for the Reduction of Violence and Social Capital Building in El Salvador, the office undertook a population census and surveys to youth in the districts 5 and 6 of the Municipality of San Salvador. This is used for developing programs on entrepreneurship and employability of young people, insertion of teenagers out of school, identifying needs of early childhood programs, and gathering perceptions on the situation of violence suffered in those communities.

Under the joint program for Strengthening Human Security through the promotion of coexistence and improving public safety in 3 municipalities of Sonsonate, the office contributed to the creation of baselines for the municipalities of Sonsonate and Acajutla, and to systematization of the program.

Future Work Plan

The priorities within the new cooperation programme framework (2012-2015) will continue to be the insertion and permanence of adolescents and youngsters to the educational system. For this, it is necessary to continue strengthening the national and local capacities in order to be able to apply the approach, framework and instruments of inclusive education. Special attention will be given to monitoring and evaluation processes that allow systemizing and measuring the activities impact, and strategies will be promoted to generate the participation and appropriation of the processes by the communities and the NNAJ as the rights principles.

Within the framework of the new Cooperation Programme, one of the priorities is the prevention and assistance to children and adolescents affected by violence, through the: A) consolidation of Restoring Justice Programmes in coordination with the system of juvenile criminal justice, where social policies will be strengthened with the community participation as part of the recommendations of CRC. B) Supporting the State Institutions with the implementation of programmes and mechanisms to prevent and attend violence against NNA in selected municipalities which are considered the most violent, through the elaboration of strategies, that would improve the work that has been done with the previous cooperation programme

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Cross Sectoral Results		0 FA6OT9, FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	4507.00	4507.00	100.00
OR-R	166000.00	43752.00	43752.00	100.00
RR	202000.00	330739.00	327239.00	98.94
Total	\$368,000.00	\$378,998.00	\$375,498.00	

Results Achieved

The main communication actions supported and carried out in 2011 responded to the country's reality and focused mainly on preventing violence against children. Throughout the year, several activities took place. The launch of the SOWC 2011 was a strategic platform to promote children rights among authorities and civil society and to strengthen UNICEF's image and approach towards the national media. This line of work has increased incrementally and substantially and is reflected in the amount of news and interviews regarding

Country Office Portal

Annual Report 2011 for El Salvador, TACRO

UNICEF's work and role in El Salvador, as well as in how UNICEF has come to be viewed as a reliable source of information regarding children's situation in the country. This has been complemented by work in the area of monitoring and evaluation and knowledge management, including: finalizing the draft Situation Analysis; initial work in monitoring children's budgets; and developing the framework for a study on children and multidimensional poverty.

The programmatic communications continued to be based on the specific requirements of partners. Most of the support given in this area has been through the supervision of printed materials to sensitize and create awareness about child rights to health, nutrition and development, such as: The National Policy on Health and Nutrition, National Policy on Breastfeeding and UNICEF Seal of Approval 2010-2011. Support has also been given regarding lobby and advocacy material to promote the care of children and adolescents infected and affected with HIV/AIDS, to support the national campaign to reduce the impact of small arms and light weapons on children and their communities, and for the commemoration of the World Breastfeeding Week.

One of the main objectives of the 2011 Communication work plan, was to sensitize and generate knowledge management on Children's rights and the National Children's Law (LEPINA). Seventy Governmental Communications Departments and national journalists participated in the process, making it possible to reach a consensus and forge partnerships to carry out actions that can contribute to enforcing the rights of children and adolescents, with emphasis on the prevention of violence.

In terms of cross sectoral support costs and technical assistance, the office was able to maintain adequate capacity as planned.

Most Critical Factors and Constraints

The limited awareness or invisibility within the general population, opinion makers and mass media regarding issues affecting children and adolescents makes difficult the process of lobbying and advocacy, as well as behaviour change.

The media agenda is dominated primarily by political, electoral and violence issues, the last of these is most often related to young people and adolescents, stigmatizing them as responsible for the high rates of murders and violence affecting the country.

In the area of monitoring and evaluation, the weak institutional culture of evaluation, progress reporting and substantive research limits the implementation of a knowledge management strategy.

Key Strategic Partnerships and Interagency Collaboration

For the fifth consecutive year, UNICEF led the Inter-Agency Communications Group (GICOM). In 2011, the GICOM consolidated its work as an articulated joint communication system for: a) UN Office without a communication area or responsible staff; and b) Consulting group to support the joint programmes. In this matter, UNICEF contributed technically in the construction of the National Communication Strategy for the Joint Programmes, which later broke into two more specific strategies, one for the Food Safety and the other one for the Reduction of Violence and Change of Social Norms.

Effective support has been given to the Interagency Communications Team, achieving specific results such as: monthly calendar meeting, interagency press releases, and participation in "Youth Fair" organized by CONJUVE. Support was also given during the visit of Michelle Bachelet, the first Executive Director and Under-Secretary-General of UN Women. Printed material for lobbying and advocacy was produced and support was given to the media strategy to promote her visit to El Salvador. UNICEF provided communications support for common activities and projects such as: the World Day Against Child Labour, the World Breastfeeding Week and United Nations Day.

The partnership developed with the Technical Secretariat of the Presidency in the area of children and multidimensional poverty as well as in the revision of the National Development Plan is a very promising one.

Humanitarian Situations

The arrival of Tropical Depression 12E in El Salvador on 10 October 2011 brought unprecedented heavy rainfall, especially along the coastline and the volcanic chain, in the east and centre of the country. The persistence of the storm generated two low-pressure systems, leading to torrential rains for more than ten days in El Salvador, causing severe flooding and 879 landslides in most of the country's 14 departments. The most impacted areas are known to be amongst the most vulnerable in the country to this type of natural phenomenon. Notwithstanding being a tropical depression, the lowest category of storms, TD 12E has created havoc throughout the country and is considered the worst disaster in the history of El Salvador. The record-breaking rainfall levels quickly led to maximum capacity levels in all of the nation's dams. The amount of water received in ten days corresponds to the annual average rainfall.

The Civil Protection and the UN estimate that at least 300,000 persons were most adversely affected, equivalent to 5% of the total population. 35 people have died and 55,976 people have been evacuated in 638 shelters. The rains affected 181 Municipalities - 70% of all in the country. Flooded homes were approximately around 20,000. The Government of El Salvador estimates the flooded area at 2,000 km², equivalent to 10% of the country.

The Government created the National Committee of Rehabilitation and Reconstruction (CNRR), which was integrated by the Ministers of; Public Works, Agriculture and Livestock, Education, Health, Finance, Environment and Natural Resources, State, Tourism, Economy, and the Vice-ministry of Housing and Urban Development, with the objective of planning resource use in the rehabilitation and reconstruction phase. UNICEF among other UN Agencies and the humanitarian network took the cluster leadership of the Education and Protection areas.

In the education sector (cluster lead is UNICEF) special training, with the CERF funds received, educational and recreational kits were bought and distributed to 150 school centers and to 5,000 children and adolescents that were affected in the departments of Usulután, La Paz, La Libertad, San Salvador, San Vicente, Sonsonate and Ahuachapán. It is planned to train in 2012 a total of 18,000 teachers, students, parents and community leaders on themes related to education in emergencies, gender and psychosocial care. Regarding the protection activities (cluster lead UNICEF), 3000 hygiene kits were distributed to NN under 5 years of age, 1000 recreational Kits, 137 Psychosocial Attention Kits for the attention of at least 2055 NNA and women affected by the emergency. The distribution of 900 Return Home Kits for families that lost their household and household goods is in process. In the WASH sector, UNICEF as cluster co-lead together with PAHO, UNICEF has been involved in the improvement of access conditions to potable water and safe sanitation, including through the cleaning of latrines.

Summary of Monitoring, Studies and Evaluations

There are no relevant studies or evaluations produced by UNICEF, or partners, in this area.

Future Work Plan

The activities in the cross sectoral relate to Communication for Development and humanitarian preparedness and intervention. The main focus of the communications component will be to create awareness, sensitize and change behavior on domestic violence and gender discrimination, in coordination with programmatic actions carried out by other programme components. As far as monitoring and evaluation are concerned, the priority will be to finalize the Situation Analysis and to ensure that the IMEP is implemented with quality and ensuring that the findings and recommendations are more systematically used for influencing public policies for children.

In terms of emergencies, the office plans to strengthen the use of early warnings systems through regular update of EWEA, as well as its participation in UNETE, as to ensure both adequate preparedness, and efficient implementation of activities before and after the emergency.

Effective Governance Structure

The office developed a comprehensive Annual Management Plan (AMP) in 2011, in which milestones for key events and activities in programme and operations support functions were detailed and specific tasks assigned to staff. Performance indicators and targets for functional areas were also defined, and reflected in relevant PERs. At the same time, the office maintained an effective functioning of its 7 standing committees throughout the year to ensure the achievement of key results of the 2011 AMP.

The CMT met regularly in 2011, complemented by more frequent senior management meetings (Representative, Deputy Representative and Operations Manager). Some key issues were included in the CMT agenda as the presentation, detailed analysis and discussion of the CPMP 2012-2015. The meetings had a specific agenda which ensured that all areas were raised at each meeting and offered advice to the Representative to support decision-making. The minutes of each meeting documented the deadlines and responsibilities of each topic and are shared with all staff members. Based on 2011 experience, and accounting for the new programme and staffing structure in place in 2012, the CMT TORs will be revisited. The office continued its efforts to increase effectiveness and efficiency of operations and programme management. To achieve this, some topics were included in the senior management meeting's agenda including the improvement of program planning abilities and monitoring. Besides, the senior management produced recommendations and monitored the implementation of concrete actions after reviewing a package of performance management indicators, like budget expenditures, program implementation, liquidation of DCTs and workload bottlenecks.

Programme meetings are chaired by the Deputy Representative and are attended by programme and operations staff. The focus of the meeting is to discuss programme and technical updates, monitor implementation rates including the supply plan and the DCT status. During the year, weekly programme meetings were held which also facilitated discussions on the key organizational changes –VISION, Revised Programme Structure and IPSAS- and El Salvador country office's preparation for these changes. The year was particularly significant as our office prepared for a new country programme and the submission of the Country Programme Document 2012-2015 to the June Board.

The emergency generated by the 12-E tropical depression in October, provided an excellent opportunity to review office emergency preparedness procedures and capacities. Using the visit of the Regional Emergency Advisor, as well as specialized staff from the Honduras and Haiti offices, weaknesses were documented in staff knowledge of cluster functioning procedures and CCC principles. Capacity building was undertaken and priorities identified for 2012.

Strategic Risk Management

The office has its Risk Profile and Risk and Control Library. Its elaboration was participatory, allowing all staff to be aware of their responsibilities to manage risks that affect the achievement of the objectives related to their area of work. At the same time, the office had reviewed and prioritized the High and Medium-High risks, and were considered in the development of 2011 programme and management priorities.

The office has an adequate emergency preparedness level, including a list of rapid response standard supplies for and updated suppliers' roster. Mainstreaming emergency preparedness and response has been a priority in the development of the new country programme 2012-2015, and important capacity gaps will be prioritized during the first quarter of 2012.

The office continues to be 100% MOSS compliant. El Salvador is in the Moderate security level. Furthermore, the office holds monthly meetings with the Security Focal Points of the UN Agencies, where safety and security topics are discussed, and subsequently shared with UNICEF staff. In 2011, 29 security incidents directly affected UN staff and their families. There has been a close coordination between the office and UNDSS on staff security issues with improved communication and information releases on

security awareness, recommendations to avoid hazardous situation, information on staff safety, incident reports, timely security clearance for all trips within the national territory, discipline in complying with security provisions and time restrictions, participation in various training activities on different security and prevention issues for staff members and their dependents. It is worth to mention that our office has received numerous mentions by UNDSS as being the most proactive office in El Salvador in the security field.

The office implemented four full evacuation simulations during the year with 100% participation of all personnel. UNDSS has been invited to the exercises not only for monitoring and assessment purposes but to also participate actively. Time duration is monitored and personnel reactions too.

Security call chain is being rehearsed every two months approximately and it is initiated by the Representative. The results are monitored and a report is created and sent to all staff. A copy is also sent to UNDSS office. The call chain system is kept always up to date. All personnel have got a radio and are trained in its use.

VHF and HF radios are in use in all UNICEF vehicles and our ICT Assistant is highly trained in the Telecommunications field being a focal point in the area. Regular meetings are held with UNDSS and WFP to keep up to date our radio infrastructure for the whole country and for all the rest of the UN agencies in El Salvador.

Regarding the risks management, our BCP plan is kept up to date. Equipment has been procured in order to keep a backup system. Equipment is stored at the Operations Manager's home, for Emergency Satellite access and to create a small network in an emergency and put our office to work from there. Senior management ensures that all staff are knowledgeable of these procedures, including through the CMT, JCC and All Staff meetings.

Evaluation

The office continues to maintain an updated Integrated Monitoring and Evaluation Plan, which summarizes ongoing monitoring and evaluation activities and are systematically integrated in programme management meetings. M&E and planning activities were dominated by the CCA, UNDAF, the country programme quarterly review process, technical support for developing research and investigations, institutional strengthening for improving information systems, and the implementation of actions related to the UNICEF Municipal Seal of Approval project as a tool for following up on the situation of children and women based on local information and to accomplish children rights. Additionally, activities related to the UNDAF monitoring mechanisms support and the implementation of actions for following up the MDG situation.

Building on progress made in 2011, the office will continue to work on improving the relevance and timeliness of M&E activities, as well as significantly strengthening internal human resource capacities. The M&E officer provided technical support to partners from both internal and external resources building M&E capacity, introducing tools and providing leadership in inter-agency forums. Capacity development of programme partners will continue, seeing that the institutional culture of monitoring and evaluation is still relatively weak. To the extent possible, the CMT has been reviewing and updating management responses to evaluation findings and recommendations.

As part of the new country programme, a significant effort was made to ensure that the 2012-2015 IMEP contained only strategic activities that would produce relevant information, findings and recommendations to strengthen national public policies and programmes for children.

Effective Use of Information and Communication Technology

UNICEF El Salvador has maintained an effective Information and Communications infrastructure throughout 2011.

Technical support was provided to the national network of Municipalities through advisory, assistance and expertise in locally developing their own set of tools for monitoring their progress in reaching better standards for a friendly municipality towards children and women.

In the Telecommunications area, specifically Radio Telecommunications is under the responsibility of UNDSS for all UN agencies in El Salvador. UNICEF El Salvador provided Telecommunications Equipment to UNDSS to renew their infrastructure by providing new Repeaters, Antennas. UNICEF, WFP and UNDSS actively organized and promoted a Regional ICT and Telecoms group meeting, here in El Salvador, to establish common Emergency procedures for Business Continuity, share information and established new peers of cooperation between our UN agencies at a Central American/Regional level. UNICEF is well recognized, together with WFP as a leading Agency in ICT and Telecoms in El Salvador. DAO.

UNICEF also provided support to other UNICEF offices in the ICT area in the region. Successful ICT Local Service Agreements with vendors had been key in providing support to our office when our local ICT has been out providing support to other UNICEF's Country Offices in need.

Ties had been established locally to provide our obsolete equipment to Technical Institutes in the formation of the young technicians. Local Governments had been also benefited from UNICEF's equipment discarded from our inventory as part of our Local Development activities.

In no other year has UNICEF devoted so many resources in the area of Business Continuity and Emergency Preparedness than in this year. UNICEF recognizes the importance of Telecommunications and how vulnerable our country is to Natural Disasters due to its geological position. Satellite equipment is being maintained, tested frequently, Radio Communications is a priority and is daily and routinely used. Remote access is being used and promoted. Staff security is also a priority. Security Chain of Calls is being rehearsed frequently and personnel keep security awareness. Data Backups are kept offsite in mutual cooperation/agreement with UNDP and emergency equipment and Satellite Access is kept offsite and tested regularly, at the Operations Manager's home in case of emergency. Backup telecommunications link is also in service with a different ISP and Telecoms provider. This service can be switched from secondary to primary link in less than one hour.

Fund Raising and Donor Relations

The Country Office submitted 8 out of 9 donor reports on time (89%), following standard reporting procedures as well as responding to specific donor reporting criteria.

Reflecting the rapidly changing and deteriorating donor environment in El Salvador, the Country Office has been challenged by reduced availability of potential Other Resources, to the extent that only \$1.3 million was mobilized, representing 52% of the approved annual ceiling.

Fortunately, the donor response to the UNICEF Flash Appeal components (in WASH, protection, education and shelter) was very positive, amounting to approximately \$1.1 million of the revised ask of \$1.8 million. This represents approximately 58% of the total requested.

Three PBAs expired in 2011 and were fully utilized, accounting for a utilization level of 100%.

During the first annual programme meeting of 2011, all PBAs assigned to each specialist are identified and allocated to each PCR. During this meeting, expiring PBAs are also identified. Quarterly programme monitoring results in reminders being sent to the specialists, drawing attention to expiry dates and low utilization rates. There were no unnecessary requests to donors to extend PBA expiry dates.

The Country Office is currently engaged in three joint programmes (all funded by the MDG Fund), together with UNDP, PAHO, WFP, ILO and UNFPA, in the areas of violence prevention and child nutrition.

Management of Financial and Other Assets

Some of the management indicators that are periodically monitored by management are: Programme implementation percentage, outstanding liquidations, donor reports, procurement, implementation of the travel plan and cash forecast. In addition, a monthly Management Report analyzing financial data, budget allocation, requisition and expenditure levels in the line with AWP, was prepared and reviewed in Programme Meetings and distributed to all staff on a monthly basis. Management continued focusing on improve monitoring indicators related to the programme implementation, DCTs and donor reporting. Direct Cash Transfer (DCT) liquidations are a constant concern of both, Operations and Programme staff. This year, both groups have worked in a collaborative and coordinated manner in following-up outstanding DCTs balances. As a consequence, all pending liquidations were duly obtained from counterparts and processed by the office, by the end of the year there were no outstanding balances over 6 months. This is clearly an improvement over a situation that was already satisfactory.

The support budget utilization is at a rate of 100%, the cross-sectoral budget is at 100% of Utilization as of December 15, 2011.

HACT procedures have been implemented, to date cash transfers are done in accordance with the procedures and the use of FACE. The application of these procedures included micro-assessments and training activities for all implementing partners.

Savings generation has been an important preoccupation of the office, given the limited financial resources available. Therefore, management negotiated with the administration of the building where UNICEF offices are located, to not increase the 5% of the rental for this year, and also reduce the rental payment of premises. In this regard, the Executive Board of the building agreed to an increase of 5% corresponding to this year and to decrease rent payment by 4% for the period November 2011-October 2012, which entails savings of \$940 per month, equivalent to \$11,280 per year. At the same time, the office is in the process of negotiating with the Government of El Salvador to support the payment of current rent according to The Basic Cooperation Agreement and we are still searching for new premises that satisfy our budget restriction and comply with the security standards required. Alternatives to reduce administrative costs are being assessed by the office, such as the use of existing LTA signed by other UN agencies allowing for the use of the same terms and prices agreed with the service provider. Also, the LJCC proposed measures to reduce costs in terms of international travel: economy versus business class, this initiative is on a voluntary basis.

Supply Management

During 2011, a supply planning was established at the beginning of the year, each month a Supply Monitoring Report was elaborated to facilitate the monitoring of supplies, in the middle on the year, supply requisitions that have been procured are closed and budgets for outstanding processes are adjusted. The supply component in 2011 has made important contribution to El Salvador's Country Program, especially in response to the Tropical Depression 12-E developed on October 2011, with the procurement of 3,000 Hygiene kits for non-lactating children under 5 years of age, 6,000 Recreational kits for children, 187 kits for Psychosocial Aid for children, 150 Educational kits for schools, 150 Recreational kits for schools, and 950 "Return to Home" kits for families that had massive loss of their household items. The total amount of purchases for 2011 was US \$519,931.87, of which, 59% were for emergency response.

El Salvador's Country Office carried out a Market Survey on 2011, to reinforce strategic sourcing by getting a better understanding of local market's actual potential to satisfy program requirements. Many suppliers have diversified their activity, contributing to have a variety of goods available in the local market, more competitive suppliers and, groups of goods are identified by supplier.

Since UNICEF El Salvador does not have a warehouse to keep stock of commodities; we work in

coordination with our partners, delivering supplies directly to them or in coordination with them to end-users. Afterwards, we make field visits to projects to verify that the donated supplies are being used for the intended purposes, have contributed to the achievement of program objectives, we receive feedback from our counterparts and we make recommendations to solve logistic issues that may have risen. Something worth to mention and that was visible for this emergency was the capacity building achieved by our partners, after years of working with UNICEF and other International Organizations, to provide assistance during a disaster relief.

Human Resources

The 2011 TACRO PBR submission included the creation of two new posts: Downgrade of Local Development Specialist NOC to Local Development Officer NOB and one P3 International post of Social Policy Specialist, offset by the abolishment of the NOC Social Policy Specialist. This submission was approved by the PBR in March and recruitment will take place in 2012.

The Deputy Representative was transferred to Cambodia on August 2011 and the new Deputy Representative arrived on January 2012, during the transition period until the arrival of the new Deputy Representative, the Representative has been in charge.

Training and learning are being taken seriously and a maximum effort is made to plan and implement activities, therefore, the Local Training Committee, chaired by the Representative, has been very effective in identifying training needs, both group and individuals. The CO 2011 training and learning plan focused on team building and stress management. Staff is constantly encouraged to use and reminded of e-learning, on-line and distance learning opportunities. During this year 53% of SMs has taken Soft skills on-line courses.

SMs have also had individual an on-line training on Vision, as well as a training with Super Users during the weeks of 16th November through 9th December. Training was scheduled with the participation of Specialist/Officers and Programme Assistants.

Two office retreats took place in 2011; one in July 2011 that was facilitated by a Stress Counselor of UNDSS Colombia and the main objective was to strengthen the wellbeing of the staff members and to look for a healthy work place climate based on trust, fomenting adequate stress management and self-care and strengthening the assertive communication, and abilities to regulate emotions. The team building retreat was in November 2011, it was facilitated by an external company and the main objective was to help individuals understand each member of the team better and appreciate the differences each person brings to the office, as a result, staff members have made interactions with others on a more rewarding and effective way.

Improving staff wellbeing is a shared priority of management and the Local Staff Association. The office has selected two Peer Support Volunteers representing all categories of staff, and who have received training on stress management and communication.

With regard to the Performance Appraisal System, the Office has implemented the "PER Week" which, associated with close monitoring and guidance, contributed to increase the rate of PERs completed on time (by April 2011) to 100 percent.

The Office has shared policies and trained staff members on EPRP and emergency risk management and response. The Emergency Officer is part of the Inter-agency Emergency Committee "UNETE" and has actively participated in the office's risk management activities.

As regards to HIV/AIDS in the workplace, staff were kept updated on HIV, including the latest PEP kit protocol. Upon their arrival, new staff are offered briefings on HIV in the workplace. In October, the office offered free access to voluntary and confidential HIV testing and counseling. Male condoms are available in restrooms.

Efficiency Gains and Cost Savings

The UN Operations Management Team led the following services, actions and joint purchases:

a) The selection of a common Travel Agency for the UN system is still in process and will potentially generate a 20% reduction of the actual costs on travel arrangements

b) Joint negotiations with major hotels in El Salvador reduced hotel costs by 15% to 20%

Also, the UN agencies shared their existing LTAs and Contracts, allowing other agencies to use the same terms and prices agreed with the service provider or supplier.

Changes in AMP and CPMP

New country programme is focused in developing knowledge that is applicable for social policy formulation, monitoring and evaluation, with emphasis on inequity and exclusion.

Changes to staffing will strengthen the policy dialogue and upstream work. The aim of proposed staffing structure is to strengthen UNICEF expertise to expand existing institutional/interpersonal relations with government, civil society and others. Furthermore, bilateral agencies are increasingly looking to UNICEF for high quality technical support.

The 2012 Annual Management Plan, in addition to its standard contents, will also focus on strengthening orientation and capacities for the existing outsourced field teams in order to maximize their contribution to programme implementation, while at the same time ensuring administrative and operational cost-effectiveness.

Summary Notes and Acronyms

AWP	Annual Work Plan (Plan Annual de Trabajo)
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of all Forms of Violence Against Women
CEPAL	Economic Commission of Latin America and the Caribbean
CNJ	Consejo Nacional de la Judicatura
CNSP	National Justice Council
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSJ	Supreme Court of Justice
COMURES	Corporation of Municipalities of the Republic of El Salvador
CONJUVE	National Youth Council
CONNA	National Council for Children and Adolescents
CRC	Convention on the Rights of the Child
DIGESTYC	General Directorate for Statistics and Censa
ECP	Common Country Evaluation
EHPM	Multi-purpose survey
EWEA	Early Warning Early Action
FESAL	National Family Health Survey
FISDL	Local Social Investment Fund for Local Development
FMLN	Frente Farabundo Martí para la Liberación Nacional
GOES	Government of El Salvador
ILO	International Labour Organization
IMEP	Integrated Monitoring and Evaluation Plan
IR	Intermediate Results
ISDEMU	Salvadoran Institute for Women's Development
ISNA	Salvadoran Institute for the Protection of Children and Adolescents
LEPINA	Law for the Integral Protection of Children and Adolescents
MDG	Millennium Development Goals
MINED	Ministry of Education
MJSP	Ministry of Justice and Public Security
M&E	Monitoring and Evaluation
MINSAL	Ministry of Health
MTSP	Medium Term Strategic Plan
NGOs	Non-governmental organizations
ONUSIDA	Programa Conjunto de las Naciones Unidas sobre el VIH/SIDA
OR	Other Resources
OPS/OMS	Pan-American Health Organization/World Health Organization
PCR	Programme Component Results
PDDH	Ombudsperson for the Defense of Human Rights
PGR	Attorney General of the Republic
PIB	Gross Domestic Product
RNP	National Registry of Natural Persons
RR	Regular Resources
STP	Technical Secretariat of the Presidency
TACRO	Regional Office for Latin America and the Caribbean
UNAIDS	UN Joint Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	UN Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNETE	UN Emergency Task Team
UNFPA	UN Population Fund
UNICEF	UN Children's Fund
UTE	Executive Technical Unit of the Justice Sector
WFP	World Food Programme

Document Centre

Other Publications

	Title
1	Law of Integral Protection of Children and Adolescents (LEPINA) Official Version
2	Law of Integral Protection of Children and Adolescents (LEPINA) Popular Versión
3	Law for Integral Protection of Children and Adolescents (LEPINA) Braille Version
4	Law of Integral Protection of Children and Adolescents (LEPINA) Interactive Compilation
5	Law of Integral Protection of Children and Adolescents (LEPINA) Glosary of Juridic Terms
6	Carrousel of Happiness
7	Intervention Model in Crisis Context - Handbook
8	Core Commitments for Children in Humanitarian Action - Spanish Version
9	Let's exercise our rights- Coloring book
10	Breastfeeding Benefits - Handouts and Brochures
11	I Am a Person Too - Kit
12	Child Development - Participatory Methodology (SARAR)
13	Friendly Health Units for Children and Mothers
14	National Breastfeeding Policy
15	Journalist Notebook
16	Global Summary - Food and Nutritional Security (SAN)
17	The Hero Within You -Coloring Book
18	Coloring We learn Our Right's - Coloring Book

Lessons Learned

Programme Documents