

UNICEF ANNUAL REPORT for Guatemala



1 EXECUTIVE SUMMARY

Main results: The Committee on the Rights of the Child included UNICEF's main concerns in its recommendations to the State of Guatemala. The issues of greatest concern are: impunity, child trafficking, juvenile justice and care programs for children whose human rights have been violated.

The work carried out with the International Commission against Impunity in Guatemala (CICIG) allowed UNICEF to effectively address child trafficking, identifying international adoptions as a State concern and promoting specific actions by the State and recipient countries with the support of U.S. State Department. The Alba-Kenneth Law was enacted to search for and locate missing children.

Chronic malnutrition was prioritised in the national political agenda, with a national strategy undertaken by the Ministry of Health and the Secretariat for Food and Nutritional Security, but with limited budget allocation.

The agenda for indigenous children and adolescents was developed in 21 departments and 72 municipalities. The timely cooperation of UNICEF on HIV/AIDS allowed the Global Fund to approve Guatemala's proposal. The country will receive approximately US\$140 million.

Coverage rates for preschool, primary and secondary schools, as well as primary and middle school completion, increased in five departments where UNICEF is cooperating, ensuring that more indigenous children are attending school.

Limitations: Political and institutional will to prioritise the issues of child protection and care of chronic malnutrition is limited. There is no recognition of adolescence as a life stage that deserves comprehensive and differentiated attention by the State.

High levels of violence and impunity do not contribute to generate social and political reactions to claim for children's rights.

Collaborative partnerships: The partnership with CICIG facilitated the impact of UNICEF activities on the justice sector of the Child Protection System.

Partnership with Plan International made it possible to expand efforts aimed at caring for the most neglected populations. Strategic partnerships with the IDB, GTS and USAID in education strengthened teacher training to improve the quality of education and promoted improvements in coverage.

Partnership with the Central American Institute for Fiscal Studies (ICEFI) facilitated the monitoring of social investments in children and adolescents.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Guatemala presented its country report to the Committee on the Rights of the Child in September 2010. The Committee recommended, in particular, that the State: increase budgetary allocations for programs aimed at children, strengthen institutions for children, improve data collection and analysis, harmonise legislation, protect children against organised crime, particularly smuggling and trafficking, effectively ensure birth registration of indigenous children, prevent discrimination, fight impunity and take action to end the violence and crimes against women and chronic malnutrition. Guatemala ranks last in Latin America and the Caribbean in average years of schooling (4.1) and third lowest in life expectancy at birth (70.8) and has the second-lowest HDI (UNDP, 2010).

The combination of the 2009 drought and 2010 floods increased rural poverty and extreme poverty. Just over 59% of all children and adolescents live in poverty and 19.2% are extremely poor [link](#). Chronic malnutrition affects 49.8% of children under five and over 80% in indigenous areas [link](#). In 2010, health services reported 14,035 cases of acute malnutrition.

In 2010 one million Guatemalans (7% of the total population) were affected by natural disasters. The damage amounted to U.S. \$1,553.3 million [link](#), which is equal to 25% of the country's budget expenditures (study by ECLAC, the United Nations system and the Government). The economic crisis [link](#) and natural disasters affected the school year and school infrastructure and educational quality. A high school dropout rate persisted (only 77.6% complete primary school). Family remittances increased by 4.45% with respect to 2009, but did not reach 2008 levels.

Through October 2010, 5,546 violent deaths were recorded; 82% of the victims were men and 18% women [link](#) (INACIF). In 2009 there were 6,498 violent deaths, the highest figure since statistics started to be kept. Of this total, 720 were women and 510 children. Ninety per cent of crimes against minors go unpunished (CICIG, 2010). Major trafficking in children persists, disguised as international adoptions. At least 70% of international adoptions may be linked to crimes or serious irregularities (CICIG, 2010). Some 15,000 minors are believed to be victims of sexual exploitation.

The Third MDG Compliance Report issued in 2010 [link](#) reports some progress, along with stagnation and setbacks. The regional Human Development Report [link](#) states that limited progress has been achieved towards the completion of primary school.

The report on MDG 1 indicates that the overall prevalence of malnutrition among children under five was 19.3% in 2002-2008 (ENSMI 2008-2009), with a 6% gap to reach the 2015 target. MDG 3 shows a ratio of girls to boys in primary education of 0.93 (target 1.0). MDG 4 shows a steady decline in infant, child and adolescent mortality. The mortality rate of children under five was 42 per 1,000 live births in 2009 (target 37).

In reference to MDG 5, maternal mortality of 134/100, 000 suggests a downward trend, but is still far from the goal. Ninety-three per cent (95.8% urban/91.4% rural) of women aged 15 to 49 say they have gone to at least one prenatal appointment (ENSMI 2008/2009). Some 51.2% of deliveries took place in health facilities. The neonatal mortality rate stood at 17 per 1,000 live births.

According to the UNDP Regional Human Development Report, 0.3% of young people between 15 and 24 are living with HIV/AIDS. It is calculated that 88.8% of women of reproductive age are aware of AIDS; knowledge is higher in urban areas (96.1%) than in rural areas (82.7%) (ENSMI 2008/2009). An inadequate institutional response still blocks full access to the use of Global Fund resources (US\$84 million for HIV/AIDS).

3 CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview

The main issues in 2010, following the MTSP, in order of investment, were: (a) child survival and development (39%), (b) child protection (35%), (c) basic education and gender equality (13%), (d) public policies and partnerships (9.5%), (e) HIV/AIDS and children (2.4%) and (f) miscellaneous expenses (1%). The investments reflect the attention given to the most disadvantaged children. Guatemala is among the ten most vulnerable countries in the world to natural disasters. The hurricane season affected more than 900,000. The total damage and losses exceeded US\$1.5 billion (4.1% of GDP). Programme Components made various adjustments to respond to emergencies. UNICEF supported a population of 493,000 people (90% children, adolescents and women).

The 2010-2014 cooperation programme focuses on the most disadvantaged children in the country, in particular those living in 130 of the poorest municipalities and most violent urban areas. The strategy of strengthening state institutions was complemented in 2010 through partnerships with other stakeholders to facilitate a greater presence at the community level.

Guatemala is threatened by the expansion and penetration of the organised crime which, according to CICIG controls 45% of the country, severely eroding governance in favour of dysfunctional security and justice systems, with impunity levels above 90%. The resulting weakening of the rule of law immediately translates into violence, insecurity

and direct exploitation of children for illicit business. These areas represent key challenges for UNICEF, demanding new strategies and partnerships to build effective social and institutional protection systems. Collaboration with CICIG, to uncover the modus operandi of trafficking in children through international adoptions, is an example of an effective and high-impact partnership that has been taken up by the Presidency of the Republic and highly appreciated by the U.S. State Department.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development

During this first year of the new cooperation cycle (2010-2014), the four programme components continued strengthening the partners' ability to reach groups of disadvantaged children and adolescents who receive assistance in the geographic area already defined (130 municipalities). This includes a breakdown of the groups by age, sex, ethnicity and geography, besides expanding strategic alliances with new partners (CSOs, private sector).

The result of Programme component Health, Nutrition, Water and HIV (PCR1) was to strengthen the capacity of government partners (Ministry of Health, Food Security and Nutrition Secretariat) and NGOs to expand care to children under five, adolescents and women without coverage for health services.

The result of the Programme component on Education (PCR 2) is to reinforce institutional capacities to identify children, most of them indigenous, who have no access to the preschool or the primary education system. Strategies to help indigenous girls to stay in school and assist those excluded from education are given priority. The capacities of the leaders of the National Mayan Education Council (NMEC) were enhanced to make better decisions on indigenous education.

The Adolescent Development Program component (PCR 3) gave priority attention in rural areas to indigenous adolescent girls, and in urban areas to adolescents in highly violent areas, to increase the participation of adolescents in social and political debate, taking advantage of the electoral calendar.

The result of the Protection component (PCR 4) is institutional strengthening at the national and local levels, ensuring the functioning of the whole protection system, including child victims of illegal businesses. Special emphasis was placed on promoting interventions for children in poor urban areas and decentralising welfare services. New partners were identified for this purpose.

Funding for capacity-building programs for both government institutions and non-governmental organisations (NGOs) represented 53% of total spending in 2010.

3.1.2.2 Effective Advocacy

UNICEF, the lead agency of the Interagency Technical Group on Poverty and Inequality, together with other United Nations agencies, supported the development of the Third Compliance Report on the Millennium Development Goals (MDGs) and the strategy for acceleration thereof, with special emphasis on funding and serving the most disadvantaged groups. Additionally, it is developing a series of booklets to disseminate the Report and strengthen the Planning and Programming Secretariat of the Presidency of the Republic (SEGEPLAN).

The first part of the mass media campaign, entitled TE TOCA ("It's Your Turn"), led by UNICEF and supported by Plan International and the main media, was launched in 2010. It promotes the participation of other organisations and civil society. Its goal is to generate broad public demand for political leaders to clearly introduce the issues of malnutrition, violence and impunity in the political agenda of the 2011 elections. According to a UNICEF survey, the primary responsibility for solving these problems lies with the Government (as indicated by 70.6% of respondents). The campaign covers all departments of the country through traditional media (newspapers, radio, television, commercials) and new technologies ([Website](#), [Facebook](#), [YouTube](#), [Twitter](#)), in Spanish and indigenous languages.

An on-going analysis of investments in children and adolescents through the 2010 Government budget - scenarios, cuts and implications for investment in childhood and adolescence - and an analysis of the 2011 budget and its challenges were conducted with the Central American Institute for Fiscal Studies (ICEFI). This information is a fundamental part of the strategy that the office will implement in view of the presidential, legislative departmental and municipal elections in 2011, reinforcing the TE TOCA (It's Your Turn) campaign.

UNICEF, together with the Embassies of France, the United Kingdom and Ecuador and youth networks participated with great visibility in the 'Break the Cycle' campaign to raise public awareness about domestic violence against women and girls. UNICEF participated in activities related to the Secretary General's campaign to end violence against women.

3.1.2.3 Strategic Partnerships

In 2010 UNICEF began a process of expanding its strategic partnerships. New members joined the cooperative effort, thus extending coverage. These new partnerships, which include private businesses, have mobilised additional resources to reach children and adolescents.

The association of the three programme components with Plan International has expanded efforts to assist neglected populations, placing emphasis on children under five and pregnant and nursing women, adolescent involvement, HIV/AIDS, disaster prevention and protection.

The Adolescent Development component held meetings with the Association of Mayors on the integration of work plans into Commission number nine (Youth) established in the Guatemalan Municipal Code. With civil society, the partnership worked with youth networks (Young Peace, Guatemalan Children's Parliament and Youth for Guatemala) to develop consultation processes with adolescents and advocacy campaigns at the municipal level.

The Protection Component expanded its partnerships with international organisations, NGOs and universities to: (a) expand the coverage of priority component interventions, giving priority to geographic areas where there is extreme poverty; (b) incorporate the issue of protection into the agendas of other organisations, which in the future may allocate funds; (c) provide protective services in areas where State presence is lacking or weak; and (d) establish a process of on-going training of human resources working in the field. In addition, UNICEF leads the Interagency Education Network.

A strategic alliance with the International Commission against Impunity in Guatemala (CICIG), launched in 2008, allowed delivery to the President of a report that identifies actors and modus operandi of trafficking in persons disguised as international adoptions. This pointed to the need for each Governmental institution involved to review its procedures and step up the fight against infiltration by organised crime.

3.1.2.4 Knowledge Management

The central strategy in 2010 was to work with generators of information to conduct an analysis of available knowledge on inequities, based on various surveys and studies, disaggregated by different administrative and geographic levels (national, departmental and municipal) and organised by age, geographical area, gender and ethnicity, with a focus on inequities and their mapping. The connection between knowledge management and communication has structured the Office's advocacy strategy.

UNICEF supported the country's Third MDG Compliance Report, with territorial disaggregation of all indicators, where possible. It started by analysing the National Maternal and Child Health Survey (ENSMI 2008-09) to disaggregate all indicators at the municipal level. The survey on remittances in 2010 was carried out with IOM for submission at the beginning of 2011. Three opinion polls were conducted: (a) information technologies and their use by adolescents, (b) the importance of exclusive breastfeeding, prenatal care and childbirth assistance, and (c) domestic violence against children. The results are published regularly in the main pages of *Prensa Libre*, a daily

newspaper with a readership of 780,000 in print and 90,000 people online. Additionally, the baseline for the communication campaign 'It's Your Turn' was developed.

The Protection component developed the first phase of "Jurímetro", a study measuring the implementation of the Children's Law in the areas of protection, juvenile justice, child victims of crime and family law.

The 2010 achievements and progress of the study measuring the level of implementation of the CRC on public policies in the field of Comprehensive Protection of Children and Adolescents in Guatemala are: (a) preparation of the document that contains a multi-disciplinary approach for development of the analysis, (b) a definition of measuring instruments, (c) an implementation manual, and (d) an analysis of international instruments and Guatemalan law. The 2010 investment by programme components on knowledge management activities accounted for 5% of the total cooperation amount.

3.1.2.5 C4D - Communication for Development

An innovative C4D experience in nutrition was launched in mid-2009 together with the Development Communication Centre (CECODE), to strengthen the capacities of families and local organisations in priority municipalities, especially in the departments of Totonicapán and Chiquimula, with very high rates of child malnutrition.

This process was strengthened in 2010 to improve knowledge, attitudes and practices for proper nutrition of children under 36 months, focusing on pregnant and nursing mothers, through the implementation of communication plans generated and executed on a local social and volunteer basis, coordinating efforts with authorities, local media and institutions working at the local level on issues related to nutrition. During 2010, this initiative also included five new Totonicapán municipalities to cover the entire Department, and coordinated and enhanced efforts by the UN System Joint Departmental Programme on Child food security and nutrition.

In 18 months of implementation, this initiative has managed to consolidate the creation of municipal teams by linking them to local institutions (Municipal Food and Nutrition Health Commission), established by law and under the municipal administration, which represents a sustainable path. This C4D experience operates in synergy with other initiatives that UNICEF and its partners develop nationally, such as the production and dissemination of television programs on nutrition ('Why malnutrition?', 'Can we conquer malnutrition?', 'Breast milk: the first vaccine') and other topics; opinion surveys (breastfeeding, prenatal care and childbirth assistance), relations with the local media and the citizens' initiative that places demands on politicians: 'It's Your Turn to End Malnutrition'.

Analysis of the strengths and weaknesses of this experience will be the starting point to face another major challenge at the national level - promoting knowledge, attitudes and practices in the areas of child protection and prevention of violence, exploitation and abuse in all its forms.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation

In a framework characterised by increasing insecurity and fragility of democratic governance, legislative and electoral proposals have emerged that are contrary to the CRC: lowering the age of criminal responsibility, stronger penalties, anti-youth policies.

Before this, UNICEF found support in regional initiatives such as the Regional Study on Public Safety (IACHR Inter-American Commission on Human Rights - UNHCHR-UNICEF TACRO), which proves that social demands for higher security must be acknowledged from a perspective of human rights, effective justice and democratic security, and that repressive policies have demonstrated their ineffectiveness in reducing violence and protecting the citizens. UNICEF cooperation is focused on the fight against impunity for crimes against children, with CICIG and OHCHR, strengthening the technical and operational capacities of the Justice organisms and the Police.

To improve its Human Rights-based baseline, UNICEF uses two references: (a) the "Jurímetro" study that measures the effective implementation of the Law; and (b) recommendations from the Geneva Committee on the Situation of Children's Rights to Guatemala, 2010.

At an operational level there was a transition from a project model to one of sustainable programming with a rights-based approach through the new methodology of Programmatic Components by Results (PCR), for which UNICEF-Guatemala is a pilot country.

With all partners, in work related to planning, support and monitoring, UNICEF stresses that the rights-based approach is, aside from the most ethical, also the most effective, allowing Guatemala to align with international standards. This represents a way to overcome resistance to implementation of the rights-based approach by some partners, that still retain a vision of charity and patronage.

The work outlined with duty-bearers complements the strengthening of the right-holders - children and adolescents - thanks to the development of PCR Adolescent Participation.

To ensure the sustainability of the approach, the training of professionals on protection systems with a human rights-based approach was promoted with Rafael Landivar University and the Faculty of Humanities.

3.1.3.2 Gender Equality and Mainstreaming

Work plans with partners in 2010 included implementing concrete actions to correct shortcomings in addressing gender inequalities, to evaluate the quantitative and qualitative impact of actions on behalf of girls and adolescent girls of various programmatic components.

With the Guatemalan Parliament of Children and Adolescents, which is a participation and discussion forum that allows Xinca, Maya, Garifuna and Mestizo children and adolescents in Guatemala to share experiences, knowledge and problems with their peers, communication tools were used to promote knowledge of children's and adolescents' rights and obligations from a life-cycle, gender and ethnicity perspective, particularly to combat sexual exploitation, sexual abuse and trafficking. Members of the Parliament perform social audits of institutions involved in the System for Comprehensive Protection of Children and Adolescents, a mechanism that allows them to air their views on gaps in gender equality, cultural relevance and access to justice.

In education, leadership training for girls and women was promoted through mechanisms such as School Governments and mothers' associations.

A perception study on child marriage was launched. It will provide inputs to determine the status of girls and adolescents married at a young age. This will help prepare the reform of the Civil Code to increase the minimum age for women to marry and to eliminate the practice of forced marriage.

The Interagency Gender Group has launched a process for inclusion of the gender perspective in the programming of the various agencies. The progressive installation of UN-Women Guatemala will allow for greater programmatic coherence and communication to overcome remaining deficiencies in the fight against gender inequalities. Improving the efficiency of essential services such as HIV/AIDS screening for pregnant women and adolescents, especially indigenous girls, may benefit from UN Women-UNICEF cooperation, financed through national access to US\$84 million from the Global Fund for HIV/AIDS component.

3.1.3.3 Environmental Sustainability

UNICEF Guatemala participated in 2010 in three UN System interagency programmes related to environmental sustainability: (a) Strengthening Environmental Governance in the Face of Climate Risks in Guatemala; (b) Strengthening Capabilities with the Mam

People for Economic Water and Sanitation Governance and (c) Partnerships to Improve the Situation of Children, Food Security and Nutrition.

The environmental and climate problems that Guatemala faces, and interventions by the three thematic windows have allowed the development of best practices applicable to water supply, sanitation and hygiene schemes, health, education, humanitarian aid, nutrition and food security.

Actions implemented in 2010 were:

- Improving the capacity of municipalities and civil society for effective and sustainable management of water and sanitation services
- Assistance in the development of policies and regulations for the use of water and sanitation at the municipal level that also adapt to those promoted by SEGEPLAN and national governing institutions
- Creation of interagency teams for micro-watershed management, focusing on integrated management of water resources
- Use of appropriate water and sanitation technologies for urban, suburban and rural areas (disinfection of artesian wells, household disinfection of drinking water, rehabilitation of rural water supply systems, etc.)
- Development of demonstration models for proper sewage disposal, improvement of drinking water and hygiene practices in schools and homes. The demonstration model includes the installation of basic infrastructure and development of health education and behaviour changes and habits through the IEC (Information, Education, Communication) methodology. The objective is to disseminate knowledge for beneficiaries to adopt healthier lifestyles.

To ensure the sustainability of the actions taken, strategic alliances were established with leading institutions such as SEGEPLAN, the ministries of Health, Education and the Environment, national and nongovernmental institutions in order to build or improve institutional capacity to respond to environmental and climate problems.

3.2 Programme Components

Title: *Health, nutrition and water, sanitation and hygiene*

Purpose

The programme's goal is to reduce morbidity and mortality of infants, children and women of childbearing age in areas with reduced access to basic services.

The Health component focuses its efforts on neonatal health, child and maternal mortality. It supports national efforts to improve care and access to skilled birth attendance, integrated management of childhood diseases, universal screening for pregnant women in the prevention of MTC HIV transmission and access to treatment for children with HIV.

The Nutrition component uses comprehensive, multi-sectoral approaches to reduce acute and chronic malnutrition levels in children under six, pregnant women and infants, especially in the most vulnerable and excluded sectors of society, focusing on the indigenous population and rural girls. It will support the implementation of the National Strategy for Reduction of Chronic Malnutrition in conjunction with other UN agencies involved in the interagency thematic window on Children, Food Security and Nutrition. Emerging agreements with the private sector will be used for detection and mobilisation in the fight against malnutrition of girls and women, via mobile telephone systems.

The Water, Sanitation and Hygiene component facilitates demonstration systems at the school and community level to improve access to services and adaptability to the effects of climate change, managed at the community level, giving priority to indigenous, rural and poor populations that have been historically excluded.

Resources Used (in US Dollars)

| Type of funds | Description / Donor | CPAP | Allocation |
|-------------------|---------------------------------------------------------------------------|-----------|------------|
| Regular Resources | General Resources and Set Aside Resources | 377,400 | 403,501 |
| Other Resources | In Kind - Micronutrient Initiatives Formerly IDCR | | 18,072 |
| | Thematic funds: Young Child Survival and Development; HIV AIDS & Children | | 38,309 |
| | Committees: USA, Spanish, Canadian and Netherlands | | 1,529,806 |
| | Joint Programmes | | 805,046 |
| | Governments: Sweden and Norway | 2,736,000 | 121,658 |
| | Total Other Resources | | 2,512,890 |
| Emergency | Thematic Humanitarian Response | | 1,017,031 |
| | UNOCHA | | 245,205 |
| | Total Emergency Resources | | 1,262,236 |
| | Gran Total | 3,113,400 | 4,178,628 |

Results Achieved

Nutritional surveillance in the country took a major step forward in 2010 by making acute malnutrition notifiable on a daily and mandatory basis and improving recording tools. The availability of inputs for the detection and treatment of acute child malnutrition was ensured, decreasing child mortality due to severe acute malnutrition. Progress achieved in the area of C4D fostered community participation. The Ministry of Health has taken over stewardship of the issue of water and sanitation, giving priority to schools and communities. Successful experiences in HIV screening of pregnant women during 2011 will allow expansion of the strategy.

The country has a chronic malnutrition rate of 49.8% (USAID, 2010), the highest in Latin America and the fourth highest in the world. It is particularly concentrated in rural indigenous areas. The peaks of acute malnutrition linked to alternating droughts and floods in 2009/2010 developed based on chronic malnutrition. A multidisciplinary and comprehensive approach to this issue was followed in 2010: (a) strengthening nutritional surveillance in 5,730 health services; (b) improving availability of inputs for the treatment of severe acute malnutrition, which prevented 5,079 child deaths; (c) implementation of an integrated nutritional care strategy in 20 of 38 national hospitals; and (d) support for the expansion of the multiple micronutrient supplementation strategy, expanding coverage to 172,500 children in the departments with the highest prevalence of malnutrition in the country, Totonicapán and Huehuetenango.

With various innovative forms of education and training, 5,573 people, mostly women in communities, were trained in food and nutrition security. Communication activities were expanded, through both traditional and innovative media, and at the local level through communication for development. All the municipalities covered by the C4D initiative already have Municipal Communication Committees and locally developed implementation modalities.

A central problem is the insufficient national budget, in terms of volume and percentage, to wage a sustained and effective fight against malnutrition. To support change, 'It's Your Turn,' a major national campaign to generate broad public demand for politicians to introduce the issue of malnutrition into the political agenda of the 2011 elections, was initiated. In addition, UNICEF-ICEFI cooperation will analyse gaps and requirements of the 2011 budget for nutrition to enable participants in the presidential, legislative, departmental and municipal elections in 2011 to include clear proposals for technical and financial support to combat malnutrition.

In the area of Water, Sanitation and Hygiene, one of the priorities was the provision of water to schools and communities. Two hundred schools were targeted at the beginning

of the year; that number was exceeded by far, and 483 schools and communities were reached, benefiting 23,360 girls, 26,243 boys and 20,858 adults (51.5% women).

UNICEF's advocacy at the highest State level, coupled with its provision of international technical support throughout 2009, contributed to the approval of US\$140 million from the Global Fund in 2010 to fight HIV/AIDS, tuberculosis and malaria. The office was also able to contribute to national institutions to provide assistance to 24,622; this included 19,548 pregnant women in emergency room and antenatal care, as well as 5,074 children between the ages of 0 and 12.

The Government of Guatemala centralised management of donations in cash and kind in a single account in keeping with the Paris Declaration. UNICEF is in line with this policy. The complexities of managing the account and the lack of inter-governmental coordination resulted in serious delays in deployment of funds.

The lesson learned is that sustainability will be attained once the population involved receives timely feedback and information to strengthening social audit mechanisms in relation to Food security and Nutrition actions.

Strategic alliances with Plan International and the joint interagency work made it possible to reach populations that were not covered.

During emergencies, the prompt response of UNICEF, in coordination with the Ministry of Health, prevented consequences and episodes of diarrhoea, malnutrition and the deaths of at least 5,079 children. UNICEF mobilised resources for the procurement and strategic positioning of emergency care supplies. Mobilising support for rapid response brigades facilitated a timely response at the community level on health, nutrition, water and sanitation.

Future Workplan

The priority actions of the Health, Nutrition, Water, Sanitation and Hygiene and HIV/AIDS component for 2011 are introduced below, with adjustments in strategy, coverage and expected results in line with the UNICEF Guatemala equity matrix. Chronic malnutrition will remain the priority for the office, with on-going TACRO and HQ support. Positioning this topic consistently at the national, departmental and local levels, and effective mobilisation of resources and advocacy with decision-makers to promote inclusion of the issue in the political agenda, will be important, especially in an election year.

I.R. 1.1, which states that by 2013 60 municipalities will have full access to water, seeks to: (a) prioritise public schools in rural areas with emphasis on adolescent and indigenous girls; (b) develop municipal water and sanitation plans following a geographical approach, and (c) gather information, baselines and monitoring of water and sanitation indicators.

For I.R. 1.2, which indicates that by 2012 children under six and women will have access to basic social services, the strategy seeks: (a) introduction of a comprehensive development programme and early learning programmes as part of nutritional care, and (b) integration into the safe motherhood proposal.

For I.R. 1.3, which states that by 2013, 35 municipalities will provide access to care for HIV-positive women, the strategy includes improving access to comprehensive care for children living with HIV/AIDS.

For I.R. 1.4, which states that by 2011 adolescents in 40 municipalities will have knowledge about HIV/AIDS, the plan for 2011 is: (a) to improve access to information on issues affecting this population, and (b) work with people outside the formal school system.

For I.R. 1.5, which states that chronic malnutrition will be reduced by 3% in 80 municipalities by 2012, working strategies include: (a) advocating for greater consideration of nutritional issues and seeking a budget commensurate with the national reality; (b) improving nutritional surveillance through the use of technologies and improved monitoring of cases at the community level; (c) seeking to improve the quality

of basic nutritional care with a focus on the most disadvantaged populations; and (d) accreditation of Breastfeeding Friendly Hospitals.

Title: *Child Protection and education*

Purpose

The purpose of this component is to contribute to ensuring quality, culturally relevant basic education. It focuses on the most vulnerable and excluded sectors of society, including indigenous and adolescent girls in rural areas, providing viable alternatives for inclusion, educational assistance and protection. It concentrates on: (a) early and preschool education, bilingual, intercultural primary education, participation of indigenous children and adolescents and disaster risk management. It emphasises municipal actions to increase school retention and completion of primary education, expanding non-formal early education models, studies, surveys, baselines, dissemination and awareness, and (b) promoting a protective environment for children at the national and local levels by generating public discussion on practices that violate children's rights, engaging duty-bearers and rights-holders. To ensure the existence of a protective environment against threats to or violations of children's rights, it facilitates coordination among the agencies responsible for responding to these violations of rights. In addition, existing technical and programmatic capacities will be increased. Specialisation of security and justice system in charge of solving these cases are promoted and aligned with the national policy and institutional framework.

Resources Used (in US Dollars)

| Type of funds | Description / Donor | CPAP | Allocation |
|-------------------|-----------------------------------------------------------------------------------------|-----------|------------|
| Regular Resources | General Resources and Set Aside Resources | 293,600 | 324,620 |
| Other Resources | Thematic funds: Girls Education, Basic Education & Gender Equality and Child protection | | 643,857 |
| | Committees: Spanish, Swiss and Netherlands | | 154,298 |
| | Joint Programmes | | 159,707 |
| | Governments: Spain, Sweden, Norway and USA | | 3,654,295 |
| | Total Other Resources | 2,278,000 | 4,654,295 |
| Emergency | Thematic Humanitarian Response | | 42,200 |
| | UNOCHA | | 105,002 |
| | Total Emergency Resources | | 147,202 |
| | Gran Total | 2,571,600 | 5,126,117 |

Result Achieved

As an intermediate result, the Protection component was able to put on the public agenda issues of violence and impunity in crimes against children, cooperating effectively with the State of Guatemala in its report to the Committee on the Rights of the Child, as well as in making recommendations to the Committee. Under the cooperation agreement between UNICEF and CICIG, a report on those involved in illegal adoptions in Guatemala was publicly submitted to the President of the Republic, who took it on board. The United States, which is the country with the largest number of citizens involved in pending international adoption cases, recognised the contribution made by UNICEF and its support of transparent processes based on justice through the U.S. State Department. UNICEF facilitated the coordination of the Child Protection System and consolidated the process of creating local child protection systems in 25 municipalities affected by extreme poverty and seven marginal urban settlements. In the Legal Reform area, UNICEF facilitated legislative debate of two bills: The Law for the

Location of Missing Children and the Law on Regulation of Foster Care. It also provided technical assistance for the review of regulations covering State institutions responsible for the Child Protection System.

High levels of impunity in the country, caused by the penetration of organised crime and fragility of institutions responsible for security and justice, promote high levels of violence against children, including murder, trafficking in children for various purposes, sexual abuse and others. In addition, they threaten the fragile democracy and the rule of law in Guatemala. Strict monitoring was conducted in the municipalities where local protection systems have been developed and quarterly meetings were held with implementing partners and allies of the Component. In addition, jointly with the Education component, psychosocial assistance was provided for children affected by storm Agatha in 25 municipalities.

In the field of Education and based on the intermediate result of reducing the primary school non-completion ratio, the trend was reversed and a contribution was made to an increase in municipal preschool, primary and secondary educational progress and primary and middle school completion in five departments, with a programme coverage rate between 1.5% and 3%. This means that a larger number of indigenous children remain and succeed in school.

The Intercultural Bilingual Education implementation plan was drawn up with government funding and began classifying schools according to their sociolinguistic profile. Teachers were trained in literacy and mathematics and replicated the knowledge with other teachers. Multiculturalism was promoted through festivals and fairs with community participation. The participation of parents and students in the areas of teaching and promoting language and culture were strengthened. Leadership, the capacity for advocacy and social mobilisation by the National Mayan Education Council, the National Education Council and the Great Campaign in Favour of Education were also strengthened. The proposal for a National Education Agenda to negotiate with political parties was developed in partnership with USAID and GTS.

Congress drafted an Agenda for Indigenous Children, to be negotiated with candidates for mayors, members of Congress and the President of the Republic. UNICEF is coordinating the Interagency Network for Education for 2010-2011 with GTS. Mapping of early childhood care and preschool education was performed with OEI, documenting the successful experiences of APEDIBIMI and DIGECADE, while DIGEBI promoted educational and technical training in play methodology, intercultural and bilingual fundamentals and educational materials. The disaster prevention culture was promoted. Risk Management Committees were formed in elementary schools; students and teachers were trained using traditional care and risk prevention practices in GDR Intercultural Camps. The Ministry of Education is receiving support to develop the National Education Plan for emergency preparation and response. Limitations in 2010 included high staff turnover, budget cuts, as in other social service sectors, and the effects of climate change, which altered the school year and damaged infrastructure.

Future Workplan

In the process of achieving Education's IR 2.1, the main strategies will be: (a) promote and upgrade teacher training in reading comprehension methodology, literacy in the native language; (b) strengthen the Active School Model, reinforcing components and (c) promote the classification of schools by teaching about the model components.

Strategies for IR 2.2 include: (a) strengthen the position of Early Childhood and Preschool Education as a comprehensive development strategy for children; (b) promote play-based methodology, and (c) strengthen networking with Government agencies, NGOs, and especially the private sector.

In keeping with the equity matrix, the CP component reviewed its actions in each of the IRs. Regarding IR 4.1, by late 2012, rights-holders and duty-bearers in 20 municipalities change attitudes, customs and practices that violate children's rights. Main strategies: (a) generating more communication on protection issues in the local media (territorial

approach) and (b) implementing the database on the status of protection in the country, with partners.

Regarding IR 4.2, by the end of 2013, children and adolescents have access to a special, coordinated, decentralised protection system: (a) promoting interventions at four levels (national, departmental, municipal and community), (b) Extending coverage to more highly vulnerable municipalities and (c) empowering the local leadership on protection issues.

Regarding IR 4.3, by late 2014, children and adolescents in 50 municipalities have access to a specialised, effective justice system that does not victimise them. Some of the main strategies will be: (a) development of a single intervention strategy for the entire juvenile justice sector, based on information provided by the study of the law and (b) support for strategic litigation as a mechanism for identifying problems in the juvenile justice system.

Regarding IR 4.4, at the end of 2012 children and adolescents have a legal framework and institutional regulations in keeping with international standards, the following strategies will be adopted: (a) identification of political allies in Congress to promote the enactment of bills (on foster care, increasing the minimum age for marriage) and (b) promoting legislative audits of protection issues.

Title: *Adolescent development*

Purpose

The program component focuses on differential and comprehensive care of adolescents, ensuring their full and effective participation and providing access to health services, education and education for life.

The expected outputs of the 2010-2011 work plan were:

The result of the component is defined as "Adolescents are actively involved in defining and solving problems that affect them, and have access to basic social services with a focus on risk prevention."

Intermediate Result 1 aims to ensure that by the end of 2012 adolescents in 60 municipalities are able to participate actively in the formulation, implementation and monitoring of programmes to ensure their rights. The purpose of Intermediate Result 2 is that at the end of 2011, adolescents in 20 municipalities have access to quality basic services, with a focus on risk prevention.

The project relates to UNDAF level (2), ensuring improved access and quality of health services, education and economic opportunities in prioritised municipalities, with emphasis on children, adolescents, youth and women in all their diversity. UNDAF (3) focus on strengthening the capacity of the Guatemalan State to formulate and implement inclusive democratic public policies.

With regard to the Millennium Development Goals, the component relates to goals 1, 3, 4, 6 and 7.

Resources Used (in US Dollars):

| Type of funds | Description / Donor | CPAP | Allocation |
|-------------------|-------------------------------------------|---------|------------|
| Regular Resources | General Resources and Set Aside Resources | 103,600 | 124,900 |
| Other Resources | Thematic funds: Policy and Partnership | | 253,771 |
| | Governments: Sweden | | 17,000 |
| | Total Other Resources | 856,000 | 270,771 |
| | Gran Total | 959,600 | 395,671 |

Results Achieved

The PCR3 started in January 2010, but implementation did not begin until July 2010, when the Office technical team was finally in place. Therefore, the achievements reported reflect the commencement of several major processes that will be consolidated during 2011.

Municipal agendas for adolescents were developed and reached 500 young leaders in 72 municipalities directly throughout the country. The next step will be their expansion, in order to make them known to people who are running for office in the 2011 general elections, promoting dialogue to prioritise issues affecting adolescents, especially indigenous adolescent girls. These efforts promote the participation of adolescents in the Development Council system and training adolescents as Community Youth Advocates.

In addition, adolescents were trained as peer counsellors on issues of sexual and reproductive health using the Step-by-Step systematic methodology. Public investments in children and adolescents are monitored, with a quarterly analysis leading to improved levels of budgetary programming for children and adolescents. A survey on Information and Communication Technologies and their management and use by adolescents was supported. The data from this survey will be used to propose courses of action to ensure access to communication and information technologies for adolescents, especially those living in rural areas, to spread messages about HIV and AIDS prevention, early pregnancy, the right to participate and other issues.

The actions described were conducted in alliance and partnership with the following organisations: the Guatemalan Parliament of Children and Adolescents, Youth Association for Peace in Guatemala, Plan Guatemala, ICEFI, Youth for Guatemala and the Population Council. Along with the United Nations Interagency Working Group on Adolescence and Youth, an analysis of the situation of adolescents in Guatemala was carried out, disaggregating the existing information by gender and age group.

Several limitations can be cited: Public investment in favour of children and adolescents has not been a priority for decision-makers, even in times of crisis, as was shown during the emergencies that affected Guatemala in 2010. The Income and Expenditure Budget of the Nation does not include the needs and wants of the most vulnerable population sectors and does not suggest steps to reduce gaps between indigenous and non-indigenous areas, or between men and women. Furthermore, constant budget transfers affect the education and health sectors, which in turn directly and adversely affect children and adolescents.

The absence of institutions specialising in the problems of adolescents is yet another constraint. Even those institutions that could prioritise work with adolescents, such as the National Youth Council and the General School Education Directorate, appear to lack strategic vision in relation to solving problems facing adolescents. The lack of attention to basic and secondary education leads to an increase in the dropout rate among most of the country's adolescents, and grade repetition or overage by grades reflects insufficient State policies to promote the right to education for adolescents. The employment crisis increases and perpetuates internal and external migration of vulnerable and unprotected adolescents. Early pregnancy remains a real problem for girls, especially in indigenous areas, and the absence of a national policy on sexual and reproductive education is evident, despite recent legislation passed in this field.

Very few civil society organisations have prioritised, or have specific programmes for, adolescents. Such programmes are also largely absent from political parties' agendas. International cooperation does not seem to include adolescent development among its priorities.

Future Workplan

In keeping with the equity approach, the adolescent development programme will focus its actions on reaching three vulnerable groups: (i) indigenous adolescent girls living in rural areas, (ii) adolescents excluded from the school system and (iii) adolescents living in peri-urban areas with high crime rates.

With respect to IR 3.1 (at the end of 2012 adolescents in 60 municipalities participate actively in the formulation, implementation and monitoring of programs to ensure their rights) one strategies will be to generating more communication on issues affecting adolescents, using the municipal and national agendas drawn up during 2010 as a baseline. As part of the strategy, dialogue will be promoted between adolescents and candidates running for office in the 2011 general elections. In addition, higher visibility for adolescents will be sought in the local media to generate discussion and question social policies and practices that generate exclusion and vulnerability for adolescents. Other strategies will be: (a) conducting a situation analysis of adolescents in Guatemala; (b) documenting the process of building agendas for adolescents; (c) furthering the creation, or strengthening, of opportunities for adolescent participation and advocacy at the community and municipal level; (d) expanding the promotion of access to information for adolescents, especially access to Information Technologies and social communication media; (e) promoting a study on child marriage and its implications for adolescent development.

With respect to IR 3.2 (by the end of 2011, adolescents in 20 municipalities have access to quality basic services with a focus on prevention) the strategies will be: (a) facilitating a comprehensive intervention to prevent violence against adolescent women, which includes the main areas identified in the world report on violence against children, with emphasis on school settings, the family and community; (b) supporting the training of peers in sexual and reproductive health, with emphasis on prevention of HIV/AIDS and other STIs, (c) developing a baseline for the provision of alternative education for adolescents, its relevance and quality and availability in the country's most vulnerable areas; and (d) launching initiatives designed to build capacity among adolescents in peri-urban areas through access to education and job training.

Title: *Cross-sectoral costs*

Purpose:

For 2010, cross- sectoral costs consisted primarily of UNICEF staff salaries associated with supplies, information technology, communications, monitoring and evaluation activities and the administrative costs required for smooth programme implementation and coordination. The component covers the costs of implementing programmes that are not attributable to projects, but are linked to their results.

Resources Used (in US Dollars):

| Type of funds | Description / Donor | CPAP | Allocation |
|-------------------|------------------------------------------------------------------------|---------|------------|
| Regular Resources | General Resources and Set Aside Resources | 71,400 | 72,979 |
| Other Resources | Thematic funds: Basic Education & Gender Equality and Child protection | | 9,989 |
| | Committees: Canadian and USA | | 17,320 |
| | Government: Sweden | | 38,503 |
| | Total Other Resources | 130,000 | 65,812 |
| | Gran Total | 201,400 | 138,791 |

Results Achieved

The costs of this PCR were used to support programme implementation and coordination, so the results are linked to the four PCRs of the Country Programme for 2010. Other activities developed for the entire office were the review of administrative processes, monitoring and follow-up meetings, review of the risk matrix, printing cooperation maps (later shared with relevant partners), providing support to the supply section, office equipment, communication equipment, supporting the campaign of the

Secretary General on violence against women and updating the UNICEF Guatemala website.

The Cross-Sectoral Programme Component for 2010 had a budget ceiling of US\$138,100.00 (\$72,300 from regular funds and \$65,800 from other resources). This amount represents just over 1.6% of the amount of UNICEF cooperation in Guatemala for 2010. The main expenditures were for hiring temporary drivers, monitoring HACT and expenses associated with the visit of the Executive Director, Regional Director and LAC representatives and colleagues.

Future Workplan

For 2011 the PCR is expected to include the results linked to FA 5 KRA 1 (collecting and analysing strategic information on the situation of children and women), FA 5 KRA 2 (research and policy analysis on children and women), FA 5 KRA 3 (policy advocacy, dialogue and mobilisation) and FA 5 KRA 4 (increased participation of children and youth).

This is in keeping with the new office strategy aimed at bridging gaps and implementing the equity focus at the operational level to accelerate the achievement of the MDGs in the country. The Cross-Sectoral PCR will cover the additional costs associated with supplies, information and communication technologies, monitoring and evaluation activities and administrative costs to support the program components. The work priorities will focus on supporting programmatic components to: (1) conduct reconnaissance exercises and surveys among the neediest and establish appropriate strategies to invest more in them; (2) identify proven and cost-effective interventions in Guatemala to serve the most disadvantaged groups; (3) determine/identify experiences that have made it possible to overcome obstacles in reaching disadvantaged groups; (4) prioritise partnership strategies with communities; and (5) maximise the resources available to assist disadvantaged groups with cost-effective interventions.

In 2011 key actions will be carried out during the election period, linking it to inequities and the 'It's Your Turn' initiative, favouring advocacy, social investment, enhancement of expression and participation through new technologies for citizens to demand justice, and improved nutrition and safety. Other planned actions include: strengthening and promoting online communication networks and networks of local communicators to generate demand and developing/promoting policy proposals and budgets focusing on children (nutrition, health, protection, education) within the elections period.

Research among the general public or strategic sectors will continue with Vox Latina and others, with regard to financing and other policies. Use of the communication tools of the It's Your Turn initiative will continue during the electoral period.

4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure

The CMT focused on the revision of certain procedures to speed up transactions and avoid duplication of efforts. Although there were only three general CMT meetings during the year, monthly financial monitoring and follow-up meetings were held with each of those responsible for the PCRs. These meetings, involving programmes and operations, used the Management Report as a basis and all indicators were monitored by each of the program components. These were in addition to programme meetings and more effective monitoring of financial implementation.

The re-engineering of travel and contract procedures (identified as the two most problematic areas) also served to speed up transactions, assigning additional duties to programme assistants, removing them from operations. Re-engineering will continue throughout 2011 with other procedures that need to be re-designed.

The various committees (PCA Review Committee, LPSB, CRC, Central Local Review Body, Learning and Staff Development Committee and Risk Analysis Group) have worked regularly, fulfilling its mandate of making recommendations to management for decision-making.

The table of authorities has been the benchmark followed for the allocation of responsibility to comply with actions for review, certification, approval and signing of the relevant documents.

General management indicators were analysed in detail during the semi-annual and annual reviews.

4.1.2 Strategic Risk Management

Good management practices:

(a) A structured approach exists for identifying risks and opportunities so that risks are systematically identified, analysed and managed; (b) a structured approach exists for regularly assessing effectiveness of controls to mitigate risks; (c) Office maintains a standing minimum level of readiness for emergency and crisis risks/all parts of the Country Programme are risk informed; (d) Business Continuity issues are addressed in RWP and BC Plan is up-to-date; (e) mechanisms are in place to ensure timely response to changes in internal and external operating environment.

After the regional Enterprise Risk Management workshop, the office replicated the exercise with all those in charge of programs and operations in a two-day workshop, during which a detailed analysis was made of the main risks that affect and may affect the future of the Guatemala office. The result was a first draft of the risk profile prepared by four different groups, in order to capture data representative of the different roles and perceptions of different groups on different risk categories.

Because Guatemala is a country located in an area highly prone to natural disasters, and has a socio-political and economic climate that also poses a number of risks, risk management is a priority for the office, which assigns it the required importance. Regular meetings are held with all staff to analyse situations that threaten staff integrity or the implementation of programmes. Safety regulations emanating from the UNDSS office are strictly followed, and considerable time and resources are invested in on-going training programmes on topics such as warning, detection, prevention and mitigation. Two bomb threats in the building and seven personal/family incidents have affected the staff, and hence the normal operation of the office.

The Business Continuity Plan is a living document that is constantly updated. The Office of the UN Resident Coordinator convened the agencies that use this planning tool to analyse similarities and establish common response mechanisms.

4.1.3 Evaluation

2010 is the first year of implementation of the current country cooperation programme. This year's Integrated Monitoring and Evaluation Plan did not provide for an evaluation of key programmes, strategies or management areas.

Guatemala has academic and research centres with sufficient capacity to conduct evaluations of programmes and strategies, although their professional services are expensive and not always available.

The Office has made some effort to improve national evaluation capacity. During 2010 the CO supported the development of the third compliance report with the Millennium Development Goals and the discussion paper 'Women's Empowerment and the Millennium Development Goals.' In this context and that of the cooperation program, support was given to the monitoring and evaluation systems of sectoral and municipal agencies related to the three programme components. The M&E unit of SEGEPLAN has also been strengthened to evaluate policies, strategies, programmes and projects as a way of assessing contributions and achievements, learning from the interventions and determining their social impact.

The development of the Third Guatemalan MDG Report identified and assessed existing country policies and programmes that contribute to achieving the goals, determining where gaps exist and in which areas to speed up the pace.

The availability of reliable and timely data is a weakness of the National Statistics Institute, which requires that the UN create a programme to support that institution. An additional challenge is the consolidation of the M&E unit in SEGEPLAN to ensure that evaluations of policies and programmes for children are carried out in a timely manner.

4.1.4 Information Technology and Communication

With respect to the Business Continuity Plan, and in order to ensure continuity of systems, two waterproof boxes were acquired to carry BCP equipment. They contain a server with sufficient capacity for all the information in the office, a 2KVA UPS, an external LTO backup unit, a 24-port 10/100 switch, a wi-fi system and BGAN. Basic services can be used with this equipment in an emergency. Access to a crisis coordination centre that can operate said equipment has also been coordinated with the other agencies.

Currently we provide remote support for programme officers and specialists and administrative staff as required. CITRIX is used to access ProMS and work information stored on the file server.

Obsolete computer equipment was discontinued during the year and much of it was donated to educational institutions. Other items were sent to a recycling company for destruction and sent to factories to be used again as raw material. The relevant destruction and recycling certificates are archived.

The organisation's applications and systems remained up to standard and comply with best practices for maintaining business continuity. This includes daily backup of key systems and daily removal of a tape for external storage.

As part of the staff learning process, Word and Excel II and III workshops were conducted by a specialised institution.

Guatemala's ICT officer was deployed for three weeks to the LLH office in Santo Domingo, Dominican Republic.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

The scope of the cooperation, quality of the proposals shared with donors, well-organised field visits and the credibility of UNICEF in Guatemala have facilitated the availability of funds, contributed mainly by UNICEF National Committees.

Although 2010 was the first year of the 2010-2014 Country Programme, the office was able to spend around US\$8.5 million, which represents 29% more than the expenses reported in 2009. This amount exceeded the ceiling approved for the year. It is also worth mentioning that the programme raised US\$1.5 million for emergency response, from which it managed to obligate 89%.

The year was also challenging in terms of review and changes of procedures. From being the pilot office for the new Proms versions from 8.5 to 9.0 and subsequently 9.1, which basically modified the planning outline from projects and AWP to PCR/IRs and the inclusion of the multiple year IRs (rolling work plans), to the introduction of the new formats for the PCAs. The adoption of two administrative work procedures, travel and issuance of contracts, yielded several benefits in terms of timeliness and efficiency of the transactions.

Another important change to the programme/financial management was the application of a centralised budget system called the "single account" by the Government. This was mandatory for all government partners, although in some instances the office received written communications from the responsible authorities regarding the impossibility of compliance. The lack of understanding of the new system by relevant staff at the ministry level and the need to register the budget allotments at the central level were some of the negative effects, which had consequences in terms of delays in the

allocation, implementation and liquidation of advances from these institutions. For instance, due to a delay that occurred in the Ministry of Public Health, it took almost six months until the funds were allocated and implementation could start.

In terms of donor reporting, out of 22 reports due in 2010, 18 were sent on time. Improvements in quality are noticeable.

4.2.2 Management of Financial and Other Assets

The last audit of the Guatemala office was carried out in 2007. The ratings for the Operations area were satisfactory. The constant monitoring of all transactions and the oversight function has helped maintain VCUs at a minimum, as well as timely compliance with deadlines for bank reconciliations, verification of correct GL coding, accounting requirements and liquidations of DCTs.

The CMT has been involved in following up on several issues and in the review of the procedures implemented in May 2010, with the assistance of the HQ/PD Chief of Operations and the Mexico CO Operations Officer.

Programme implementation rates were low during the first half of the year, because efforts were concentrated on a much-needed fundraising effort during this period and due to the constant emergencies that affected the country. Towards the second half, with individual monthly follow-up of each PCR, implementation levels tended to regularise, yielding improved results of more than 85%.

The level of implementation of the Support Budget was above 95%. Savings in the staff costs category were returned to the Regional Office, since the interim salary survey programmed for 2010 was not carried out.

4.2.3 Supply

Guatemala has been seriously affected by climate change for the past 4 years. This year was no exception, starting in May with Storm Agatha and Pacaya Volcano and continuing throughout the rainy season. The emergencies left many families displaced and homeless and caused considerable damage to the country's infrastructure. The supply component of the programme was used mainly to assist people affected by these emergencies and malnourished children with US\$2,018,559.00, which represents 21% of the programme budget allocation, distributed as follows:

1. Offshore procurement US\$706,306.00 to procure micronutrients, therapeutic milk, zinc, anthropometric equipment and portable potable water plants.
2. Local procurement totalling US\$1,312,253.00 to purchase PVC pipes and fittings, latrines, centrifugal water pumps, electric generators, printing growth-charts, guidelines and flipcharts to care for malnourished children, among other supplies.

With regard to offshore procurement, the office has been experiencing some problems, mainly related to the lack of advance notice. The local representative of the carrier can follow up and inform, but unfortunately since they do not have the corresponding invoice and packing list, the import license and tax exemption cannot be requested. These delays have been reported and can easily be avoided if the documentation is received complete together with the advance notices, as was the practice in the past.

In 2010, UNDP and UNICEF started a joint procurement process for printing growth and vaccine cards for the Ministry of Health, to be used in the nutrition programme. This coordination resulted in savings of 33% compared with the original quotation.

4.3 Human Resource Capacity

The beginning of the new programme cycle provided an opportunity to review the staff structure in line with the CPMP and to recruit some of the posts approved by the PBR, as well as to re-define the profiles and job descriptions to include competency-based results.

Seven fixed-term posts were filled and eight temporary appointments were made following the corresponding competence selection process, to provide support to

emergency response efforts. Additionally, 68 Individual, Consultant and Institutional contracts were issued, 49 following the competitive selection process and 19 single-source selections, since most of them were a continuation of programmatic processes where the consultants were involved from the beginning.

Although a learning and staff development plan was discussed and submitted at the beginning of the year, some activities could not be completed as originally planned. Computer skills and language training were the main components of the plan, which was later complemented with management courses that will be implemented in early 2011.

The mandatory security training organised by UNDSS was also a priority, given the fact that Guatemala continues to be in Phase II and the levels of violence and criminality have increased in the past 18 months. Some of the courses attended were Basic First Aid, 4 X 4 car driving skills, Safe and Secure Approaches to Field Environment (SSAFE), Informatics Security and Reduction of Individual Risk.

Due to a miscommunication, the GSS was only completed by six staff members out of 39. This situation was properly analysed by senior management, the local Staff Association and TACRO. Although, statistically speaking, the number does not represent a valid sample, it was agreed at the year-end review meeting that an agenda would be developed to address the concerns expressed by colleagues; conducting a new survey came out as one of the first steps to be taken.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement

In mid-October, the office studied electricity consumption, including effective location of office lamps in order to improve efficiency and reduce the electricity bill (average monthly cost of US\$2,247). The immediate result was a monthly reduction of US\$365.00 in the electricity bill of the following months. We estimate savings of around US\$4,380.00 for 2011.

Similarly, in January 2010 the installation of three multifunctional devices (printer, photocopier, scanner), substituting individual printers, reduced consumption from an average of 50,000 to 35,000 copies per month, with the corresponding cost reduction not only in copies, but also paper, toners and maintenance.

4.4.2 Changes in AMP

The office does not foresee significant changes in the 2011 Annual Management Plan or CPMP.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. *Domestic violence (children and parents)*
2. *Analysis of the 2011 Guatemalan Government budget for children and adolescents*
3. *Communication technologies and their use by adolescents in Guatemala (mobile phones, internet and social networks)*
4. *Importance of exclusive breastfeeding.*
5. *Importance of prenatal care and childbirth and cultural practices*
6. *Baseline for Your Turn campaign (population)*
7. *Performance of the Guatemalan public budget for children and adolescents through August 2010*

5.2 List of Other Publications

1. *Implementation analysis of the 2010 budget aimed at children and adolescents*
2. *Prevention of ARIs and A H1N1*
3. *Cookbook for the use of food aid workers to feed young children in temporary shelters*
4. *Growth control card*
5. *Environmental Chart, Health and Environmental Care*
6. *Safe Water Lottery*
7. *Poster on safe water for drinking and cooking.*
8. *Analysis of the 2011 budget aimed at children and adolescents*
9. *Growth control card Set of five double letter-size ringed cards with height and weight charts for boys and girls.*
10. *Teaching guide on Safe Water (student)*
11. *The Perfect Storm: Impact of climate change and economic crisis on children and adolescents.*
12. *Emergency kit for*
13. *Colouring book of the Training Program. Psychosocial Support Brigades for Children and Adolescents*
14. *Poster on good hygiene measures*
15. *Teaching guide on Safe Water (teacher)*
16. *It all starts at school*
17. *Hidden hunger*
18. *Why does malnutrition exist?*
19. *Can we defeat malnutrition?*
20. *African descendents*
21. *How to prepare for risks and disasters*
22. *The first vaccine: breast milk*
23. *Talking to our children about sex*
24. *Open your eyes*
25. *On the path to education*
26. *What is AH1N1?*
27. *Juvenile justice.*
28. *Birth registration: the gateway to all rights.*

6. INNOVATION & LESSONS LEARNED

Title: *Communication 36 Sero Malnutrition*

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Abstract:

This communication initiative focuses on developing conscious decision-making by people to improve their diet and nutrition, especially for their children 0 to 36 months of age. This is managed through participatory work among different key local actors that know their own reality better than anyone does. It includes three phases: the first is the audit of communication and information to establish what messages flow among people in the areas of health and nutrition, who issues them and by what means. The second stage consists of forming municipal communication teams made up of representatives of GOs and NGOs working on local health and nutrition issues and community leaders responsible to develop education and communication plans in a participatory manner. The third phase is the implementation of these plans in a coordinated and comprehensive fashion to avoid duplication.

Innovation or Lessons Learned

Traditionally, communication projects and programmes are developed from the perspective of the development and transmission of messages to the population. This initiative seeks to create opportunities for dialogue where people are the ones who express their needs and possible solutions to a given problem, in this case malnutrition.

Thus, it motivates people to participate in planned activities, since they identify with and are active participants in them. They participate not only as receivers of information; their participation includes diagnosis, analysis, design and planning and implementation and monitoring, strengthening the communities' ability to transform their own reality.

Potential Application

By providing opportunities for dialogue, participation and training of local actors within the existing municipal structures, we can tackle other social problems in the same manner. By highlighting the achievements of this initiative for different regional and national actors, the initiative has the potential for replication and expansion nationwide.

Issue/Background

The main nutritional problem in Guatemala is chronic malnutrition, affecting up to 49.8% of children under five. This situation is complex because, although high poverty rates play a significant role, it is not just a problem of lack of food; dietary habits also play an important role. It is essential to consider the role of communication, which starts with the promotion of learning and conscious decision-making to produce behaviour change. There are several popular education initiatives through local educators and 'mother guides'; however, the potential for horizontal communication that structurally goes "from the bottom up" has not been evident.

Strategy and Implementation

Based on the principle that local actors are the ones who best know the reality and know what to do to improve, these actors must have the necessary communication tools and support to turn their ideas into reality. The three strategies for implementing the initiative are:

1. Strengthening communication structures in prioritised municipalities, and coordination to propose and implement actions aimed at improving attitudes and practices for proper nutrition in the communities' families.
2. Improving access to the information families need to improve their attitudes and practices regarding nutrition of children under 36 months, pregnant and breastfeeding women.
3. Improving information-sharing and opportunities for communication between parents and caretakers of children under 36 months, pregnant and breast-fed women that can help them strengthen their attitudes and practices among themselves.

Progress and Results

The continued activity of local groups suggests that local actors have 'appropriated' the benefits this initiative can provide.

All participating municipalities have formed Municipal Communication Teams (12 in total) and they all have a communication plan. Based on this initiative, four of them have even developed their own strategic plans to coordinate medium and long-term community work seamlessly.

At the local level, coordination of the different institutional and community actors has been successful, uniting them in a common purpose under the principle of complementarity and from the standpoint of comprehensive work that helps to achieve the desired results in a targeted manner, emphasising the role that each actor has to play.

Progress is evident when the processes and qualitative aspects are recognised at the local-level through a participatory approach, which is building the foundations for the sustainability of the initiative in the medium and long term. Quantitative aspects related

to knowledge, attitudes and practices will be evaluated in the medium term and compared with the initial parameters.

Next Steps

The implementation of municipal communication plans, strengthening of municipal communication teams and monitoring and evaluation of the most significant changes, with regard not only to knowledge but also to attitudes and practices, will continue in 2011. UNICEF will also be documenting and analysing the dissemination process and expansion initiatives.

7 SOUTH-SOUTH COOPERATION

An exchange of experiences on Priority Adoptions (children with special needs) was promoted through an internship in Lima, Peru for officials of the National Council for Adoption (Central Authority for adoptions in Guatemala). They learned about the Angels Who Wait Programme, which was promoted by Peru's Central Authority to assist children with special needs who were institutionalised.

The first course on the judicial protection of children and adolescents admitted to the system of justice due to threats or violations of their human rights was held in October in Nicaragua. The exchange made it easier to understand good practices and lessons learned from the actors in the justice system for children and adolescents of Central America, Cuba, Mexico and the Dominican Republic. Judges, magistrates, prosecutors and the Attorney General of the Nation attended the meeting.

In April, UNICEF Guatemala presented the paper "Impact of Irregular Migration on Children and Adolescents in the Country of Origin" at the Regional Seminar on Migration and Family in the framework of the 15th Regional Conference on Migration (RCM) held at the Colegio de la Frontera Norte in Tijuana, Baja California. After this seminar, in September the Ministry of Foreign Affairs of Guatemala held a seminar on Migration and Development, which allowed the Government of Guatemala to consider some of the actions undertaken on the northern border of Mexico.

The creation of a nutrition surveillance system based on cell phones at the community level use was begun. UNICEF Malawi is the benchmark for experience in this area with the local contribution of private businesses.