

Guatemala

Executive Summary

The year 2015 was a historic year for Guatemala. The peaceful mobilisation of tens of thousands of Guatemalans in major cities every weekend from April through August calling for justice and for the President and Vice-President to resign, had not been seen since the democratic period in the 1940s. The Presidential elections were more peaceful than in prior years and Jimmy Morales from the FCN-Nación party will be sworn in on 14 January 2016.

Main achievements:

1. UNICEF rolled out an advocacy campaign calling for more investment for children and expansion of the government tax revenue. This led to increased visibility of these issues in the public arena, echoed not only by presidential candidates, but also by prominent public figures and journalists as well as many young people who were protagonists in the social movement. A pre- and post-campaign survey demonstrated that nearly 83 per cent of interviewees feel that social investment is insufficient (increase of 18 per cent) and over 90 per cent said that Guatemala should allocate more financial resources to attend the needs of children and adolescents (increase of 23 per cent).
2. The "18yes14no" campaign, led by adolescents with UNICEF support, contributed to Congress passing a law to modify the Civil Code, raising the minimum exceptional age of marriage for girls from 14 to 16 (equating it to that of boys), and only under authorisation by a Judge after hearing the child's consent. Although progress was made, UNICEF's position remains that the Civil Code should prohibit any exceptions to marriage before 18 years.
3. UNICEF supported the dissemination of the draft Country Report for the Committee on the Rights of the Child, and conducted various workshops to collect the opinion of over 700 children and adolescents on State the compliance with the Convention on the Rights of the Child (CRC).
4. UNICEF and child rights non-governmental organisations (NGOs) secured a signed commitment by the incoming Vice President to prioritise key child rights issues, including public financing for children, and to conduct joint public annual progress reviews to promote transparency and accountability.
5. Guatemala produced updated data on children with publication of the national survey on living conditions (ENCOVI) and demographic health survey (ENSMI).
6. UNICEF held weekly meetings with FCN-Nación, at their request, to raise awareness of the incoming administration to child rights issues, the situation of children in Guatemala and required action.

Overall no significant shortfalls were noted in UNICEF programming. Implementation was slow, as foreseen, due to 2015 being an electoral year and exacerbated by the tumultuous social and political movements. However, data released in December from national surveys indicate a highly disappointing and preoccupying situation for millions of Guatemalans. These include:

- Monetary poverty: from 51.2 per cent in 2006 to 59.3 per cent in 2014; the proportion of indigenous people living in poverty rose from 75 per cent to 79.2 per cent. Additionally, 68.2 per cent of children lived in poor households (first time measured).
- Extreme monetary poverty increased from 15.3 per cent in 2006 to 23.4 per cent in 2014, and

poverty among indigenous peoples increased from 27.3 per cent to 39.8 per cent.

- Under-five malnutrition: from 49.8 per cent in 2008/9 to 46.5 per cent in 2014/15.
- Measles immunisation coverage (12-23 months): from 77.6 per cent in 2008/9 to 63.2 per cent in 2014/15.
- Full immunisation coverage (12-to-23 months): from 71.2 per cent in 2008/9 to 59.0 per cent in 2014/15.
- Primary school enrolment (net): 85.4 per cent in 2000; 98.68 per cent in 2009 and 82.02 per cent in 2014.

Main partnerships:

- UNICEF's strategic alliance with ICEFI and with the International Commission against Impunity in Guatemala (CICIG), helped mobilise public debate and interest around issues of current and required levels of investment in children, and on justice and impunity for crimes against children. ICEFI and CICIG were the main catalysts of the momentous social and political movements that Guatemala experienced in 2015.
- UNICEF strengthened its alliance with international child rights NGOs, particularly on advocacy. The alliance helped push Congress to revise the legal age of marriage and to obtain a signed commitment by the incoming Vice President to prioritise child rights issues (see more above under achievements).
- UNICEF continued to promote special protections for children; together with national NGOs the two played a critical role in advocating for child rights at the national and international levels, leading to regulatory and institutional changes such as an institutional procedure and protocols for case management in criminal investigations. UNICEF also helped these partners to conduct a social audit, aiming at raising state institutions' accountability for child protection.

Humanitarian Assistance

In 2015 Guatemala faced a number of humanitarian situations, for which UNICEF provided support to the affected populations.

The ecological disaster of the contamination of the La Pasion River, Sayaxché, Petén (in the north of the country) affected around 6,500 persons in 18 communities, who use the river water for human consumption and for fishing, the key source of protein in their diet. Increased cases of skin disease, diarrhoea and food poisoning were detected. UNICEF, with other UN agencies, conducted a humanitarian assessment on the ground, and ensured the supply of safe drinking water through chlorination of wells at community level.

One of the worst El Niño phenomena in the last decades is severely affecting Central America. The dry corridor of eastern and central Guatemala had up to 65 days of no rainfall between late-June and September. Recorded temperatures from May onwards were 2-to-3 degrees Celsius above the historical average. Over 175,000 families in the dry corridor reported the loss of maize and beans harvests, their staple foods, of between 75 per cent and 100 per cent. As a result of the accumulated impact of the dry spell in 2014, these families had no food reserves as of May 2015. Joint assessments conducted by Government institutions, the FAO and WFP identified as many as 248,000 families in need of humanitarian assistance.

Of utmost concern to UNICEF was the detection of malnourished children, in order to provide timely treatment in the most vulnerable communities. The political instability, which led to the resignation and incarceration of the President and Vice President, directly affected Government institutions in 2015. The Ministry of Health was perhaps the most affected with frequent changes

(from the Minister to the technical level) and four Ministers in one year. A severe budget deficit also led to the discontinuation of the contracts of most community health workers.

Consequently, many malnutrition cases were left undetected. UNICEF supported surveillance by health personnel, and 341 community members from 212 communities were trained to strengthen the search for high-risk cases. As of end September, surveillance had identified 7,164 cases of children under-five at risk of or suffering from acute malnutrition, of which 981 were cases of acute moderate malnutrition and 1,244 cases of acute severe malnutrition. All of them received timely and adequate life-saving treatment. UNICEF, together with FAO, also supported five municipalities in the dry corridor to reduce morbidity and mortality from waterborne diseases through interventions in water, sanitation and hygiene (WASH).

Heavy rainfall in August destroyed a bridge at El Estor (north-east region), isolating three towns, and damaged homes as well as water supply infrastructure. UNICEF supported the disinfection of artisan wells in order to ensure access to an alternative source of drinking water for the affected population.

In October, torrential rainfall caused a large-scale landslide in the community of El Cambray II (within the capital city of Guatemala), leaving 280 people dead and 70 missing. Over 470 persons were evacuated. Immediately after the incident, four shelters were set up to provide temporary refuge to 423 persons, of which 156 were children. UNICEF together with Save the Children, Plan International and World Vision provided psycho-social support at shelters, and mobilised professionals and volunteers to implement the "Return to Joy" programme, mobilising nine psychologists from the Ministry of Health. UNICEF supported the Ministry of Education by distributing school-in-a-box, which was used by teachers who continued providing educational activities to affected children in the shelters. Deeply affected teachers and students were supported by the psycho-emotional workshops. UNICEF also provided 150 hygiene kits to people in shelters.

The flow of unaccompanied child migrants towards Mexico and the United States increased in 2015 compared to 2014, though it attracted less attention internally and internationally. Children deported from Mexico increased significantly, reaching 8,317 (78 per cent boys) by the end of November. The protocol for psychosocial intervention to assist and protect unaccompanied child migrants at consulates helped identify over 200 cases of extremely vulnerable children, allowing them to receive differentiated attention based on the best interest of the child. The Ministry of Foreign Affairs also created psychosocial units equipped with psychologists in three consulates, institutionalising the human resource that was originally supported by UNICEF in 2014. Another protocol supported by UNICEF was implemented by the Secretariat of Social Welfare to improve the quality of attention and care to deported children at two reception centres in Guatemala. Over 8,000 children benefitted from child-centred attention at reception centres.

Mid-term Review of the Strategic Plan

The Country Programme continues to fulfil the 'core business' of UNICEF in Latin America, monitoring all aspects of the situation of children as well as implementation of recommendations of the CRC and the CEDAW Committees. Such a role is crucial in Guatemala, which is considered a middle-income country, but nonetheless home to growing poverty and significant inequity. A substantive part of UNICEF-supported actions aims to influence national policies and programmes in favour of children, complemented by the implementation of model projects at the municipal level, particularly in selected areas where there is high concentration of indigenous populations, for whom social indicators lag behind national averages. The combination of

'upstream' policy and municipal-level modelling allows for a continuous learning and evidence-based dialogue with authorities that could be used in designing and strengthening national policies and programmes. To that effect, outcome area 7 (on social inclusion) is the umbrella for the work of UNICEF in Guatemala, although funding to the area is chronically insufficient.

In a Country Office, having separated strategic outcome areas poses difficulties in reporting, because the very intention is to have a unified inter-sectoral integrated approach beyond individual thematic areas. One example of difficulties is the separation of the child survival components and consequent reporting and coding, which results in an incomplete picture of what UNICEF is actually doing through its integrated approach.

Increasingly, the programmatic role of UNICEF is evolving and addressing emerging issues that affect the rights of girls, boys and adolescents. Such emerging issues, which are currently not fully reflected in the Strategic Plan include: a) the emerging health agenda – health systems-strengthening and adolescent health; b) integrated early childhood development; c) secondary education, as well as sustained attention to enhancing inter-cultural (bilingual) education; and d) prevention of adolescent pregnancy and linking such efforts with addressing (sexual) violence against girls. It is suggested that these areas be better reflected in the Strategic Plan, through specific results and indicators. Moreover, it is suggested to review the programme information database coding so that such emerging programme issues are adequately reflected. This will also allow for better reporting on results and funding spent.

Bottleneck analysis in different programmatic areas confirmed the urgent need to address existing social norms and therefore to include a component of behaviour-change communication (C4D). This is currently not a specific strategy in the Strategic Plan and it is suggested to re-consider re-introducing this strategy as one of UNICEF's corporate strategies. This will also allow better reflection and reporting on the type of work ongoing using C4D approaches. Additionally South-South cooperation (SSC) is increasingly used to transfer knowledge and successful experiences from neighbouring countries to support Government efforts to accelerate progress for children. Based on the 2030 Agenda and the evolving changes in the aid environment, it is expected that application of the SSC strategy will continue to increase. However, so far it has been difficult to demonstrate UNICEF's value-added to obtaining specific results for children through this strategy. Therefore, it is recommended to continue with efforts, also as part of the MTR of the Strategic Plan, to provide global tools for measuring the results of SSC.

UNICEF Guatemala has made considerable efforts to attract and maintain an adequate flow of other resources (OR), which has proven to be successful until late 2015, when key donors started to send out signals that this situation may not continue. One of the key allies for UNICEF in Guatemala, the Government of Norway, will close its Embassy in the country mid-2016, which will certainly affect funding in the medium-term. Similar concerns were addressed by other European embassies and partners. Considering the situation, as part of discussions of a potential new resource allocation system for UNICEF, it is strongly suggested to review the criteria for allocation of regular resources (RR), giving important consideration to existing inequity and social indicators (beyond child mortality) in a country, as RR is the key resource for the Country Office, providing reliable and continuous funds, and thus allowing UNICEF to have interventions with a longer time-frame and horizon. At the same time, adjustments could be made to criteria for allocation of global set-aside and thematic funds, re-orienting more of such resources to 'donor-orphan' regions, such as Latin America and the Caribbean.

Summary Notes and Acronyms

AECID - Spanish Agency for International Development Cooperation
AIDS - Acquired immune deficiency syndrome
ARVs -Anti-retrovirals
C4D - Communication for development
CEDAW - Convention on the Elimination of All Forms of Discrimination against Women
CERF - Central Emergency Response Fund
CICIG - International Commission against Impunity in Guatemala
CMT -Country management team
CONJUVE - National Council of Youth
COPREDEH - Presidential Commission on Human Rights
COY - Conference of Youth
CPAP - Country Programme action plan
CPD - Country Programme document
CRC - Convention on the Rights of the Child
DCT - Direct cash transfer
ECD - Early childhood development
ECEB - Essential Care for Every Baby
ECSB - Essential Care for Small Babies
eMTCT - Elimination of mother-to-child transmission
ENSMI - Demographic Health Survey
ENCOVI - National Survey on Living Conditions
FAO – UN Food and Agriculture Organisation
FCN - National Convergence Front
GAVI - Global Alliance for Vaccines and Immunisation
GDP -Gross Domestic Product
GS -General Service
GSSC - Global Shared Service Centre
HACT - harmonised approach to cash transfers
HBB - Helping Babies Breathe
HIV - Human immunodeficiency virus
HR - Human Resources
ICEFI - Central American Institute for Fiscal Studies
ICT - Information and Communication Technologies
IDB - Inter-American Development Bank
INACIF - National Institute of Forensic Science
INE - National Institute of Statistics
KAP - Knowledge, attitudes and practices
LAC - Latin America and Caribbean
LQAS - Lot Quality Assurance Sampling
MDGs - Millennium Development Goals
MIDES - Ministry of Social Development
MINEX - Ministry of Foreign Affairs
MoE - Ministry of Education
MoH - Ministry of Health
MoRES - Monitoring results for equity systems
MOSS - Minimum operating security standards
MoU - Memorandum of understanding
MM - Maternal mortality
MTR – Mid-term review

NGO - Non-governmental organisation
NO - National officer
NYHQ - New York UNICEF Headquarters
OHCHR - Office of the High Commissioner for Human Rights
OMPNA - Municipal Child and Adolescent Protection Offices
OR - Other resources
PAHO – Pan-American Health Organisation
PAS - Performance appraisal system
PER -Performance evaluation report
PF4C - Public financing for children
PLANEA - National plan to prevent adolescent pregnancies
PNC - National Civilian Police
PNDRI -National Plan for Integral Rural Development
RR - Regular Resources
RUUN - National unified registry of users
RWP - Rolling work plan
SMCs - School management committees
SSC - South-South cooperation
SUN - Scaling Up Nutrition
UN - United Nations
UNDAF - United Nations Development Assistance Framework
UNDP - United Nations Development Programme
UNDSS - United Nations Department of Safety and Security
UNFPA - United Nations Population Fund
UNICEF - United Nations Children’s Fund
UNODC -United Nations Office on Drugs and Crime
UN WOMEN - United Nations Entity for Gender Equality and the Empowerment of Women
US Fund - United States Fund for UNICEF
USAID -United States Agency for International Development
VISION - UNICEF internal financial and programme management system
WASH - Water, sanitation and hygiene
WFP - World Food Programme

Capacity Development

A Child Protection diploma course supported by UNICEF led over 100 community leaders from four Departments to formulate community projects to address violence against children. Also, over 130 persons from social groups (religious sector, academic and NGOs) and community leaders participated in a diploma course in communication for development to promote the 1,000-day initiative. This led to expansion of WASH behaviour-change initiatives to 75 communities, where they engaged with local stakeholders to analyse and seek solutions to existing WASH issues.

UNICEF support led seven hospitals (18 per cent of the country's hospitals) and 13 health centres to be certified as ‘Baby-Friendly Hospital/Health Centres’. Additionally, three companies are currently receiving support to implement baby-friendly companies.

UNICEF engaged school management committees (SMCs) to promote school attendance, which led to 89 per cent of children being successfully promoted from first to second grade. Successful application of the MoRES approach by the Ministry of Education led them to gain US\$150 million from the Millennium Challenge Corporation to support secondary education.

Over 2,000 indigenous women participated in capacity development with SMCs, and currently run local radio programme promoting education for their children and discussing women's rights and cultural identity.

A total of 770 children and adolescents participated in regional consultations, whose inputs were integrated into the final Government report to the Committee on the Rights of the Child. Their key inputs were on education, health, participation, social protection and how to use social media and community radio to disseminate the Committee's recommendations.

UNICEF continued to support the National Statistical Institute (INE) to process administrative data to make available real-time information on key issues, including adolescent girls, ethnic groups and education. UNICEF also supported INE and the Ministry of Health in developing the Demographic Health Survey, with results presented in November.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF produced a document analysing public investment in children and held various meetings with different stakeholders, such as political parties, NGOs and mass media, to share information and concerns over the lack of investment in children and the implication of the proposed 2016 budget, generating extensive media coverage. Together with the ECEFI, UNICEF analysed the political parties' electoral plans, with special attention on children's and adolescents' issues. These analyses were widely referred to in electronic media, whose principle audience is academics, political analysts and the most prestigious newspapers. Pre- and post-campaign evaluations revealed significant impact of the advocacy (for example, general awareness of investment in children increased by 30 per cent).

Together with child rights NGOs, UNICEF organised a Vice Presidential debate, resulting in a signed commitment by the incoming Vice President to prioritise key child rights issues, including public financing for children (PF4C) and an agreement to conduct joint public annual progress reviews.

UNICEF continued to advocate with Congress (through social and mass media, community-based mobilisation, combined with south-south cooperation) to amend the Civil Code to eliminate exceptions for marriage before age 18. Congress eventually approved a Decree that raised the age of exceptions for girls from 14 to 16 years, equating it with that of boys. Exceptions have also been made more stringent (eliminating parental authorisation as a justification) and now require authorisation of a judge after hearing the adolescents.

UNICEF supported INE to process real-time administrative data, including for education, ethnic groups and adolescents, allowing the generation of reliable, updated statistics on a regular basis for better planning, monitoring and evaluation.

UNICEF worked with NGOs to promote the Law to Protect Unaccompanied Migrant Children and Adolescents and Combat Illicit Human Trafficking. The proposal is under discussion in Congress and already has a favourable opinion from the Migration Commission.

Partnerships

UNICEF's strategic alliances with ICEFI and CICIG helped mobilise public debate and interest around issues of current and required levels of investment in children, and on justice and impunity for crimes against children. ICEFI and CICIG were the main catalysts of the momentous social and political movements which Guatemala experienced in 2015.

UNICEF promoted special protection for children with NGOs, such as Fundación Sobrevivientes, Pastoral de Movilidad Humana, and Refugio de la Niñez. These groups played a critical role in advocating for child rights at the national and international levels, leading to regulatory and institutional changes such as new institutional procedures and protocols for case management of criminal investigations. UNICEF helped these partners conduct a social audit, aimed at raising state institutions' accountability to protect children, in line with their mandate.

As part of the C4D strategy for improving food and nutritional practices, WASH and early child development (ECD), UNICEF worked with religious actors, universities, the private sector, community leaders and local authorities, creating bottom-up demand for capacity development at community level. It strengthened community participation in identifying solutions to their own problems.

UNICEF supported the 'Strong Schools and Communities' initiative launched in September in New York and engaged a private-sector opinion leader who helped raise awareness regarding the impact of violence in schools, particularly affecting the most marginalised children.

The SUN Movement multi-actor platform remained the primary means for coordination with different sectors on nutrition and food security issues, becoming an invaluable resource to support and share progress of strategies and nutrition policies during the transition to incoming authorities.

To improve the MoH procurement and supply chain, especially efficiency and transparency, UNICEF participated in the 'Deliver Project' with the US Agency for International Development (USAID), Pan-American Health Organization (PAHO) and UN Population Fund (UNFPA). Proposals for a logistics unit and draft supply chain master plan were submitted to the authorities.

External Communication and Public Advocacy

UNICEF launched the second phase of the advocacy initiative "We Need More", targeted at the general public and candidates during the electoral process. It included a mass media campaign (TV, radio, public space), social networks, public opinions (interviews, articles, columns) and dialogue with key journalists, political parties and opinion leaders (TV: <https://goo.gl/6gqUjV> Document: <http://goo.gl/SI3A1N>). From June to November, 115 media exposures were achieved. UNICEF Guatemala Facebook fans increased in number from 96,504 to 101,121 and Twitter followers from 22,331 to 26,874.

Thanks to effective advocacy, these issues gained visibility in public forums, echoed by political candidates, prominent public figures and journalists and youth in multiple universities, who were protagonists in this year's social movement. According to the pre- and post-campaign study, general awareness on the insufficient investment for children increased by 30 per cent, 87 per cent said that political parties should prioritise public investment in children (increase of 12 per cent) and more than 90 per cent said that Guatemala should allocate more financial resources to attend the needs of children and adolescents (increase by 23 per cent).

UNICEF and international child rights NGOs held a public debate, inviting vice-presidential candidates to discuss priority issues on children and adolescents. A Pact for Children was signed and an annual public review will be held to measure progress.

The "18yes14no" campaign contributed to Congress passing a law to modify the Civil Code, raising the minimum exceptional age of marriage for girls from 14 to 16 (equating it to that of boys), and only under the authorisation by a Judge after hearing the child provide open consent. Though this move represented progress, UNICEF's position remains that the Civil Code should prohibit any exception to marriage for children younger than 18 years.

South-South Cooperation and Triangular Cooperation

UNICEF contributed to the efforts of the Government of Belize (Ministry of Health and Institute of Nutrition of Central America and Panama in Belize) to reduce chronic malnutrition, sharing the Guatemalan experience through applying MoRES. Belize's Ministry of Health conducted a bottleneck analysis on issues of chronic malnutrition after a visit from Guatemala's nutrition officer.

In order to improve care for child victims of sexual violence and abuse, UNICEF supported an exchange of experiences between forensic services experts from the Government of Colombia and the National Institute of Forensic Science (INACIF) in Guatemala. This contributed to INACIF initiating the development of a special protocol to attend to child victims.

To facilitate capacity building in the Ministry of Social Development (MIDES), in particular its social protection system, UNICEF Guatemala promoted South-South cooperation between the Governments of Brazil and Guatemala. Through this cooperation, MIDES gained a better understanding of how inter-institutional coordination at the local level works for social protection programmes. It also allowed MIDES to gather first-hand information on Brazil's successful experiences in implementing social and rural policies. MIDES began to review its national unified registry of users system based on the Brazilian experience.

To support the emergency response in WASH after two consecutive emergencies – large-scale landslide and earthquake and tsunami – which hit Chile in 2015, UNICEF Guatemala deployed its health specialist, who led the coordination of the governmental actors and key implementing partners, such as Red Cross Chile, particularly in accelerating the emergency response by Chilean authorities.

Identification and Promotion of Innovation

With UNICEF support, grass-roots organisations were able to organise 175 women's groups to endorse education in their communities. Using vignettes (drawings of typical, everyday rural life situations), women received training in different topics related to education, health and nutrition, climate change, leadership, gender equality and participation, among others. The vignettes helped generate collective, community-wide discussions. The women implemented home visits and C4D activities to increase school attendance in targeted areas. A stronger bond was built between the community and schools, which allowed closer follow-up of school attendance. Parents and community leaders, in agreement with teachers, gave students short lectures about their rights and culture.

Additionally, agreements were signed with seven local radio stations in four regions. Women have broadcast weekly programs, which are participatory and interactive, in their native tongue. They covered topics from the workshops, expanding the reach of key messages to encourage families to prioritise their children's education.

Reading continued to be a national priority and mechanism for improving educational quality. A highlight was the participation of 468,000 families in a story-writing contest, which showed the

growing interest of the population in their children's literacy. Additional allies, including the World Bank and Inter-American Development Bank (IDB), joined the initiative.

Having identified parents at community level have inadequate knowledge of early childhood development, UNICEF developed a training plan aimed at community members to develop competencies and skills on the subject. As a result of the training, community members decided to establish community spaces for young children, either at their community centres or individual homes, where mothers can also attend, to learn how to stimulate their children and help their healthy development. UNICEF provided the tools to guide activities. Ten community ECD spaces were opened and operated by communities.

Support to Integration and cross-sectoral linkages

With technical assistance from UNICEF, CONJUVE strengthened its capacities to implement the national plan to prevent adolescent pregnancy, which includes comprehensive interventions in education, health, adolescent participation and social protection.

UNICEF supported the formation of women's groups, which were subsequently helped to develop their leadership and know their rights. Networks of women's groups were organised in 15 municipalities to encourage families to send their children to school in a timely manner. They also supported other programmatic areas - particularly protection and health - with their inputs for bottleneck analysis on issues such as birth registration, pre-natal consultations and institutional births.

The communication for development (C4D) strategy was implemented in 108 municipalities. Coordinated communication plans were developed, facilitating dialogue at the local level to empower communities and women in decision-making for interventions within the 1,000-day window of opportunity, including WASH, nutrition, ECD and governance issues.

UNICEF advocacy and inter-programmatic support helped create protection units in the ministries of Education, Health, Social Development, Foreign Affairs and Interior, as well as the Secretariat for Social Welfare. UNICEF assistance included the development of protocols, training of civil servants and creation of new systems for registering new cases.

Service Delivery

To ensure the continuation of children's education during emergencies, UNICEF provided support to the MoE with the provision of 140 school-in-a-box kits, to benefit 6,400 children, distributed primarily in the areas of greatest vulnerability and more recurrent emergencies.

To empower communities, UNICEF supported grass-roots organisations to implement community-based radio programmes to increase the awareness of mother-tongue instruction in schools and to promote timely access to education and attendance. Most radio programmes were led by women, who also participated in training programmes to enhance the work of SMCs and encourage other people to become involved in their children's education and wellbeing.

To reduce the re-victimisation of child victims or child witnesses of criminal activities, UNICEF supported the creation of child-friendly spaces in the justice system, including the installation of Gesell Chambers and closed spaces to hear their statements, accompanied by child psychologists, based on the specific user protocol and trained personnel in 13 Departments (of 22 in Guatemala) according to level of incidence of sexual violence against children.

UNICEF provided basic material and technical assistance for community early-stimulation spaces; the communities contributed by providing the actual space and personnel.

UNICEF provided basic anthropometric equipment and trained community leaders to participate in the prevention and detection of acute malnutrition cases in emergency situations. These are children affected by the drought; early detection saved the lives of nearly 7,200 children in the country's dry corridor.

UNICEF supported the "baby-friendly" initiative from the hospital level to the community level, primarily promoting exclusive breastfeeding. Seven hospitals and three health centres were successfully certified, and breastfeeding promoters' work with traditional midwives continued to be implemented.

Human Rights-Based Approach to Cooperation

The year under review was the first year of the UNICEF Guatemala Country Programme 2015-2019. The common country analysis, the United Nations Development Assistant Framework (UNDAF), UNICEF's Country Programme document (CPD) and its Country Programme action plan (CPAP) were developed using the human rights-based approach as a conceptual framework. Reducing inequities faced by the most excluded populations, in particular indigenous people, is the key priority for both the UNDAF and CPD.

UNICEF works closely with indigenous persons toward their full enjoyment of human rights, in line with the United Nations Declaration on the Rights of Indigenous Peoples. In education, indigenous women are empowered to become key actors to promote their children's education and cultural identity, while in health and nutrition, UNICEF engaged indigenous community leaders and traditional midwives to improve children's health and nutritional status. UNICEF also has a specific output to address the rights of indigenous adolescent girls, to support their participation in decisions that affect their lives (early marriage, teen pregnancy, among others).

UNICEF supported the Presidential Commission of Human Rights (COPREDEH) in developing the country report of the Convention on the Rights of the Child (CRC) by analysing progress toward meeting the recommendations of the CRC Committee. UNICEF supported the dissemination of the draft country report to civil society and conducted various workshops to collect opinions of over 700 children and adolescents on compliance with the CRC.

Together with child rights NGOs, UNICEF organised a vice presidential debate, resulting in a signed commitment by the incoming Vice President to prioritise key child rights issues, including PF4C, and an agreement to conduct joint public annual progress reviews to promote transparency and accountability.

Gender Mainstreaming and Equality

Gender equality is a cross-sectoral issue and embedded in the activities of all programmatic areas, with participation by all professional staff and management. The Guatemala Country Office contributed to the Regional Office through an assessment by its gender focal point of the Regional Gender Action Plan, through a stretch assignment.

UNICEF supported the organisation of 175 women's groups (over 2,050 women) to promote education in communities. Their home visits and C4D activities contributed to reduce school drop-out rates in targeted areas by 20 per cent. Acknowledging the critical role played by these women, teachers introduced classroom hours for them to talk to children about women's rights,

cultural values and traditions. Considering these women have little or no education themselves, this is a significant achievement. On a weekly basis, the women broadcast radio programmes in seven communities using their native tongue. The non-profit radio stations provided free airtime to strengthen the C4D actions. Women started a mobilisation campaign for timely enrolment and regular attendance.

UNICEF promoted participation of both women and men in educational activities in the framework of the 1,000 Days initiative, which generated a paradigm shift in gender roles at the community level. For example, to promote water and sanitation issues, communities produced video clips to demonstrate their WASH situation, for which both women and men were trained. Women have traditionally been assigned to more "basic" roles, which do not require technological knowledge, but the training paved the way for them to take up different roles. Community-based ECD interventions not only empowered women but also generated men's interest.

UNICEF started to hand over the leadership of the "Committed Men" initiative (launched by the Secretary-General to help end violence against women) to national actors. The steering committee's national leadership became stronger as it developed different actions and designed a pilot plan to mobilise men from different sectors to participate in the initiative.

UNICEF continued to support the consolidation of a gender and child protection unit in the ministries of Social Development and Education, facilitating specialised support to gender issues within these two ministries.

Environmental Sustainability

FAO and UNICEF Guatemala launched a project called "Restoration of the Food System and strengthening resilience to climate change" in five municipalities of two eastern departments (Jalapa and Chiquimula), which are most severely affected by drought. The expected result was that communities affected by the prolonged heatwave strengthen the concept of healthy households to reduce morbidity and mortality due to waterborne diseases. The project is working at three levels: household, community organisations and governmental institutions. The target population is 7,000 families (households) totalling an estimated 35,000 persons. In partnership with a grass-roots organisation, UNICEF documented indigenous practices that utilise ancestral practices to overcome environmental degradation. The Maya population has a set of principles and values with a strong link between people and nature. According to their values, all people are responsible for maintaining nature's balance. Thus, these ancestral practices are an important legacy for children to learn at school and for the community to promote. Historically, it has been parents' duty to teach children their responsibility to nature. Incorporation of culturally relevant solutions to environmental issues at schools will support community resilience and provide an innovative approach to environmental education within the education sector.

UNICEF Guatemala participated in the initiative "COP21 Climate Change Mapping" led by UNICEF NYHQ and UNICEF France. In that regard, the office implemented a one-day training session on how to use the digital mapping tool, in collaboration with the Division of Communication in NYHQ, and trained 20 adolescents and young people from 11 municipalities. After the training, they uploaded 40 reports (a report contained one photo and its description) on threats and risks faced in municipalities as a result of climate change. Under the initiative, two young people from the Guatemala's Paz Joven (Youth Peace) Association were invited to the Conference of Youth 11 and Conference of Parties 21, held in Paris, France. During the youth

conference they had an opportunity to share their experiences in the use of social networking services as a tool for advocacy, which attracted attention from youth participants from other countries.

Effective Leadership

The Country Office internal audit report was finalised, confirming that all control mechanisms function well. Only five medium-risk recommendations were identified, four of which were closed. Part of one, related to goods in transit, remains open due to a technical (VISION-related) problem.

To ensure continued high performance in core indicators, monthly country management team (CMT) and biweekly programme group meetings routinely reviewed VISION dashboard indicators, and the office performed consistently in line with high expectations. For example, outstanding direct cash transfers (DCTs) over six months were kept to zero throughout the year, financial implementation was consistently above organisational standards and comparative country offices, and donor reporting was 100 per cent on-time. Management also paid close attention to HACT compliance, with new micro-assessments required for all partners since 2015 was the first year of the programme cycle, and required assurance activities.

The Country Office also maintained a high level of emergency preparedness, inter alia by updating the early warning early action system regularly.

Management led the review of the enterprise risk management profile with participation of all staff. The key risk areas included: fundraising, natural disasters, Government difficulty in providing basic services due to low income and other factors and potential implementation delays due to the bureaucratic processes required for international support to state institutions.

Management led public strategic alliances with key actors to call for a greater social budget allocation for children, including issues related to expansion of the fiscal base.

As a key part of the annual retreat, all staff visited UNICEF project sites, stimulating dynamic discussions on organisational and personal mission, particularly those with limited exposure to the field, while concurrently promoting active dialogue to promote inter-sectoral work across programmes.

Financial Resources Management

In 2015 total RR expenditure was US\$1,284,429, OR US\$5,768,666 and other resources-emergency was US\$490,063.

UNICEF Guatemala management continued to review key indicators using the manager's dashboard at programme and CMT meetings to follow up on financial resources and their management. The outstanding DCT balance beyond six months was maintained at zero consistently, and the fund utilisation rate reached 94 per cent as of December 2015. The Office continued its efforts to reduce operational costs; a part of the savings was invested in procuring digital very high frequency (VHF) radios and new office furniture.

Despite efforts to ensure minimum loss of funds, US\$3,544 were not utilised before grant expiration, over 80 per cent of which was the result of one prolonged process of international procurement.

In March 2015, a service-level agreement was signed with the Panama Hub. Several financial transactions were delegated to the hub, such as: bank reconciliation, document posting and payment processing. The hub performed those tasks until mid-September, when UNICEF Guatemala joined the Global Shared Service Centre (GSSC) as part of Pilot Group 1. The GSSC is currently processing and posting invoices, processing payments and performing bank reconciliation. Both the Panama Hub and the GSSC delivered their services as expected.

Fund-raising and Donor Relations

In 2015 the Office secured new funding amounting to US\$3,520,892. In addition to the re-phased OR funding from 2014, available OR funds totalled US\$11,386,420, equivalent to 31 per cent of the planned OR amount for the CPD cycle 2015-2019. UNICEF received a Japanese junior professional officer in June 2015 for the duration of two years.

UNICEF Guatemala continued to develop important partnerships with several UNICEF National Committees and successfully hosted three missions. The feedback received from the committees was consistently positive, and the majority of the visits gained substantial media coverage and/or sensitisation events in the respective countries, leading to increased visibility for UNICEF's work in Guatemala. The Office took advantage of official and personal travel to countries with National Committees to directly present UNICEF work to them, as well as to individual and corporate donors.

In partnership with the US Fund, UNICEF organised a series of sessions to strengthen in-house proposal and donor report writing skills. The US Fund provided valuable support by reviewing existing proposals and providing technical sessions on writing with practical tips. As a result, in the final quarter of 2015, UNICEF received positive feedback on the quality of its proposals and donor reports.

All donor reports were submitted on time. Additionally, to ensure the quality of donor reports, UNICEF continued to implement an internal review process for the reports, including a peer-review process prior to the signing off by the Representative.

The Office continued to monitor closely the fund utilisation status, using information from the Manager's dashboard, and actions were taken to ensure full utilisation. Despite these efforts, the prolonged offshore procurement process affected full utilisation of CERF funds. As of 16 December, the total amount expired without being utilised was US\$3,544.

Evaluation

The Country Office study review committee was very active and ensured inputs, quality control and oversight of all studies initiated by the Office. Evaluations were not included, as the Regional Office provides oversight on these.

UNICEF Guatemala planned to conduct an evaluation of the nutrition intervention, in the framework of the national Zero Hunger Plan. The terms of reference were finalised, with support of the Regional Office, and UNICEF Guatemala was awaiting bids for the technical and financial components. The evaluation will be conducted in early 2016.

The baseline survey for the UNICEF nutrition intervention was finalised. Additionally, the knowledge, attitude and practice (KAP) survey in 210 communities in five departments participating in the Maya Programme (education component) was concluded. These surveys are critical to measuring progress of the UNICEF-supported intervention in coming years. The

baseline survey for the WASH interventions in 15 municipalities was also finalised.

A mid-term evaluation of the Maya Programme was planned, and UNICEF was part of the selection committee of evaluators, together with the Office of the High Commissioner for Human Rights and UNDP, both of which are participants in the programme. The evaluation will be carried out in 2016.

To measure the effectiveness of the UNICEF advocacy campaign “More Investment in Children” during the presidential elections period, UNICEF conducted pre- and post-campaign evaluations, which, *inter alia*, confirmed a significant increase in demand by the general public – from 67 per cent to 90 per cent of those surveyed – for political parties to prioritise investment in children.

Together with a number of other UN agencies, UNICEF staff participated very actively in the elaboration of the final Millennium Development Goal (MDG) report for Guatemala.

Efficiency Gains and Cost Savings

In December 2013, the Country Office negotiated the lowering of the rent for 2014, which was reduced from US\$8.50/m² to US\$6.60/m², a savings of US\$1.9/m². The office space is 1550m², which means the rent cost was reduced by US\$2,945/month, equivalent to US\$35,340 during the year. New negotiations took place in 2014 and it was agreed that the rent would stay at the same rate, which meant further savings of \$35,340 in 2015.

A memorandum of understanding (MoU) was signed in 2013 between UNICEF, UN Women and the UN Office on Drugs and Crime (UNODC), which defined the terms for shared premises and common services. This MoU was renewed for 2014 and 2015. The purpose was the sharing of office space and some common services that all three agencies use: electricity and other utilities, Internet connectivity, printing services, ICT support, among others. The total cost of shared services during 2015 will be approximately US\$275,000; UNICEF covers 69 per cent of the total amount, or US\$189,000. This translates into approximately US\$75,000 in savings, when adjusted by increased costs related to having more personnel on the premises.

The Country Office did not take extra measures for efficiency gain and cost savings during 2015; the main goal was to maintain the level of savings from one year to another, which was reached.

Supply Management

For 2015, as for 2014, the Country Office used almost entirely direct cash assistance to partners and had them procure their own supply needs. Offshore procurement through Supply Division in Copenhagen was mainly for nutrition and health items.

The Office again experienced considerable delays and consequent loss of funds in offshore procurement. Ensuring timely and efficient procurement requires close monitoring and follow-up by each Country Office with Copenhagen, but without any dedicated human resources to the supply function, UNICEF Guatemala is not able to ensure this 'oversight'. In that regard, regular and fluent communication from Copenhagen would help avoid delays and loss of funds.

UNICEF Guatemala 2015	Value in US\$
Programme Supplies	297,689
Operational Supplies	98,273
Services	658,748
Total	1,054,709
Value of supplies channeled via Procurement Services	
Channeled via regular Procurement Services	297,689
Total	297,689
Value of locally managed procurement	
Programme Supplies	98,492
Operational Supplies	116,645
Services	658,748
Total	873,885

Security for Staff and Premises

Security level 3 (moderate) is still in effect in the country (since 2011, with extreme levels of crime). As a consequence, the Office reinforces the importance of preventive measures and compliance with safety regulations.

Considering that common crime, mainly in urban areas, represents the major threat; and robberies, thefts and armed attacks are common activities in the main cities, staff have been continuously advised and trained on security matters. Staff on field trips adhered without exception to the security clearance requirement and UNDSS closely monitored staff in the field.

UNICEF Guatemala office is 100 per cent compliant with minimum operating security standards, and UNICEF staff are not authorised to circulate on roadways outside of the capital city between 18:00-06:00 hours.

Considerable time and resources are invested in on-going training programmes on topics such as security warning, danger detection, prevention and mitigation.

Since by the end of 2015, the number of incidents against UN Personnel surpassed those registered in the same period of the previous year, UNDSS has been very active, providing training and advice on security related issues, implementing an Agency-based Warden System through a web-based messaging service.

A simulation of the Business Continuity Plan was not undertaken in 2015. However, on a few occasions for security reasons, all staff worked from home with ICT systems proving to be working very well. In addition, several UN-wide activations of the emergency communications tree took place satisfactorily. At UNICEF level, the communication tree is functional on a daily basis, with security-related messages shared through office-wide WhatsApp groups.

The office does not have minimum emergency supplies stored, since it no longer has a warehouse.

Human Resources

During 2015 the Office managed its human resources needs with a down-sized staffing structure. However, in line with the business process simplification being implemented by UNICEF since 2013, affecting primarily the operations section, the Office covered the operations manager functions through a temporary assignment, and then a fixed-term appointment for operations officer, and the ICT needs through outsourcing of services (institutional contract).

Three posts were abolished (account, finance and HR & administrative assistants) as of 31 March, and six recruitments were completed: child protection officer (NOA), operations (NOB), communication officer (NOB), adolescent development officer (JPO), operations assistant (GS5) and HR assistant (GS6). Two recruitments were in process at year's end: communications assistant (GS6) and education officer (TA/NOA).

Other types of professional and technical assistance were procured through consultants, individual and institutional contractors, totalling 33 contracts issued during 2015.

A learning and development plan was submitted to LACRO for approval and allocation of funds. Twelve of 13 learning activities were carried out successfully; 53 per cent of professional staff spent more than five days in learning activities. The Office reinforced staff capacity in important areas such as HACT, values and principles, safety and security, English, managing people for results, team-building and ethics.

The joint consultative committee met to design a plan to follow up on results from the global staff survey and ensured assessment of progress.

The staff association and management reinforced their commitment to evaluate periodically the working climate and staff morale. Efforts were made to keep staff motivated and aware of the importance of performance evaluation (PER/PAS) processes; by 31 March 74 per cent had completed their 2014 evaluations.

An all-staff retreat was organised, including a full day of field visits to eight project sites in two Departments.

Effective Use of Information and Communication Technology

The Country Office deployed all of the new technologies standardised by UNICEF's Information Technology Solutions and Services unit. All staff are using the new tools.

VISION works as expected, with some minor issues regarding changes in transactions and/or procedures that cause processing delays.

Staff now have access to corporate e-mail services through Microsoft Exchange on smartphones.

All the computer equipment that was considered obsolete in 2015 (including cables and parts in disrepair) was delivered to a recycler of electronic equipment.

The Office is part of the 'Light Office' initiative, currently being led by the Regional Office. The procurement of laptops for all staff was completed in 2015.

The ICT function is currently outsourced. ICT services are being cost-shared with UN Women and UNODC as part of the common premises initiative.

Facebook: Fan base grew from 96,504 to 101,121, an average of 510 new followers per month, with 807,724 monthly views.

Twitter: Followers grew from 22,331 to 26,874, an average of 413 new followers per month, with potential coverage of 3,147,272 views per month.

YouTube: There were 112.728 views in 2015

Pinterest: New account, 347 followers, 12 daily views and 208 visitors per month.

Instagram: New account, 71 followers.

Webpage: 54,803 unique visitors; 1,725 returning visitors; 84.297 total sessions (average of 240 visits per day).

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Excluded and disadvantaged boys and girls and adolescents benefit from a policy that accelerates social inclusion to fulfil their rights for survival and develop their full potential.

Analytical Statement of Progress:

During 2015, UNICEF Guatemala continued to support MIDES through technical assistance and South-South cooperation to enhance its ability to provide social protection programmes. The good practices from Brazil enhanced MIDES' ability to develop the national social information system, the national unified registry of users (RUUN) and improve technical manuals for the delivery of social programmes. MIDES also strengthened its coordination with the Ministry of Agriculture to implement the national plan for integral rural development (PNDRI, which is co-led by the two ministries). By learning the experience of the Plan Brazil Without Misery, MIDES identified mechanisms for adequate coordination, as well as key aspects for integrating development programmes with social protection programmes.

UNICEF continued supporting CONJUVE to implement the national plan to prevent adolescent pregnancies. UNICEF's contribution focused on developing a strategy to promote adolescent participation in implementation of the plan, while providing technical assistance to the Ministry of Health to develop minimum standards for health services for adolescents (approved in October 2015) and a national policy on adolescent health. Both the strategy to promote adolescent participation and the policy on adolescent health were finalised and awaiting approval by CONJUVE and the MOH.

UNICEF Guatemala continued to support adolescent networks on advocacy issues, mainly to support the campaign #18yes14no, to raise marriageable age to 18 for both boys and girls, as well as community work to raise awareness on the risks and vulnerabilities that affect children and adolescents, among them child marriage, adolescent pregnancy and HIV.

UNICEF, in collaboration with ICEFI, continued to monitor PF4C, while also raising awareness on current level of investment for disadvantaged populations. In 2015, two key thematic analyses were presented: public finance for early childhood and cost of prevailing impunity in Guatemala. The latter study not only measured the levels of public investment in the justice system (judiciary, Attorney General's Office, Ministry of Defense, National Civilian Police and others) but also measured its level of efficiency. As a result of the presentation, authorities linked to the justice system and CSOs called on Congress to increase the budget for justice

administration in Guatemala. Also, the UN Commissioner against Impunity in Guatemala called for a special tax to be paid by the richest families in Guatemala to support the fight against impunity. ICEFI contributed by working with legislators to developing legal reforms in response to the UN Commissioner's suggestion.

The analysis of public finance was used as a key advocacy tool during the general and Presidential election period. UNICEF rolled out an advocacy campaign calling for "more investment for children" and "expansion of the government tax revenue". This effective communication and advocacy strategy led to increased visibility of these issues during public discussions, which were echoed not only by candidates, but also by prominent public figures and journalists, as well as groups of young people who are members of association at multiple universities and who played a key role in the social movement in Guatemala this year. A public pre- and post- campaign survey demonstrated that the campaign contributed to increasing awareness of the public investment issue. Nearly 83 per cent of interviewees responded that social investment in Guatemala is insufficient (increase of 18 per cent compared to the pre-campaign period), 87 per cent said that political parties should prioritise public investment to children (increase of 12 per cent), and over 90 per cent said that Guatemala should allocate more financial resources to attend the needs of children and adolescents (increase of 23 per cent).

UNICEF Guatemala continued its support to INE for processing administrative data to make available real-time information on key issues, including the adolescent girls and education.

For the first time, thanks to UNICEF's support the Government of Guatemala was able to include the opinion of over 700 children and adolescents in its periodic report to the Committee on the Rights of the Child. Their key inputs included calls for better access to and quality of education, health and social protection programmes, as well as addressing the importance of opportunities for children and adolescents to participate in decision-making processes that affect them. The use of social media and community radio was also recommended by children as key tools to disseminate the CRC to wider population. The Government report was submitted to the CRC Committee in November 2015.

OUTPUT 1 Improved capacity of Ministry of Social Development and other government institutions to adopt and implement a national social protection plan with adequate budget, and to offer equitable social protection programmes for boys and girls, including adolescents

Analytical Statement of Progress:

UNICEF continued to support MIDES through technical assistance and SSC, to enhance its ability to provide social protection programmes. The good practices from Brazil enhanced MIDES' ability to develop the national social information system and national unified registry of users, and to improve technical manuals for the delivery of social programmes. MIDES also strengthened its coordination with the Ministry of Agriculture to implement the PNDRI, which is co-led by the two ministries. By learning about "Plan Brazil Without Misery", MIDES identified mechanisms for effective coordination, as well as key aspects for integrating development programmes with social protection programmes.

To intensify advocacy in favour of ending child marriage, UNICEF hosted an international seminar on child marriage for Guatemalan members of Congress to learn about the experiences of lawmakers from Ecuador and Mexico, both of which successfully raised the marriage age to 18, without exceptions. UNICEF continued its campaign #18yes14no with youth partners to engage civil society in demanding modification of the Civil Code, which allows girls to be

married at the age of 14 and boy at 16 with parental authorisation. The series of high-visibility actions led Congress to approve the reform of the Civil Code on November 5, raising the age for exceptions for girls from 14 to 16, stipulating that it can only be authorised by a Judge after hearing the open consent of children, with justification. Although this was a notable progress, the UNICEF position remains that the Civil Code should be modified to raise the age of marriage to 18, with no exceptions.

UNICEF supported adolescent networks to develop community-based vulnerability diagnoses and plans to mitigate risks in 48 municipalities. By December 2015, 28 plans had been presented to municipal authorities to prevent risks affecting children and adolescents and were endorsed by the authorities.

UNICEF supported a regional project to develop minimum standards to meet the needs of populations living with disabilities during emergencies. Four workshops were conducted, which culminated in an inter-institutional agreement between the National Committee on Emergencies and the National Commission for People Living with Disabilities to implement the minimum standards during the emergencies.

UNICEF, in alliance with ICEFI, presented the situation of public investment in early childhood, which demonstrated that only 0.8 per cent of GDP was invested in early childhood in 2014, equivalent to US\$0.45 per day per child.

In promoting PF4C, UNICEF supported MIDES to develop public budget classifications for investment in children and adolescents. These will allow, in the future, all ministries and secretariat to better monitor PF4C.

OUTPUT 2 Increased capacity of CONJUVE to promote adolescent participation, in particular of disadvantaged children, to develop their skills and opportunities to participate in decision making processes.

Analytical Statement of Progress:

UNICEF continued its supporting to CONJUVE for implementing the national plan to prevent adolescent pregnancies (PLANEA). The UNICEF contribution focused on developing a strategy to promote adolescent participation in the implementation of the plan, while providing technical assistance to the MoH to develop minimum standards for health services for adolescents (approved in October 2015) and a national policy on adolescent health. By the end of 2015 Both the strategy to promote adolescent participation and the policy on adolescent health were finalised and awaiting approval by CONJUVE and the MoH.

At the same time, UNICEF continued to support CSOs to influence adolescent participation within PLANEA, while monitoring adolescent pregnancy rates both at national and departmental (provincial) levels. Despite the progress made in raising awareness among adolescents on early pregnancy, Guatemala continues to have a very high number of pregnant girls. As of end-August, 4,431 girls aged 10-to-14 pregnant were pregnant, as were 64,398 girls aged 15-to-19. During all of 2014, 5,119 girls aged 10-to-14 and 66,144 girls aged 15-to-19 were reported to be pregnant. Considerable public awareness was raised after launching the regional study on teenage pregnancy "*Vivencias y relatos sobre el embarazo en adolescentes*" (Experiences and Stories on Adolescent Pregnancy) carried out by UNICEF and Plan International. As a result of significant advocacy on this issue, it was incorporated in the political agenda during the 2015 electoral process, and was a priority in the transition process initiated by the current Government with newly elected authorities.

OUTPUT 3 Increased knowledge and ability of girls and adolescents, particularly out-of-school indigenous girls in rural areas, to demand social services

Analytical Statement of Progress:

UNICEF continued to support activities at local level through which 1,748 adolescents received capacity development to make their advocacy more effective. Despite the volatile socio-political environment that Guatemala faced this year – due to the electoral process and unique political situation in 2015 – most planned actions were concluded by consciously avoiding key political events. As a result adolescents were actively participating in community development councils in 20 municipalities, and in municipal development councils in eight municipalities.

These adolescents also actively promoted HIV prevention at the local level. They organised successful commemoration events for World HIV/AIDS Day in 50 municipalities, to make visible HIV/AIDS issues affecting their peers. This is particularly important since knowledge on HIV/AIDS prevention among this age group remains very low, at below 20 per cent.

Currently, there is little information and data on out-of-school adolescents, including in UNICEF's target municipalities. Reach out-of-school adolescents is an important challenge, and it is necessary to conduct research to understand the situation of this vulnerable group and develop a strategy to promote their participation in activities. UNICEF, together with implementing partners, will conduct this research during the first semester in 2016.

OUTPUT 4 Increased capacity of State institutions to monitor social investment in children, to produce and analyse reliable and disaggregated statistics on children and women, and to follow up on the recommendations of CRC and CEDAW

Analytical Statement of Progress:

In collaboration with ICEFI, UNICEF continued to monitor PF4C, while also raising awareness on current level of investment for disadvantaged populations. In 2015, two key thematic analyses were presented: public finance for early childhood and the cost of prevailing impunity in Guatemala. The latter study not only measured levels of public investment in the justice system (judiciary, Attorney General's Office, Ministry of Defense, National Civilian Police and others) but also its level of efficiency. As a result, authorities linked to the justice system and CSOs called on Congress to increase the budget for justice administration in Guatemala. Also, the UN Commissioner against Impunity in Guatemala called for a special tax to be paid by the richest families in Guatemala to support the fight against impunity. ICEFI contributed by working with legislators to develop legal reforms in response to the Commissioner's suggestion.

The analysis of public finances was used as a key advocacy element during the general and Presidential election period. UNICEF rolled out the advocacy campaign calling for "more investment for children" and "expansion of the government tax revenue". Effective communication and advocacy strategy led to increased visibility of these issues during public discussions, echoed not only by the candidates, but also by prominent public figures and journalists and groups of young people at multiple universities, who played a key role in the social movement in Guatemala this year. A public pre- and post- campaign survey demonstrated that the campaign contributed to increasing awareness of the public investment issue. Nearly 83 per cent of interviewees responded that social investment in Guatemala is insufficient (increase of 18 per cent compared to the pre-campaign period), 87 per cent said that political parties should prioritise public investment to children (increase of 12 per cent), and over 90 per cent said that Guatemala should allocate more financial resources to attend the needs of children and adolescents (increase of 23 per cent).

UNICEF continued support to the INE to process administrative data to make available real-time information on key issues, including adolescent girls and education. UNICEF also supported INE and the MOH to develop the 2015 survey on maternal and infant health, the results of which presented to the public in November 2015.

For the first time, thanks to UNICEF support, the Government of Guatemala was able to include the opinions of children and adolescents in its periodic report to the Committee on the Rights of the Child.

OUTCOME 2 By the end of 2019, boys and girls, especially from rural indigenous communities, will access and complete preschool and primary and will have more opportunities to complete secondary education.

Analytical Statement of Progress:

The political and economic crisis that Guatemala faced during 2015 had a direct and significant impact on the education sector. Throughout the year, the MoE faced frequent leadership changes at the central and regional levels, which diminished the effectiveness of interventions and strengthening of education policy. Many schools were asked to conclude the academic year early, since schools were used as voting centres during the electoral process. Consequently, children only went to school for an average of 152 days, affecting their opportunities to learn and progress. Another aspect worth mentioning is the outdated population census. The last census was conducted in 2002; therefore, the number of school age children is uncertain. Information provided by INE highlighted that the fertility rate has dropped and women are giving birth to fewer children. There is a growing awareness of the need for an updated census. Accurate and updated population statistics will enable the MoE to address gaps appropriately and progress accordingly.

UNICEF continued to support capacity building of the Ministry with technical assistance to implement reading and school success programmes. UNICEF also contributed to the MOE's efforts to generate and disseminate continuous and disaggregated educational statistics to make informed decisions through user-friendly virtual platforms. These strategies were designed to increase access to pre-primary education (47.69 per cent net enrolment), retention (96.43 per cent) and promotion (87.51 per cent) in primary school, as well as to promote the transition to lower secondary education (27.56 per cent net enrolment). Given the very slow progress in increasing enrolment at pre-primary, primary and secondary education, particularly among indigenous girls, UNICEF will continue to intensify engagement on this issue with the new MoE administration, which will take office in January 2016.

The MoE institutionalised MoRES as a methodology for analysing key issues, particularly internal efficiency, response mechanisms to the violence in school and community resilience. Based on the analysis, the MoE introduced a unique registration code for each child, a tool that contributed to the orderly registration of students. The MoE also reviewed the enrolment registration platform to enable it to accept enrolment – including late registration – at any time during the school year. In addition, a mechanism was established to monitor students at risk (including for early school drop-out or grade repetition) to provide close and timely monitoring. These tools, along with raising family awareness, increased school retention and promotion and kept school failure (when children fail to gain minimum learning throughout the academic year, resulting in grade repetition or early school drop-out) below 27 per cent. UNICEF will continue to support interventions to maintain the positive trend of reducing school failure and dropout.

Reading continued to be a national priority and mechanism for improving educational quality. A highlight was the participation of 468,000 families in a story-writing contest, which showed the growing interest of the population in their children's literacy. The topic of reading gained other allies, including the World Bank, IDB, USAID, Entrepreneurs for Education and local foundations, that trained teachers, developed material, sensitised parents and disseminated and promoted reading in forums and seminars.

UNICEF supported the dissemination and promoted the use of the education dashboard tools as accountability and community participation mechanisms. The creation of regional committees that use MoRES to analyse their own data and obstacles to progress is expected to serve as a key mechanism to explore targeted interventions that allow them to progress, based on each local context. The Minister of Education shared her successful experience in applying MoRES in the education sector in Guatemala with all UNICEF country offices through a global Webinar.

UNICEF's support helped to consolidate the Protection Unit, which was incorporated by the MOE into its organisational structure and assigned the required human and financial resources.

The right to education was the focus of awareness-raising activities developed by SMCs. This local work continued to contribute to building resilient communities. UNICEF supported workshops, radio programmes and production of material to generate behaviour changes in communities, to achieve fairness and greater opportunities for indigenous children, particularly girls.

OUTPUT 1 Increased capacity of the Ministry of Education to adopt and apply standards and regulations to implement management mechanisms and to adjust budget to meet the need toward the universalisation of preschool, primary and secondary education at the right age

Analytical Statement of Progress:

With the support of UNICEF, the MoE refined three procedures that contributed to improving management of the education system: a) the single student code, which assigns a unique registration code to each student; b) a flexible enrolment portal, which allows teachers to update enrolment information throughout the year, allowing for late registration of children, which was not permitted before, and; c) a record card to track students at risk of dropout and failure. This monitoring improved promotion and managed to keep school failure and dropout rates below 27 per cent, a favourable trend that became public through the official publication of sectoral data from INE. It is expected that the number of secondary school students will increase, as the promotion rate from primary to secondary showed an increase of 13 per cent over the last three years. However, the country still lacks an alternative model to reach out-of-school adolescents, making it necessary to provide greater support in identifying innovative modalities for secondary education.

UNICEF's advocacy secured the required budgetary allocation for the protection unit and school management committees. SMCs were trained to use the school dashboards, a tool that contains the school's budget and indicators for each school. The school dashboard aims at democratising this key information and strengthening local management mechanisms. Parents, as well as education sector officials, can follow the updated data on enrolment, repetition and promotion rates throughout the school year.

Central, regional and local sponsorship teams were consolidated. This allowed for better internal coordination by the MOE and local ownership of interventions. The mechanism allowed for regular analysis of internal efficiency indicators and programmatic progress. The downward

trend of primary school enrolment continued, despite efforts to reverse it. Actions to involve the educational community in school management were reinforced.

OUTPUT 2 Enhanced skills and capacity of parents and community members to contribute to the school environment for boys and girls to access and complete preschool, primary and demand more secondary education opportunities in targeted areas.

Analytical Statement of Progress:

Community participation increased as a result of awareness-raising and the information provided. Ninety-six per cent of the communities in UNICEF-supported areas consolidated and legalised their SMCs. There was greater participation of indigenous women, and 437 women were members of SMC steering committees – representing 50 per cent of board members – and promoted school attendance and retention. This is an increase of 75 per cent with respect to the participation of women in SMC over 2014. UNICEF supported the MoE in development of communication material and training processes to education office personnel to strengthen SMC management and quality of mother-tongue instruction, as well as parental involvement for school success, resilience and actions to prevent violence against children.

In all municipalities where UNICEF has direct interventions, dialogue mechanisms were established between community members and local authorities to discuss education issues and jointly seek solutions. Sensitisation meetings were held at the local level to improve awareness about the benefits of timely school enrolment and school management with commitment by parents. The use of electronic dashboards for accountability was disseminated and has helped SMCs to provide follow-up to school indicators.

With the support of UNICEF, grass-roots organisations were able to organise 175 women's groups to endorse education in their communities. Home-to-home visits and C4D activities contributed to increased school retention in targeted areas. A stronger bond was built between communities and schools, which allowed closer follow-up of school attendance. Teachers, parents and community leaders agreed to use school hours for small sessions with children to talk about the right to mother-tongue instruction, education and health services, safe environments, equality, the right to play and to participate, among others. Agreements were established with seven local radio stations in four regions, and weekly programs were broadcast in the native tongue of the community, in a participatory and interactive way to encourage families to support their children in the education process. These groups also worked on documenting local solutions to environmental degradation or the impact of climate change, applying their ancestral knowledge and practices.

The remarkable engagement of women's groups also changed the attitude of teachers toward them. In some communities women's groups were invited to schools to share their ancestral knowledge with children and teachers, as a part of cultural education. Had these women not gone through the empowerment process, this never would have happened and these women, who have little if any schooling themselves, would have not dared to speak in front of children and teachers in the classroom.

OUTPUT 3 Enhanced capacity of MoE to use performance monitoring networks, management and support mechanisms to guarantee positive, culturally relevant, inclusive and gender sensitive learning experiences in schools and develop resilient communities in targeted areas.

Analytical Statement of Progress:

UNICEF supported the MoE in the institutionalisation of real-time monitoring local networks. This initiative helped decrease school failure and dropout by 20 per cent over the last three years. They followed up on prioritised programmes (reading and school success) and used the electronic tools to understand the behaviour of school indicators, as well as developing custom-made interventions and means of parental engagement.

In the prioritised regions, “learning communities” were organised, enabling teachers to share literacy techniques and lessons learned. The MoE stimulated schools to carry out reading festivals where they exchanged teaching materials and books; 26 were held in the areas targeted by UNICEF.

Safe and protective environments became a strong issue for the MoE because of the increase of violence in schools and its impact on school attendance. The MoE created child protection units at the central and regional level. SMCs, together with local education offices, started to develop awareness strategies. UNICEF supported the implementation of eight focus groups in regions where the highest number of violent incidents were reported. Currently, the electronic tool is being developed to allow citizens to report violence issues in the school context. With this information, the MoE and SMC will analyse and address the risks and seek to build peaceful settings for children. This platform will be piloted and launched over a six-month period.

UNICEF reinforced the MoE’s actions of education in emergency that included training of workers, school emergency plans and drills and meeting with other inter-sectoral emergency actors. UNICEF provided the MoE with 120 school-in-a-box kits, which were used during the last landslide emergency to provide educational support to 50 teachers and over 1,000 students. To address the country’s vulnerability and develop resilient communities, UNICEF helped to design a set of 16 vignettes to train SMCs in prevention actions during emergency situations.

OUTCOME 3 Women, girls and boys, particularly those in rural indigenous areas, access comprehensive package for health, nutrition and WASH, to guarantee the healthy growth and development, in particular during the child's first 1,000 days (from conception to 2 years of age), and to prevent and reduce chronic malnutrition and morbidity/ mortality.

Analytical Statement of Progress:

The political and economic crisis that Guatemala faced during 2015 directly impacted the health sector. Throughout the year, the MoH faced frequent changes in leadership, which affected the implementation of actions. A severe public finance crisis also affected key health indicators, in particular, that of immunisation coverage, due to the perpetual stock-out of vaccines, as well as the discontinuation of community-based health services and workers, who previously promoted vaccination at the grassroots level.

In addition, the drought caused by the worst El Niño in decades left over 248,000 families in need of humanitarian assistance. The MoH institutional capacity to provide nutrition surveillance of children in these areas was considerably weakened due to the above-mentioned factors, and UNICEF, together with the WFP, supported surveillance of the nutritional status of children in the dry corridor. The surveillance identified 4,939 cases of children under-five at risk of malnutrition, 981 cases of moderate acute malnutrition, and 1,244 cases of severe acute malnutrition. All received timely, adequate life-saving treatment. UNICEF, together with FAO, also supported five municipalities in the dry corridor to reduce morbidity and mortality from waterborne diseases through WASH interventions.

Despite the difficult context, notable progress were made in key areas. UNICEF participated in updating national guidelines to reduce neonatal deaths, with WHO/PAHO and Save the Children, which led the MOH to incorporate key actions, such as helping babies breathe (HBB), essential care for every baby (ECEB) and essential care for small babies (ECSB).

In relation to promotion of exclusive breastfeeding, seven hospitals (18 per cent of all hospitals in Guatemala) and three health centres were certified as Baby-Friendly. UNICEF also reached over 1,300 traditional midwives with training on exclusive breastfeeding and key actions for new-born babies. UNICEF's engagement with the private sector to promote exclusive breastfeeding led to the implementation of the "Baby Friendly Company" initiative, in which four companies were trained and ready to be evaluated in 2016.

UNICEF supported consolidation of the SUN platform, with the participation of multiple sectors that contributed to SUN to make the platform visible. The platform will advocate with incoming authorities for the continuation of the 'First 1,000 Days' approach.

UNICEF supported the mid-term evaluation of the national strategy of the elimination of mother-to-child transmission (eMTCT) of HIV and congenital syphilis to review progress and challenges and provide recommendations to accelerate the progress toward eMTCT. Key findings included the extremely low access (14 per cent) to anti-retrovirals (ARVs) during pregnancy, frequent stock-out of testing kits and syphilis treatment, limited follow up by HIV-positive mothers and lost opportunities to obtain HIV testing during the first prenatal visit (only 1.3 per cent of health facilities provide testing).

UNICEF, UNFPA and WHO/PAHO started inter-agency work to promote initiatives to reduce maternal mortality and zero maternal deaths from haemorrhage, and trained regional health workers. As part of the inter-agency work, UNICEF also supported the development of the strategic plan for maternal mortality reduction (2015-2020) and the surveillance protocol on extreme maternal morbidity. In 2013 UNICEF participated in the elaboration of the country report on the situation of maternal mortality, which revealed that maternal mortality was 113 for 100,000 live births, an important decline from 153 in 2000, yet not sufficient to achieve the MDG goal.

The C4D strategy to generate behaviour change for care during the first 1,000 days of life continued to be implemented by 108 community-based communication commissions. The C4D diploma courses continued to be provided to strengthen the competencies of key local stakeholders, including community leaders, which contributed to strengthening coordination and inter-sectoral participation. Through the diploma course, UNICEF managed to expand alliances, including religious groups, private sector and NGOs, and obtained support of university students to provide diploma courses.

UNICEF started to implement community-based monitoring, which aimed to measure changes in knowledge and practices related to the first 1,000 days. The system, which is implemented by communities themselves, allows them to understand and analyse the actions needed for improvement. By year-end, 25 communities had sent reports on their baselines. The system uses the Lot Quality Assurance Sampling (LQAS) method to measure change at the community level. It demonstrated that in 80 per cent of the communities, people had adequate knowledge of hygiene, but only 12 per cent of them actually practiced it. Knowledge of the importance of prenatal attention, complementary feeding and exclusive breastfeeding was lower than expected: 28 per cent have adequate knowledge about prenatal visits and 12 per cent about exclusive breastfeeding. Community involvement in analysing their own situation was a valuable

and innovative way to promote internalisation of the issues.

The application of the C4D method to improve the WASH situation also expanded to 75 communities in 20 municipalities. Community members were trained to produce and edit video clips, and presented them at Municipal Food and Nutrition Security Councils to highlight existing issues and negotiate municipal commitment and investment to address them.

UNICEF's engagement on early stimulation and development issues through C4D led 10 communities to start community-owned ECD spaces, in coordination with community-based committees for communication and local authorities. The spaces are run by parents who were trained by UNICEF.

OUTPUT 1 Strengthened management and coordination mechanisms of the governmental institutions linked to the 1,000 days initiatives to accelerate the reduction of malnutrition in a healthy environment, including emergency situations.

Analytical Statement of Progress:

In 2015 UNICEF participated in updating national guidelines for reducing neonatal deaths, in conjunction with WHO/PAHO and Save the Children, which led the MoH to incorporate key actions such as HBB, ECEB and ECSB.

UNICEF Guatemala supported the consolidation of the SUN platform, with the participation of multiple sectors which contributed the SUN to make the platform visible. The platform will advocate for the continuation of the first 1,000-day approach to the incoming authorities.

UNICEF participated, together with the Government of Canada, Sweden, USAID and AECID, in developing the Health and Demographic Survey (ENSMI) 2014-2015. The summary version was concluded, demonstrating some progress (such as the reduction of the under-five mortality rate from 42/1,000 live births in 2008 to 35 in 2014/15), but also the critical reduction of immunisation coverage (from 78 per cent in 2008 to 63 per cent for measles, and from 71 per cent in 2008 to 59 per cent for complete immunisation coverage among children 12 to 23 months of age), and low level of institutional birth (only 65 per cent of births occurred in health facilities). The full report will be made available in 2016.

UNICEF, together with the civil society alliance and international agencies, contributed to the development of the MoH procurement master plan, recommending the introduction of the inverted bidding modality for medicines to ensure transparency and maximum return on investment for medications. This led Congress to modify the Law of Procurement and Contract of the State.

To strengthen the resilience of families affected by the prolonged heatwave in 2014 and drought this year, UNICEF and FAO implemented a joint programme to prevent and reduce mortality and morbidity due to water-borne diseases and inadequate nutritional status. Fifty-two MoH personnel were trained on the surveillance of WASH regulatory compliances, and 35 community leaders were trained on resource management to ensure sustainability of the WASH project. Community-based initial assessments of WASH status were conducted in five municipalities prior to the start of utilising micro-enterprises for local water disinfection.

UNICEF responded to the multiple humanitarian emergency situations in 2015, particularly in the area of nutrition and WASH. WASH support was provided to victims of the ecological disaster of contamination of La Pasion River (Northern Guatemala) (6,500 persons), to the

population affected by the drought in the dry corridor (eastern and central Guatemala), and the victims of a large-scale landslide near Guatemala City. Rapid assessments of the status of acute malnutrition were conducted, led by UNICEF and WFP, in the region most affected by the drought. In light of the institutional crisis faced by the MoH in 2015, the UN-led assessment was particularly critical to gain updated, reliable information on the nutritional situation of children.

OUTPUT 2 Increased capacity of the health services to reach all women (especially pregnant women), and infants to provide antenatal care, including EMTCT, nutrition supplementation and counselling, to support their healthy development

Analytical Statement of Progress:

UNICEF continued to promote exclusive breastfeeding. Another seven hospitals (18 per cent of the country's hospitals) were certified as baby-friendly. The baby-friendly health facilities initiative, initiated in 2014 to promote exclusive breastfeeding at the health centre level, led to three health centres being certified. The breastfeeding promoters' initiative, to help strengthen the capacity of traditional midwives, faced challenges due to frequent changes in MoH leadership. Although nearly 1,300 traditional midwives were trained and showed important improvement in their knowledge, the MoH position on this initiative changed frequently with different authorities in charge. UNICEF's engagement with the private sector to promote exclusive breastfeeding led to the implementation of the "baby-friendly company" initiative. UNICEF trained four companies who will be evaluated in 2016. One company requested expansion of the initiative to its Honduras headquarters, and UNICEF Guatemala is supporting UNICEF Honduras with technical assistance to kick-start the initiative there.

UNICEF supported the mid-term evaluation of the national strategy on eMTCT and congenital syphilis to review progress and challenges and make recommendations on how to accelerate progress toward eMTCT. Key findings included the extremely low access (14 per cent) to ARVs during pregnancy, frequent stock-out of testing kits and syphilis treatment, limited follow-up of HIV-positive mothers and lost opportunities to carry out HIV testing during the first prenatal visit (only 1.3 per cent of health facilities provide testing). The recommendations also included wide dissemination of the eMTCT plan, developing local operational plans with participation of municipal authorities, taking advantage of existing community networks to reach those without access, implementing rapid testing at the community level and strengthening the integration of traditional midwives to broaden access to testing. During 2015 UNICEF and WHO/PAHO began implementation of a pilot project to make rapid tests available at the community level using midwives and nurses.

UNICEF, UNFPA and WHO/PAHO started inter-agency work to promote initiatives to reduce maternal mortality and achieve zero maternal deaths from haemorrhage, and trained regional health workers. As part of this work, UNICEF supported the development of the strategic plan for maternal mortality reduction (2015-2020) and the surveillance protocol for extreme maternal morbidity. UNICEF participated in the elaboration of the country report on the situation of maternal mortality in 2013, which revealed that maternal mortality was 113/100,000 live births, an important reduction from 153 in 2000, yet not sufficient to achieve the MDG goal. The report has disaggregated information at the departmental and municipal levels, which helped to target interventions aimed at accelerating reduction. This inter-agency work also included the development of a surveillance protocol of perinatal and neonatal deaths, to help prioritise actions to reduce such deaths.

UNICEF and WHO/PAHO advocated strongly with the Ministry of Finance to ensure funds for immunisation programmes after significant drops in immunisation coverage were recorded in

the past year.

UNICEF participated in the strategy to guarantee universal health access through the provision of integrated primary health care, which aims to achieve adequate coordination among health service networks, community and the MoH, with special attention to the population excluded from access and their need for the culturally appropriate services.

OUTPUT 3 Improved capacity of parents and caregivers to apply appropriate nutritional and healthy practices for their children in targeted areas.

Analytical Statement of Progress:

The C4D strategy to generate behaviour change for care during children's first 1,000 days of life continues to be implemented by 108 community-based communication committees. The C4D diploma courses continued to be provided, to strengthen the competencies of key local stakeholders, including community leaders, which contributed to strengthening coordination and inter-sectoral participation. Through the diploma course, UNICEF managed to expand alliances, including religious groups, private sector and NGOs, and obtained support from university students to provide diploma courses. The participation of religious sectors in implementing the C4D strategy was key to the sustainability of local-level actions. UNICEF's expertise on C4D is well recognised, and UNICEF leads the behaviour-change component of the UN joint programme on food and nutrition security, implemented with WHO/PAHO, WFP and FAO.

UNICEF began to implement community-based monitoring, which aims to register changes in knowledge and practices related to the first 1,000 days. The system, which is implemented by the communities themselves, allows them to understand and analyse the actions needed for improvement. In 2015, 25 communities began to send reports on their baselines. The system uses the LQAS method to measure change at community level. It demonstrated that in 80 per cent of the communities, people had adequate knowledge on hygiene, but only 12 per cent actually practiced it. Knowledge of the importance of prenatal attention, complementary feeding and exclusive breastfeeding was lower than expected: 28 per cent had adequate knowledge of prenatal control and 12 per cent of exclusive breastfeeding. Communities' involvement in analysing their own situation was a valuable and innovative way to promote internalisation of the issues.

Application of the C4D method to improve the WASH situation also expanded to 75 communities in 20 municipalities. Community members who were trained to produce and edit video clips, presented the issues to Municipal Food and Nutrition Security Councils to discuss current issues and negotiate for municipal commitment and investment to address them.

UNICEF's engagement on early stimulation and development issues through C4D led 10 communities to starting community-owned ECD spaces, in coordination with local authorities and community-based committees for communication run by parents who were trained by UNICEF.

Document Center

Evaluation and Research

Title	Sequence Number	Type of Report
Water and environmental sanitation baseline.	2015/006	Survey
Post-Adoption follow up study	2015/005	Research
Study on Trafficking and Sexual Exploitation	2015/004	Research
Post-test of the multi-media campaign for increased inversion social	2015/003	Survey
KAP of the Maya Programme of the Education Program, Guatemala	2015/002	Survey
Nutrition baseline survey	2015/001	Survey

Other Publications

Title
Attending Nutrition in Emergencies - Strengthening community leadership - MANUAL
Attending Nutrition in Emergencies - Strengthening community leadership - FLIPCHART
Sharing our water vision in video
Compendium of Standards in Juvenile Justice
Compendium of laws related for Protection of Children and Adolescents
Basic International Instruments on the Rights of the Child
Status of Maternal Mortality. 2013 Country Report
Safe Water Lottery
Compendium of regulations and laws related to water and environmental sanitation.
"Manual for Social Promoters on Water and Sanitation using a Gender-Based and Multicultural Approach"
"Healthy Home" self-evaluation report card
Executive summaries: Education, a Path for Justice and Early Childhood.
We Count Newsletter No. 18: Early Childhood, Wings for development to take off.
We Count Newsletter No. 17: Tax resources to improve the financing of investments in Guatemalan children and adolescents.
Más inversión (full version, summary, costs by sectors and CDs)

Lessons Learned

Document Type/Category	Title
Lesson Learned	Culturally Adapting and Expanding Baby Friendly Hospital Initiative to Different Environments
Lesson Learned	Indigenous women support timely enrolment and mother tongue instruction in schools.