Executive Summary

In 2012, a new government was formed in Guatemala. As local authorities took office, all actors had to adapt to the transition, which meant that processes required additional time.

Achievements: The central problems for Guatemalan children and adolescents are violence, impunity, chronic malnutrition and low quality of education. In 2012, UNICEF worked hard in all these areas, which were also priorities on the country’s political agenda and in public debate. Rights-holders increased their calls for duty-bearers to implement policies to combat chronic malnutrition, put an end to violence, and promote education with cultural and linguistic relevance. The daily per capita investment in children has grown from GTQ4.19 (US$0.53) in 2011, to GTQ5.10 (US$0.65) in 2012.

The Pacto Hambre Cero (Zero Hunger Plan) is a crosscutting strategy to address chronic malnutrition, severe malnutrition and food insecurity for the children under 5. It is one of the cornerstones of the new government. Its approach is based on the National Strategy for the Reduction of Chronic Malnutrition and the guidelines of the Global Scaling-up Nutrition initiative.

UNICEF implemented the MoRES\textsuperscript{1}/L3M\textsuperscript{2} approach in the areas of nutrition (chronic malnutrition), education (school drop-out) and child protection (the under-registration of births). This helped analyse and prioritise government interventions to tackle the problem areas identified. UNICEF also helped to set up a specialized agency to investigate crimes against children in the areas of human trafficking and sexual violence. This agency, part of the National Civil Police and the Office of the Public Prosecutor, represents significant progress in raising awareness of sexual offences against minors, as well as improving the systematic response to these crimes (by reducing impunity and giving protection and support to victims).

Limitations: The change of government affected social programme implementation. In 2012, Guatemala had a hectic social conflict scene, particularly in the education sector, where issues included raising initial teacher training to college level, increasing the number of children moving to the next grade, helping to keep children in school and helping them complete their schooling. Other conflicts surrounded open-pit mining and hydroelectric projects.

Partnership: The partnership with the Congressional Food Security and Nutrition Commission improved budgetary allocation; transparency mechanisms were set up and the approved budget for 2013 to combat malnutrition was protected. Partnerships with the Ministry of Education, civil society organisations and the business sector made it possible to strengthen actions to improve the quality of education.

In the area of child protection, significant progress was achieved through partnerships with the Supreme Court, whose president publicly announced that he would prioritize children’s access to justice in 2013. UNICEF also coordinated advocacy efforts with OHCHR\textsuperscript{3} and the Comisión Internacional contra la Impunidad en Guatemala (International Commission against Impunity in Guatemala: CICIG) concerning technical assistance and support to rapporteurs and members of the Convention on the Rights of the Child.

Other highlights were the strategic partnership with Channel 3 through which television programmes and social campaigns were broadcast at no cost to UNICEF, a contribution equivalent to US$6.6 million. The office also had alliances with ICEFI\textsuperscript{4} and the World Bank to generate and disseminate knowledge related to children and adolescents.

Country Situation Affecting Children & Women

A new government took office in January 2012 and established its priorities in three pacts. The Zero Hunger Pact aims to reduce the high levels of malnutrition in the country. The Security, Justice and Peace Pact seeks

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\textsuperscript{1} Monitoring Results for Equity System.  
\textsuperscript{2} Level Three Monitoring.  
\textsuperscript{3} Office of the High Commissioner for Human Rights.  
\textsuperscript{4} Instituto Centroamericano de Estudios Fiscales (Central American Institute for Fiscal Studies).
to reduce the high levels of violence and insecurity. Lastly, the Fiscal Pact aims to increase government revenues to meet the needs of the Guatemalan people, especially children and adolescents.

Guatemala remains one of the most unequal countries in the Latin American and Caribbean region. An example of inequity is the chronic malnutrition that affects one in every two children under 5: prevalence is higher among the indigenous population (66 percent), in rural areas (58 percent) and in the poorest socio-economic quintile (70.2 percent). As part of the implementation of MoRES/L3M, it was determined that the main determinants of chronic malnutrition are low household income; low education and a lack of knowledge among mothers of proper feeding practices; low awareness of the importance of prenatal care; poor household sanitary conditions; and food intake deficit. The main determinants for non-enrolment and school dropout include children’s and adolescents’ low food intake.

Child mortality (2008/2009) was 42 per 1,000 live births. This is five points below the target set for the Millennium Development Goals (MDGs) for 2015, and it is more than double the Latin American average (18 per 1,000 live births). Infant mortality in rural areas reaches 38 per 1,000 live births: among indigenous people, it is 40; among children whose mothers have no education, it is 48; and among those who are sixth or more in the order of birth, it is 44. In children from the poorest socio-economic quintile, infant mortality is 50. However, infant mortality has been declining steadily since 1987 (79), 1998–1999 (49), and 2008–2009 (34).

In 2007, the maternal mortality rate was 139.7 women per 100,000 live births, which is far from the MDG target of 55 and well above the Latin American average of 85 maternal deaths per 100,000 live births. The maternal mortality data differ among the departments, showing great inequities by ethnicity and geographic area.

Since the beginning of the HIV/AIDS epidemic and until December 2011, 27,474 cases were reported. In 2010 the Ministry of Public Health and Social Welfare attended 367,270 pregnant women who were given at least one prenatal check-up, which represents a coverage of 73 percent of expected pregnancies. According to the National AIDS Programme, 98,233 pregnant women have access to HIV testing (26.75 percent of those who had antenatal care and an estimated 19.5 percent of pregnant women. Testing identified 293 pregnant women with HIV (0.3 percent). The biggest problem remains pregnant women’s lack of access to screening for HIV.

Monetary poverty among children and adolescents increased from 59.2 percent in 2006 to 62.2 percent in 2011. Overall poverty reached 79.1 percent among the indigenous population and 76.1 percent in rural areas. Poverty affects 49.3 percent of the non-indigenous population, and 43.7 percent of residents in urban areas. Efforts to reduce poverty have been affected by the unfavourable global economic environment, rising food prices, the global financial crisis and successive natural disasters. The MDG goal for extreme poverty is more than 4 points away from the current situation in Guatemala. The country is slightly over 20 percentage points away from reaching the overall poverty goal.

Average schooling in Guatemala is 5.98 years, below the average for Latin America (7.8 years) and that of Central America (7.3 years). This figure hides other realities depending on where children live. In urban metropolitan areas, the average length of education of the labour force is 8.35 years, while in the rest of the country's urban areas the average is 6.36 years. In rural areas, it is just 3.84 years (INE,5 2010). For people who live in general monetary poverty in urban areas, the average schooling is 4.77 years. It drops to 2.83 years among extremely poor urban dwellers. In rural areas of the country, schooling among the non-poor reaches 3.55 years, which drops to 2.2 years among the poor and to 1.59 years among the extremely poor.

National educational policies have favoured the expansion of primary education coverage. As a result, there is a major preschool and secondary education coverage deficit. Primary enrolment fell from 98.3 percent in 2009 to 92.7 percent in 2011. This was mainly because the free education and social programmes that were established in 2008 have not have the capacity to continue, so enrolment has been declining. The country has made significant progress but will not achieve MDG 2 — 100 percent net primary school enrolment by 2015 —

5 Instituto Nacional de Investigación (National Institute of Statistics).
because the latest measurement in 2009 reported 71.6 percent enrolment.

A total of 95.5 percent of children are registered at birth in Guatemala, with no differences by sex, area of residence (in rural areas registration is 95.6 percent and in urban areas 95.3 percent) or between ethnic groups (95.9 percent among indigenous children and 95.1 percent among non-indigenous children). Birth registration has been improving in recent years, since a unit was created specifically to address this issue within the Registro Nacional de las Personas (National Registry of Persons).

In 2012, around 14 people suffered a violent death every day in Guatemala; about 7 percent of them were minors. Even so, there has been a fall in the total number of violent deaths compared with 2011, when there were 15.5 deaths a day (nearly 8 percent were minors). The murder of women has fallen by 11 percent, from 610 women killed in 2011 to 544 women in 2012. The homicide rate has also declined from 38 per 100,000 inhabitants in 2011 to 32 per 100,000 in 2012. Violent deaths have gone down steadily for the past three years.

Guatemala faces multiple threats and has several levels of vulnerability. Since 2008, the country has suffered a major disaster every year (Wave 16, drought, Agatha - Pacaya, Tropical Depression 12E and earthquakes). The earthquake of 7 November 2012 affected 3,409,000 people. Guatemala is one of the ten countries most environmentally vulnerable to climate change. Over 80 percent of the country’s GDP is produced in areas of disaster risk.

As for public investment aimed at children and adolescents, it has grown from US$167 per child per year in 2009 to US$222 in 2012. The main items of expenditure are education, social development, health and housing.

### Country Programme Analytical Overview

The new authorities took office in 2012, which had a direct impact on the implementation of the cooperation programme, especially during the first six months of the year. The office also conducted a Mid-Term Review, which led to adjustments in the country programme.

UNICEF Guatemala has introduced an innovative methodology to generate a local equity index, which makes it possible to measure disparities in access to quality basic services and the scope of coverage of state services. The approach crosses 14 key indicators, highlighting the gaps that lead to disparities and inequalities.

In 2012 the office began implementing MoRES, prioritizing three areas: chronic malnutrition, school dropout, and birth registration. Progress was made in establishing the nutrition baseline in 8 municipalities with the highest levels of chronic malnutrition and an action plan was designed. Experience in analysing bottlenecks in the areas of prenatal care, breastfeeding and complementary feeding resulted in actions focusing on local activities, counselling and communication. The team proposed creating a local intercultural counselling network, promoting the global “Scaling Up Nutrition” initiative and strengthening the 1,000-day Window of Opportunity interventions. Work was done with the Ministry of Public Health and Social Welfare and USAID\(^6\) to follow up on the commitment to child survival in A Promise Renewed, the initiative that seeks to end preventable child deaths.

In education, daily reading monitoring was implemented as a priority area for first graders in order to improve survival rates, increase completion rates for primary education and reduce dropout rates. The areas identified in the bottleneck analysis were included in the 2012–2016 Strategic Education Plan. The Ministry of Education adopted the MoRES process and established a special commission made up of top-level managers. An indicator matrix was defined and dropouts in the first grade were prioritized. Actions were designed to improve children’s reading levels and to raise parental awareness of the importance of regular school attendance.

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\(^6\) United States Agency for International Development.
Actions aimed at creating and specializing public services to protect child victims of violence were prioritized in support of the Security, Justice and Peace pact. Work was coordinated with state entities in charge of coordinating and implementing actions to prevent, detect, care for and repair the psychosocial damage caused to children. The country office promoted decentralising social welfare services and restructuring the system by the proposal to create a new Secretariat for the Special Protection of Children. Work was done in 30 priority municipalities, leading the new authorities to a joint protection system for children and adolescents at the municipal level by creating or strengthening protection Municipal Offices with budget allocation.

UNICEF Guatemala helped set up a criminal investigation unit specializing in sex crimes against children. The operational model was created, staff was assigned, and a training and graduation process for new police investigators was developed. The Office of the Public Prosecutor opened a special prosecution office in charge of prosecuting those responsible for trafficking in children for various purposes. In the legal area, efforts to improve the case registration and control system continued in 8 of the 20 courts for children and adolescents throughout the country.

**Humanitarian Assistance**

A major emergency has hit Guatemala every year since 2008, forcing it to require continuous as opposed to cyclical humanitarian assistance. The 7.2-magnitude earthquake that struck on 7 November 2012 mainly affected the most vulnerable populations of the southwest. It left 44 people dead and 3,078,796 affected; 33,951 people were evacuated (15,641 to shelters). The tremor affected 32,797 houses, 23 roads, 17 bridges and 300 schools, causing damage of US$200 million.

The government did not request international support as it coped with immediate needs, but it welcomed support from international cooperation. UNICEF used three of its nine pre-positioned water purification plants to help 91,891 people. WASH\(^7\) supplies were also distributed to shelters. Psychosocial counselling was provided in three municipalities, implementing the "Return To Happiness" methodology and neurosensory stimulation to counter post-traumatic stress. Training in this methodology was given to more than 50 people in shelters. UNICEF assumed its role as Education Cluster leader in risk management and, with the Ministry of Education, addressed the emergency in a coordinated manner. CERF\(^8\) funds were received to ensure timely and appropriate intervention for children and adolescents in shelters.

The Communication team supported these efforts through messages on the web and social networks, and by distributing Master Emergency Kits for the media and humanitarian institutions.

### Effective Advocacy

*Mostly met benchmarks*

In coordination with UN agencies, UNICEF drew attention to the need to identify the local gaps that exist in implementing the Zero Hunger Plan. This gave central institutions a greater awareness of local needs so that more funds could be allocated for local interventions. Additionally, the 13 interventions of the **1,000-Day Window of Opportunity** were broken down in the 2013 national budget, so that the progress made in each intervention is clearer and easier to monitor.

Work was done with ICEFI in conducting a series of studies to identify the current situation, care gaps, mechanisms, costs and forms of financing to review and adjust social policies with an emphasis on children and adolescents. These studies were the basis for advocacy work at the highest political level of the government and Congress. UNICEF presented the analysis to the Social Cabinet, chaired by the Vice President of the Republic. It was also shared with members of Congress in various discussion forums.

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7 Water, Sanitation, and Hygiene.  
8 Central Emergency Response Fund.
In August 2012, the government approved the 2012–2018 Public Youth Policy and Action Plan. Over the past two years, UNICEF has helped civil society organisations and the National Youth Council to review and formulate the Adolescent Development Component. The office has also worked with the Congressional Commissions for Youth and Family, and for Women in reviewing the following: bills to prevent school violence; the National Youth Law; the Law for the Prevention and Eradication of Teenage Pregnancy; and proposals to raise the age of marriage.

In child protection, intensive advocacy was conducted with the executive and legislative branches to prevent the reform of the juvenile justice system. The authorities were considering reducing the minimum age for adolescents who commit crimes to be tried as adults, and transferring the protection system for such adolescents to the adult penitentiary system. UNICEF took part in the development of and discussions around the new Immigration Law in order to advocate including specific rules to protect unaccompanied migrant children. This advocacy was successful. Lastly, the high rates of pregnancy in girls under 14 led the office to call for a bill to raise the minimum age for marriage to 18 for both females and males.

The education sector began an intensive advocacy campaign to create alliances with cooperation agencies, NGOs, local governments, the private sector and the association of advertisers to improve the quality of education through a crusade for reading and a popular awareness campaign to influence key education indicators. UNICEF selected the following campaigns: Everyone Reads, 180 School Days, 100-percent School Attendance, and Not One Less in School. A Ministerial Resolution was issued to create the National Reading Programme, establishing a nationwide reading hour and creating a dedicated unit. This advocacy also aimed to improve the system of education indicators and their analysis by agreeing on the actions needed to eliminate problems prioritised by the Ministry of Education.

**Capacity Development**

*Partially met benchmarks*

In 2012, UNICEF worked with the newly formed Ministry of Social Development to review the Young Players Presidential Programme (formerly Open School), delivering the following products: a characterization of the users of the programme (baseline), a technical programme review, a functional structure proposal, and proposed budget and curriculum. In addition, UNICEF worked in 13 municipalities on the prevention of HIV and AIDS with adolescents.

UNICEF helped the Ministry of Education to gather information on the water and sanitation infrastructure in a sample of 96 schools in 8 municipalities and 4 departments. Additionally, UNICEF worked with the Ministry of Education to improve the skills of 178 national and local technicians, training them on the following areas: the management of the curriculum for indigenous peoples; methodologies for intercultural bilingual education, coaching and teaching support; and the monitoring and evaluation of school performance. A total of 50 Maya language-speaking technicians and 2,173 teachers improved their language skills through workshops and courses. The MoRES process helped improve the technical skills of 20 directors on information systematization and analysis for decision-making in the field.

An e-learning course on Nutrition in Emergencies was implemented in coordination with the Regional Office, UNICEF Headquarters and the Instituto de Nutrición de Centroamérica y Panamá (Nutrition Institute of Central America and Panama). A virtual course on Pediatric Nutrition Care Policy for physicians and nurses from 40 hospitals nationwide was designed and launched. The course will end in 2013 and includes 88 participants.

UNICEF designed a comprehensive course in childcare and early stimulation for 1,540 caregiver mothers and 70 departmental delegates of Community Homes serving children up to the age of 6. The course was part of UNICEF’s Health & Nutrition and Protection components, and it was given in coordination with Plan International.
As a follow-up to the Regional Strategy for the Elimination of Mother-Child Transmission of HIV and Congenital Syphilis, the office supported the Ministry of Health and Social Welfare in developing the 2012–2016 National Plan. The plan aims to improve access to prenatal care and diagnostic tests and to ensure treatment for both infections. It also seeks to strengthen primary health care in adolescents and young women, and strengthen the management of implementation, information systems and monitoring.

In 2012, UNICEF Guatemala trained over 2,000 child protection actors across the country through seminars, lectures, classroom/virtual courses and forums.

### Communication for Development

**Mostly met benchmarks**

The country office assessed the communication for development (C4D) strategy as part of the mid-term review. The assessment sought to understand, examine and analyse two strategies developed in the framework of programmes supported by UNICEF, each of which has been in operation for about three years between 2009 and 2012. The first was the 36 months/No malnutrition strategy, implemented by the Centro de Comunicación para el Desarrollo (Centre for Development Communication: CECODE). The second was the social protection of young people and adolescents, implemented by Sincronía.

The evaluation concluded that both initiatives are operating at several complementary levels within the "media ecosystem". They mostly focus on "supply side" activities for C4D. New forms of measurement are needed to document the impact of initiatives on new levels and in "friendly" (accessible) language for politicians and decision-makers.

The evaluation formulated three main recommendations:

1. **align the C4D strategies of both initiatives with UNICEF’s strategic outcomes and measurement frameworks;**
2. **consider the strengths and capacities of the assessed initiatives when continuing C4D interventions;** and
3. **consider equity as a starting point when planning future C4D interventions: activities should focus on population groups at greater disadvantage.**

Together with UN agencies, UNICEF promoted the Secretary General's Campaign to end violence against women. Activities included media interviews, communication spots aired for free, and participation in forums and lectures. The first International Day of the Girl Child offered an opportunity to condemn violence against girls, early pregnancy and sexual abuse. UNICEF also advocated the elimination of forced marriage and an increase in the minimum age for marriage.

### Service Delivery

**Mostly met benchmarks**

UNICEF Guatemala helped 414 schools through safe water, sanitation and hygiene interventions. Priority was given to work with the most vulnerable rural populations. The office also helped create innovative models and technologies that can be rolled out nationally. Fifty-six municipal governments have adapted some of these models and are implementing them as part of local capacity-building efforts.

UNICEF continued to provide multiple micronutrient powder for children in rural and indigenous communities in priority departments, as well as therapeutic formulas for severe acute malnutrition with complications in hospitals. Ready-to-eat foods were delivered to combat severe acute malnutrition without complications.

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9 For more information see the full document at the following link: [http://www.unicef.org.gt/1_recursos_unicefqua/publicaciones/2012/Valoracion percent20estrategia percent20C4D percent20Eng percent202012.pdf](http://www.unicef.org.gt/1_recursos_unicefqua/publicaciones/2012/Valoracion%20estrategia%20C4D%20Eng%202012.pdf)
within communities. Zinc was provided to treat diarrhoea and as a supplement for severe chronic malnutrition. The office also distributed vitamin A for all children aged 6 months to 5 years nationwide.

On the issue of protection, 35 child protection public services were opened in 30 municipalities and 5 departmental capitals. A protection approach was activated in other public services of the health and security sectors.

UNICEF provided physical and technological inputs to the Office of the Public Prosecutor and the National Police to strengthen the investigation of crimes committed against children and to prevent their re-victimization.

In education, UNICEF supported the systematization of educational models for the indigenous population in preschool, kindergarten and elementary school. These were implemented in 61 municipalities prioritized by the Government of Guatemala because of their levels of poverty and inequities in access to quality education. The local education offices have successfully adopted these models and have extended the approach to other school districts. A total of 2,284 teachers were given teaching materials and 661 schools were equipped with recreational areas and reading corners.

Strategic Partnerships
Mostly met benchmarks

In strategic partnership with United Nations Population Fund (UNFPA) and UN Women, UNICEF is driving the development of a national strategy for adolescent pregnancy prevention.

In 2012, UNICEF strengthened its partnership with Channel 3, which is the television channel with the broadest coverage and audience in Guatemala. The partnership produced and broadcast eight primetime television programmes on issues related to children's rights. This venture represents over US$5.7 million in airtime donated by the channel to UNICEF.

UNICEF formed a strategic alliance with the Comisión de Seguridad Alimentaria (Food Security Commission) of the Congress of the Republic of Guatemala through a Memorandum of Understanding. UNICEF was part of the technical working group of the commission; its members were trained on food and nutrition security matters and issues of common interest were reviewed.

Together, UNICEF and the Tigo (cell phone) Foundation extended the first phase of acute malnutrition surveillance through cell phones to 10 departments and more than 500 communities. The partnership has also developed a local system to prevent maternal mortality using cell phones, through the early detection and warning of obstetric complications.

A Memorandum of Understanding was signed with the Japanese Social Assistance for Development Agency to improve children’s health through projects on access to safe water, improved sanitation and hygiene practices in rural areas.

To combat the issue of impunity that affects children, the strategic alliance with OHCHR, CICIG, the Public Prosecutor's Office and other justice agencies developed a management model that is expediting care for child victims of crime by reducing judicial backlogs, delays, and re-victimization.

In education, UNICEF worked with the Gran Campaña Nacional por la Educación (Great National Campaign for Education), which includes academic, indigenous, private and non-profit organizations. The alliance helped mobilize public opinion on the progress of bilingual education and the importance of unified communication activities to raise awareness among the population. The Comisión de Educación del Congreso (Education Commission of Congress) began a review of National Education Law 14–85, which regulates the professionalization of teachers. The Interagency Donor Network on Education, to which UNICEF belongs,
provided technical assistance to the Ministry of Education to help raise the teaching career to the next level. This structural change in basic teacher training aims to improve the quality of education. However, the process has led to conflict and disagreements among different sectors, which has required advocacy and mediation with members of Congress, the national universities, the Office of the Defender of Human Rights, human rights bodies (CALDH\textsuperscript{10} and Office of the Archbishop), the business sector and others. UNICEF has lobbied to ensure the participation of indigenous organizations in the National Education Council and in the formulation of the Curriculum For Indigenous Peoples.

\section*{Knowledge Management}

\textit{Mostly met benchmarks}

Several television programmes were produced within the framework of the programme priorities in partnership with Channel 3. These programmes could reach an estimated 9 million people. The topics covered included Water in my School, A Window to Life (on malnutrition), Child Marriage, Migrant Children, Reading Again, Corporal Punishment, Water, and Halfway Down the Road (on malnutrition).

Launched in December 2012, the new Nos Toca (It’s Our Turn) web page and its versions for iPhone, Android and BlackBerry are set to become a powerful tool for promoting social participation and demand through a combination of knowledge management and new technologies, especially among adolescents and young people.

All the existing information (surveys, administrative data, studies) on children, adolescents and women generated in Guatemala up to June 2012 was systematized to update the situational analysis. All information on existing indicators at national, regional, departmental and municipal levels was processed through the DevInfo platform.\textsuperscript{11}

UNICEF performed the second assessment measurement of changes in knowledge, attitudes and practices related to food and nutrition in the 8 municipalities of Totonicapán as a way to assess the local impact of C4D. The assessment documented the experience of identifying obstacles to reducing chronic malnutrition and conducted a baseline of "bottlenecks".

A social audit of the education sector was conducted with the Great National Campaign for Education. The survey found inadequate initial and in-service training, a lack of incentives for merit and performance evaluation, inadequate materials, and low parent participation. In consultation with other stakeholders, a proposal was made to the Ministry of Education to carry out the following: disseminate the national curriculum and the Curriculum for Indigenous Peoples; ensure 180 days of class; evaluate the progress of learning; provide material and textbooks to all schools; offer materials and a meal for all students; and provide adequate facilities and furniture. Another study was conducted to find out what the population thinks of bilingual education. It found that although opinions are favourable and there is a perception of progress, the bilingual education model needs to be disseminated more and teachers need to improve their skills in serving indigenous children. The baseline of the 8 municipalities of Totonicapán that are part of the MoRES intervention area identified the need to strengthen school supervision, improve care in the native language, and sensitize parents about the importance of early and preschool education for success in primary school as well as constant and regular school attendance by their children.

UNICEF carried out a "Jurimetric Study", which measures how closely the Convention on the Rights of the Child is implemented in Guatemala’s regulatory framework and institutional practices. Studies were developed on child marriage, gender violence, school violence and the situation of unaccompanied migrant children. The office worked towards encouraging adolescent participation by developing a study on the attitudes, practices and customs that violate their rights. Participatory assessments were also carried out in over 30 municipalities to examine levels of child protection; the assessments are the basis for the local reflection and reaction to the problems that were detected.

\textsuperscript{10} Centro para la Acción Legal en Derechos Humanos (Legal Action Center for Human Rights).

\textsuperscript{11} DevInfo is a powerful database system for monitoring human development.
Human Rights Based Approach to Cooperation

*Partially met benchmarks*

All Programme Component Results (PCRs) focus much of their cooperation on strengthening the capacities of duty-bearers and rights-holders of rights. In this framework, the Adolescent Development component aimed to strengthen the capacity of the Ministry of Social Development for rights-based programming. Work was done on the rights-based approach in cooperation with the Vice Ministry of Planning, Monitoring and Evaluation for teen pregnancy prevention. Preventing teen pregnancy is not a matter of numbers, statistics or evidence; it is a matter of rights. Therefore, the strategy focuses on ensuring that the rights of adolescent girls are upheld. UNICEF has identified three factors that prevent adolescents from exercising their sexual and reproductive rights: a lack of information about their rights; a lack of control over their lives and bodies; and the high rates of violence and sexual abuse in Guatemalan society. On this basis, the Ministry of Social Development will plan interventions to prevent teenage pregnancy and care for pregnant adolescents.

The human rights based approach is the starting point of any child protection component. Interventions face a paternalistic welfare culture that hinders the implementation of work plans. This means that a lot of effort has to go into clarifying concepts with public and private actors involved in child protection. The technical assistance provided directly by UNICEF and through relevant partners is essential. To this end, the protection team has developed joint actions with the Office of the High Commissioner for Human Rights.

In 2012, the Education team worked with duty bearers to ensure the right of indigenous children to have access to quality education in a friendly and peaceful environment. It also worked with the subjects of law, helping them to insist that the State fulfil its obligations and granting them the right to participate actively in educational decisions. UNICEF worked with the educational quality office, management support and educational community strengthening services. The office supported NGOs working in indigenous communities and fostered the participation of municipal and indigenous authorities.

Gender Equality

*Partially met benchmarks*

The UNICEF Guatemala Office conducted an assessment of the degree of incorporation of gender perspectives and cultural relevance in the design and implementation of its cooperation programme, using the methodology and tools of the Gender Review Core Package\(^{12}\) for UNICEF Country Offices.

The general objective of the assessment was to facilitate reflection, evaluation and critical thinking to identify and define how to achieve gender equality and empowerment of women and girls in programmes supported by UNICEF Guatemala in its 2010–2014 Country Programme Action Plan. Firstly, the assessment analysed the degree of incorporation of the gender equity and cultural relevance dimensions in the 2010–2014 Country Programme Action Plan. Then it identified strengths and weaknesses and assessed progress on gender equality in a participatory manner. Finally, it strengthened the office’s collective capabilities to improve gender mainstreaming in country programmes.\(^{13}\)

The conclusions and recommendations of the consultancy were taken into consideration in developing the mid-term evaluation, which led to a review of the intermediate results (IR) and activities of the Rolling Work Plans.

In October 2012 the entire staff took the course "Gender Equality, UN Coherence and You". They developed working sessions to facilitate the process with support from the Grupo Interagencial de Género y Apoyo a las

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\(^{12}\) Division of Policy and Practice, UNICEF, New York, October 2011.

\(^{13}\) See the report on the consultancy here: [http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/2012/Valoracion percent20inclusion percent20y percent20enfoque percent20de percent20genero percent202012.pdf](http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/2012/Valoracion percent20inclusion percent20y percent20enfoque percent20de percent20genero percent202012.pdf)
Mujeres (Interagency Group on Gender and Women), especially the UN Women representative.

Through its Adolescent Development Component, UNICEF has been leading the implementation of a joint programme to advance the rights of adolescent girls in four municipalities in western Guatemala. The programme focuses on preventing teenage pregnancy and has five focus areas: access to sexual and reproductive health; access to formal and informal education; the promotion of a life free from violence; adolescent participation in public decision-making; and the collection of evidence on the situation of young women in the country.

The empowerment of women and the participation of men in children's diet and nutrition are part of the communication approach for local development. They are also being considered in the strategies to reduce the "bottlenecks" related to chronic malnutrition.

Work is being done within the Interagency Programme "Strengthening Capacities with the Mam People for Economic Governance in Water and Sanitation" to monitor the situation of women with regard to water access, use and management decision-making. The office developed the "Comprehensive Plan for the Mam Indigenous Women's Water Network" to accompany the process.

In the education sector, UNICEF helped the Quality Education Office to strengthen the Gender Unit and to take actions against bullying and harassment. The indicators for this component were designed to identify actions for indigenous girls.

Environmental Sustainability

Initiating action to meet benchmarks

In the framework of the interagency programme Strengthening Environmental Governance in the Face of Climate Risk in Guatemala, the Consejo Departamental de Desarrollo Urbano y Rural Departmental (Development Council: CODEDE) of Baja Verapaz approved the proposed departmental investment for 2012, highlighting the impact of the programme on natural resource management, food security, water and sanitation projects.

The programme developed and strengthened municipal planning related to water and sanitation in the six municipalities in Baja Verapaz (Salamá, San Miguel Chicaj, Rabinal, Cubulco, El Chol and Granados). To date, the municipal councils of Rabinal, San Miguel Chicaj and El Chol have already approved water and sanitation plans developed on the basis of assessments. These plans will help define local investment priorities in water and sanitation infrastructure.

Arrangements were made to support municipalities in implementing water and sanitation projects. The use of latrines will help improve community health and prevent the contamination of water sources for human consumption, thereby reducing gastrointestinal diseases. The water and sanitation projects focused on widows, single mothers and families with many children, showing them how to obtain water that is safe for human consumption, and explaining household and body hygiene, and basic sanitation. Water and sanitation models were implemented in communities to support these activities.

As for environmental sustainability in the education sector, the most significant achievement was ensuring that sustainability was included in the basic national curriculum and in the curriculum for indigenous peoples at all levels. This means that protecting and caring for the environment has become part of the skills children and adolescents need to develop, and all educational materials developed by the Ministry of Education or by other institutions with its endorsement will include these guidelines. Furthermore, during 2012, the final research topic for graduating seniors was environmental sustainability, which included specific protection measures. Around 1,600 young volunteers also developed environmental protection actions in the 22 departments of the country as part of their civic service.

The document "Climate Change in Guatemala: Effects and Consequences on Children and Adolescents" was
prepared as part of the mid-term review.14

South-South and Triangular Cooperation

In 2012, UNICEF Guatemala strengthened its relationship and coordination with the International Office of Pastoral da Criança (the Early Childhood Pastoral Initiative) in Brazil. Together they participated in a year-end meeting with the Episcopal Conference to strengthen the role of the initiative in the most vulnerable communities and promote its expansion to other dioceses.

The Protection team promoted cooperation between the Governments of Colombia and Guatemala to exchange information and experiences on the issue of civilian police specializing in the care of child victims. The police forces of Guatemala and Colombia carried out an exchange in both countries, and cooperation and follow-up agreements were reached between both governments. Cooperation between the Servicio Nacional de Menores (National Child Service: SENAME) of Chile and the Consejo Nacional de Adopciones (National Adoption Council) of Guatemala was also promoted. Through a bilateral agreement they exchanged information and experiences. SENAME’s Chilean professionals spent two weeks in Guatemala and taught various specialization courses for officials and technical staff of the National Adoption Council.

UNICEF’s Health and Nutrition Specialist participated in the Assessment for the Validation of the Elimination of Mother to Child Transmission of HIV and Congenital Syphilis in Chile in September. The UN agencies have developed a methodology to assess compliance with eradication goals. PAHO/WHO15 and UNICEF, the two UN agencies involved in the eradication initiative, are responsible for coordinating and supervising the validation process, with PAHO/WHO acting as the Secretariat. The validation is carried out in collaboration with UNAIDS, UNFPA, the Centre for Disease Control, and other partners.

14 For more information see the document at the following link: http://www.unicef.org.gt/1_recursos_unicefgua/publicaciones/2012/Cambio_percent20climatico_percent20en_percent20Guatemala_percent202012.pdf
15 Pan American Health Organization / World Health Organization.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Guatemala – 1680**

**PC 1 - Health, Nutrition and, water, sanitation and hygiene**

**On-track**

**PCR**: 1680/A0/05/485 PCR1 Children, adolescents and women from 130 municipalities have access to and use basic health services, nutrition, water, and sanitation and hygiene.

**Progress**: Guatemala has the highest stunting prevalence in Latin America (49.8 percent) and the sixth highest prevalence in the world. Accordingly, and in line with the problem prioritization of the country office, PCR1 was thoroughly analysed during the mid-term review. The MoRES or "bottleneck" analysis confirmed the need to work across sectors to reduce chronic malnutrition, so the Intermediate Results (IRs) were modified to contribute to this end.

Since the beginning of the cooperation period (2010), the country office has been supporting the *Estrategia Nacional para la Reducción de la Desnutrición Crónica* (National Strategy for the Reduction of Chronic Malnutrition). In effect until 2011, this strategy was only implemented at 58 percent (programmatically): it did not reach necessary geographic coverage or have the desired impact. In 2010 and 2011, the country office used intensive advocacy at the highest political level. The UNICEF mass media campaign *Te Toca* (Your turn) sought to position chronic malnutrition as a priority for the country, because it was clear that the general population did not recognize it as a major problem. The advocacy was successful, positioning the issue in all political plans. The change of government in 2012 brought the Zero Hunger Plan, which aims to cut chronic malnutrition by 10 percent in 4 years.

The “bottleneck” analysis conducted in the first 8 municipalities prioritised by the Zero Hunger Plan clearly identified that chronic malnutrition in Guatemala is more related to poor eating habits than to the absence of food. It also showed the need to modify interventions to reach the targeted 10-percent reduction.

Based on these findings, the IRs were extended to 2014. For IRs 1, 2 and 5, new interventions, strategies and indicators were incorporated to measure changes in the household knowledge and practices that can help reduce chronic malnutrition, emphasizing different counselling methodologies through the implementation of a C4D strategy. IR 1.4 — which aims to increase adolescents’ knowledge of HIV and other sexually related infections — will be managed under the Adolescent Development programme component.

Notable advances in 2012 include the development and positioning of a “Paediatric Nutrition Care Policy” in hospitals, which is a great step forward for the Ministry of Health. Gaps were identified in the local implementation of the Zero Hunger Plan, enabling effective advocacy for the budget distribution in 2013 and allowing a specific budget for the purchase of complementary food for young children. E-learning courses in nutrition were developed to improve the skills of local health personnel. The office helped expand the use of cell phones for the early warning of acute malnutrition and obstetric emergencies in the community, which helped to save more than 4,000 lives. This project will be expanding to at least 1,500 communities nationwide in 2013 and it will also serve as a basis for real-time monitoring of the identified "bottlenecks". The national plan to reduce the vertical transmission of HIV was drawn up. UNICEF assessed the water and sanitation conditions in schools in eight municipalities in four of the most vulnerable departments of the country. Finally, an analysis of the consequences of climate change in the country was carried out.

**Constrained**

**IR**: 1680/A0/05/485/001 At the end of 2014, 60 percent of boys, girls, adolescents and women in at least 60 municipalities (particularly in rural, indigenous and most vulnerable areas) have access to safe water and sanitation services. They also use appropriate hygiene practices.

**Progress**: The country office changed the deadline for the WASH IR to 2014. This was because UNICEF believes that in the face of institutional weaknesses, progress can be accelerated by broadening partnerships. There will be focus on water and sanitation improvement in the schools and rural communities of vulnerable municipalities. Emphasis will be made on knowledge and on adequate hand washing practices as an important way to decrease diarrhoea in order to reduce chronic malnutrition.
Efforts have been made to mobilize community groups to increase demand for WASH services from communities, in coordination with governmental institutions, NGOs, and UN Agencies. Progress has been made in 99 municipalities and 734 rural communities living in poverty and extreme poverty.

The Ministry of Education has also been supported to gather important information on water infrastructure and sanitation in 96 schools selected from eight municipalities in four departments. This has strengthened the partnership between the Ministry of Education, the Ministry of Public Health and Social Welfare, and the municipal authorities in order to improve the availability of safe water, sanitation and hygiene in schools. UNICEF has developed national strategic guidelines for the WASH sector, which are intended to reform the technical, social, political and financial access of families, particularly those living in poverty.

Finally, UNICEF continued to lead the coordination of the WASH emergency group, with support of the International Federation of the Red Cross. A key result has been the improved capacity of the WASH sector to act in the different phases of an emergency (coordination, planning, preparedness and response). The WASH sector responded in a timely and proper way to the earthquake that hit Guatemala in 2012. The sector assisted 91,591 people, including 7,894 girls and 7,009 boys under 5, 38,912 women and 37,776 men.

On-track

**IR 1680/A0/05/485/002** By the end of 2014, pregnant and lactating women, girls and boys under 5, and adolescents will have access to a quality and comprehensive health and nutrition package in at least 60 municipalities (with emphasis on rural, indigenous and most vulnerable areas).

**Progress:** The original results for this IR lacked specificity, but now they are focused on the 1,000-Day Window of Opportunity. The review process concluded that in addition to changing the deadline to 2014, this IR statement should be changed from “access to quality and caring health services” to “access to a comprehensive package of health and nutrition”, since this better reflects the objective of providing adequate care to prevent and therefore reduce chronic malnutrition.

The Ministry of Health’s comprehensive package for the early warning of chronic malnutrition revolves around prenatal care and growth monitoring of children under 5, with an emphasis on children under 2. UNICEF has supported these actions with anthropometric equipment, multiple micronutrient powder, zinc and educational material in prioritized municipalities and it has trained health personnel in over 300 health services. Health intervention coverage is still very low (around 25 percent on average), so surveillance of these health service interventions has been improved. Maps have been developed to register monthly national, departmental and municipal coverage and is ready to be transferred to the Ministry of Health.

According to the MoRES baseline, 67.8 percent of women report having access to health services, but only 18 percent of the services have adequate health equipment to provide a comprehensive care package in health and nutrition. Just 20 percent have sufficient educational material for counselling. First-level health care still needs to be improved to increase basic intervention coverage in both quantity and quality.

UNICEF is supporting the Ministry of Health’s work in following the *A Promise Renewed* commitment to end preventable child deaths. The Minister of Health has launched an initiative to strengthen primary health care, allocating funds for it. This is a reiteration of the Minister’s commitment to joining efforts to reduce the most common causes of death (respiratory and acute gastrointestinal infections).

On-track

**IR 1680/A0/05/485/003** By the end of 2014, HIV-positive women will have access to an integrated care package to prevent mother-to-child transmission (PMTCT) in antenatal care, and newborn babies HIV positive

**Progress:** The only change made to this IR was that the date was moved to 2014. The IR statement remains the same, continuing to focus on PMTCT and the care of children affected by HIV/AIDS. The coverage of the PMTCT programme is 39 percent. The programme is limited because rapid tests are out of stock, and there are not enough adequately trained health personnel. Interagency coordination (UNAIDS, PAHO, UNFPA, UNICEF) is taking place to achieve greater leverage of joint work to decrease the existing
gaps and reach the proposed results that benefit all women and children.

UNICEF has also supported the Ministry of Health to draw up the 2012–2016 national plan to eliminate mother-to-child transmission of HIV and congenital syphilis. The plan seeks to improve access to prenatal care and diagnostic tests, ensuring treatment for both infections. It also plans to strengthen primary health care in adolescents and youth, and to improve the management of actions, information systems and monitoring. The plan will guide the planning and sustainability of a national strategy, accessible to all care providers and including community participation. The aim is to ensure comprehensive care for pregnant women, thereby preventing transmission to their children.

Advocacy and technical support provided by UNICEF, together with funding from the Global Fund and other partners, has helped children affected by HIV/AIDS and other marginalized and vulnerable children. These children now have access to antiretroviral treatment and co-infection treatment, as well as nutritional and psychological treatment provided by the Ministry of Public Health and Social Welfare. UNICEF has held discussions with the national authorities and the Country Coordination Mechanism on reprogramming GF resources to increase PMTCT activities; on universalizing pregnant women’s access to rapid testing; and on universalizing the access of children to proper treatment. A decision is expected in the first quarter of 2013.

IR 1680/A0/05/485/005 By the end of 2014, chronic malnutrition in children under 5 has been reduced by 3 percent in at least 60 municipalities (with an emphasis on the indigenous and most vulnerable areas).

Progress: Following the mid-term review, this IR statement also changed its date to 2014. The number of municipalities was also reduced in line with a programme-wide decision to harmonize intervention zones.

In order to support the Zero Hunger Plan, which aims to reduce chronic malnutrition by 10 percent in the next 4 years, the country office worked with WFP, FAO, UNFPA and UNHCHR to support a methodology to identify the gaps that impede the local implementation of the plan. This methodology was adopted by the Food and Nutrition Secretariat and the Ministries of Health, Agriculture and Social Development. It was performed nationwide, resulting in an improved budget distribution for the prioritized interventions within the 1,000 Day Window of Opportunity.

Chronic malnutrition is 63.4 percent in the municipalities with highest chronic malnutrition prevalence. Around 40 percent of children have chronic malnutrition at 6 months; this means that exclusive breastfeeding (currently 49.6 percent) and beginning complementary feeding at 6 months are fundamental and need to be addressed.

MoRES and the “bottleneck” analysis have found that in order to achieve real behaviour change in infant and young child feeding and reach the most vulnerable children, it is necessary to strengthen the knowledge of families by introducing new counselling and communication methodologies through C4D. Indicators have been modified to reflect these aspects. Micronutrient provision is also essential for children from 6 months to 5 years in order to reduce chronic malnutrition (especially for children under 2). Only 47.3 percent of children from 6 to 8 months and 59.8 percent of children from 8 to 12 months have adequate feeding.

A key achievement in this area is the government ownership of the MoRES process by the Secretaría de Seguridad Alimentaria y Nutricional (Food and Nutrition Security Secretariat: SESAN). Thanks to this decision, the “bottleneck” baseline will be used to design more effective interventions to reduce chronic malnutrition (especially related to counselling C4D and the availability of nutrition inputs).

Inputs and technical assistance for acute malnutrition treatment continue to be provided in the form of therapeutic formulas and ready-to-use therapeutic food. This assistance, together with community surveillance using cell phones, is saving the lives of over 12,000 children under 5 (protecting them from moderate and severe acute malnutrition).

In emergencies, UNICEF continues to lead the Nutrition Cluster with periodic meetings to ensure the nutritional component in humanitarian interventions. Knowledge has been strengthened through an e-learning course mainly for Latin America, in coordination with the Regional Office and NY Headquarters.
**PC 2 - Protection and education**

On-track

**PCR** 1680/A0/05/486 PCR 4: Children and adolescents whose rights have been violated are assisted by a protection and recovery system (in 40 of the 334 municipalities). PCR: By 2014, children from indigenous areas have access to quality education.

**Progress:** This programme has two components: PCR 2 Basic Education and PCR 4 Child Protection. The analysis for both PCRs is written below.

PCR 2: UNICEF worked with the Ministry of Education and NGOs to increase the access of children in indigenous areas to quality education; to increase stakeholder demand; and to raise awareness of the importance of cross cultural education. Progress has been made on the latter issue: in the latest study on bilingual education (Great National Campaign for Education), 87 percent of people interviewed agreed with primary education in the native tongue of students. Important progress has also been made in increasing primary enrolment from 90.0 percent to 92.7 percent. In 2012, only 71.69 percent of first grade students passed the exams. As a result of bottleneck analysis and specific interventions in a joint effort of the Ministry of Education and UNICEF, this rate was increased by 1.03 percent. Improving conditions for first grade students is very important because they have the highest dropout rate: 7.69 percent compared with the 5.99 percent in overall primary education. The performance in national reading tests is very low: results show that average achievement for sixth grade students is only 45.6 percent. Together with the Ministry of Education, assessment toolkits were provided to teachers and specific training sessions were developed. A total of 52.5 percent of children do not have access to preschool education, which reduces their school readiness and makes them more likely to perform poorly in first grade. UNICEF made significant progress by developing an early childhood and preschool model for indigenous children, helping to build friendly learning environments in cross-cultural settings.

UNICEF introduced the MoRES and bottleneck analysis approach to the Ministry of Education with excellent results, as part of efforts to address promptly the issues of access and quality education. With the ownership of MoRES, the Ministry of Education appointed key decision-makers to analyse information, identify and prioritize bottlenecks, and design guidelines and actions nationwide. Ministry of Education has embraced result-based planning and has started to look deeply into the sector indicators. As result of this MoRES approach, the Ministry of Education developed the strategic plan 2012–2016 that details the main framework in the sector. The plan included important actions regarding community involvement, teacher training and adequate learning material. Public policy has been developed to enhance reading as a national priority for the education sector. Joint efforts between UNICEF, Ministry of Education, IDB, USAID and the private sector have been made in this regard by creating the reading programme, a reading policy and granting of books to all schools.

Significant advances have also been made in the field of cross-cultural education, most importantly, the design of a specific curriculum for indigenous populations for all school levels, the coding of bilingual schools, and teacher training programmes. Nevertheless, additional measures need to be taken to ensure that children from indigenous areas have access to quality education in their native tongue. Schools need more native speaker teachers and adequate material to ensure higher parental involvement and support.

Among the actions and priorities stated in the sector plan for 2012–2016 to increase the quality of education in the country, there has been an important change in the policy related to the national requirements to become primary teachers. Until 2012, both preschool and primary teachers were graduates from secondary school. As of 2013, all high school students who have interest in becoming primary teachers will be required to study three more years at university level. Even though this is a step in the right direction for the education system, the new policy has created conflict with students and parents, leading to legal proceedings between the Ministry of Education and the private sector. The school year in Guatemala will start in January 2013 and the definite requirements to graduate primary teachers remain a challenge for the Ministry of Education.

PCR 4: Three years into the implementation of PCR 4, significant progress has been made at the municipal.
UNICEF has worked with two governments (Álvaro Colom, 2008–2011, and Otto Pérez Molina, 2012–2015) to prioritize actions for the creation and specialization of public protection services for child victims of violence as called for in the law. In these three years, there has been progress in the decentralization and specialization of social welfare services and in their restructuring through the proposed creation of a new special child protection secretariat. A model of municipal protection systems was piloted in 2010 and 2011 in 10 municipalities, and it began to be expanded to 20 more municipalities of the 116 prioritized by the government and donor agencies. This year there was intense lobbying, and technical support was given to the new authorities.

By December 2012, 30 municipal and 5 departmental child protection offices had been opened, with budget allocation for operation and implementation of work plans. This is assisting in the detection, referral and treatment of child vulnerability cases. This fact is significant because this is the first time that there is an official institution at municipal and departmental levels in charge of this issue. The task is usually carried out by NGOs, which have low coverage. In departments with high rates of violence against children, UNICEF supported NGOs specializing in the care of child victims (mainly of sexual abuse and trafficking) that are delivering services until public protection services are created and strengthened. Besides giving direct care, psychosocial and legal care models are being created that will guide government services.

Complementary work was done with the Ministry of Public Health and Social Welfare. Along with other civil society actors and cooperation agencies, UNICEF contributed to the development, approval and dissemination of the "Protocol for Detection of Cases of Violence against Children" in the health sector, and it is supporting implementation of the protocol by activating mechanisms to detect and refer cases in one of the 22 departments. This is facilitating the detection of cases and their referral to the protection system and specialized justice subsystem.

In the justice sector, UNICEF has worked on the creation of a criminal investigation unit specializing in trafficking and sexual offences against children, to improve criminal investigations and reduce the high levels of impunity. The research model was created, staff was assigned, and new police investigators underwent training and graduated. Alongside this process, the Office of the Public Prosecutor opened an office in charge of the criminal prosecution of those responsible for trafficking of children for various purposes. This office will develop and adopt an institutional policy to improve attention for child victims of violence. In the legal area, strengthening of the case registration and control system continued; the system was implemented in 8 of the 20 courts for children and adolescents throughout the country. This promotes transparency and expedites the resolution of child protection cases, as well as cases of juveniles in conflict with criminal law. On the issue of adoption, National Adoption Council technical procedures were strengthened and national adoption was promoted using standards that ensure transparency. Care was provided for mothers with difficult pregnancies, helping them care for their children. On the issue of migrant children, UNICEF participated in the discussion of the new Migration Law and was able to include differentiated treatment for unaccompanied migrant children in the bill. It is also providing advice and support to ensure that the children of migrants repatriated from the United States and Mexico are assisted within the framework of respect for their rights. In the area of under-registration of births, it is working with the National Registry of Persons and was instrumental in the opening of an administrative unit in charge of it. A plan of action was developed, and use of the MoRES/L3M methodology is being promoted to generate concrete actions aimed to reduce the under-reporting of births. In the field of violence prevention, an intervention model is being developed in eight marginal urban settlements where child protection community networks are being set up. This model will be promoted for adoption by the municipalities with the highest marginal population in the country.

In the field of emergencies, psychosocial support was provided using the "return to happiness" methodology and neurosensory stimulation to counteract post-traumatic stress in children and adolescents after three natural disasters: Tropical Storm Agatha in 2010, Tropical Storm E 12 in 2011 and the earthquake in November 2012. More than 10,000 children were served. To address these natural disasters, UNICEF,
together with the government, leads the child protection through the emergencies sectoral coordination mechanism, made up of government bodies and NGOs.

**On-track**

**IR 1680/A0/05/486/001 2.1 More indigenous children finish primary education in 60 priority municipalities (60 of 334).**

**Progress:** Some progress has been made in the 60 priority municipalities. In order to increase the number of children who finish primary education, new models and innovations in methodology and cross-cultural initiatives have been implemented to help change the dynamics of the classroom and contribute to generating a friendly environment. The trend in the rates of children completing primary education is positive but slow, with an overall increase of 0.7 percent. Preliminary data from the Ministry of Education confirms this trend. Difficulty arises in schools that receive insufficient teacher coaching and monitoring, and where parental involvement is scarce because of social and cultural practices, illiteracy and poverty. For the Ministry of Education, the MoRES analysis has become an important guideline to identify problems that need to be addressed urgently to revert the negative trend and to improve quality education to increase the rate of children who pass the grade and finish school. Actions and priorities stated in the sector plan for 2012–2016 include strengthening classroom management, building teacher capacity and reinforcing cross-cultural education in classroom settings. Beyond these efforts, the Ministry of Education must establish alliances with NGOs and other organizations for coordinated efforts that increase the opportunities of indigenous children to finish primary education.

MoRES implementation (bottleneck analysis and L3M) has helped raise awareness among local authorities and Ministry of Education personnel of the importance of increasing the completion rate, which in turn demands a higher preschool enrolment and new alternatives for secondary education.

During the last quarter of 2012 and as result of MoRES analysis, sector authorities realised that a number of First Grade children are at risk of not passing the grade because of their lack of reading and writing skills. The Ministry of Education took specific action to improve teacher training in reading comprehension strategies, teacher coaching and school for parents of first grade students, for which they asked for the support of UNICEF and the Ministry of Social Development. The preliminary results of this joint effort indicate an increase in the first grade completion rate of 1.03 percent. Ministry of Education plans to strengthen these actions in the 2013 school year, for which they have already requested UNICEF’s technical assistance.

The Ministry of Education and UNICEF set in motion the education cluster for emergencies. Actions included meetings with different national and international organizations and an inventory of all local plans, materials, emergency kits and trained personnel. UNICEF will continue to be the Ministry of Education’s most important ally in the implementation of emergency readiness and management, and in the coordination of information, supplies, materials and response in school communities.

As part of the agreements for the Maya Programme (Grant SC09/0462), an external evaluation was conducted for the entire programme, which included the actions implemented by UNICEF in education. A very positive achievement highlighted in the final report relates to the advocacy done in favour of cross-cultural education with Ministry of Education for education policy, with the Congress for specific legislation, and with civil society for increasing awareness among the population. Also recognized in the report was the progress with the curriculum for the indigenous population, the teacher training to increase skills in the use of their native tongue, and the successful implementation of bilingual preschool (APPE DIBIMI16) and primary (NEUBI17) models in indigenous communities.

**On-track**

**IR 1680/A0/05/486/002 2.2 More indigenous children have access to preschool education in 60 priority municipalities (60 municipalities out of 334).**

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16 Association for Comprehensive and Multidisciplinary Development.
17 Nuevas Escuelas Unitarias Bilingües e Interculturales (New Single-Teacher Bilingual and Inter-cultural Schools).
**Progress:** It is well known that preschool enrolment is essential for school readiness and success in primary education, but in Guatemala, only half of the children attend preschool. This rate is even lower in areas of indigenous children where the supply of native tongue teachers, adequate material and available preschool classrooms is very low. The bottleneck analysis has highlighted not only the insufficient supply but also social and cultural practices that need to be addressed. The Ministry of Education will add 500 new preschool classrooms and supply the necessary bilingual teachers with emphasis in the 13 (out of 22) departments where most of the indigenous children live. Another action is to certify a greater number of preschool teachers to meet the demand.

A major achievement on school readiness is the successful early childhood alternative for cross-cultural settings implemented with an indigenous-based NGO (APPEDIBIMI). This model has not only provided a family alternative for children and community participation, it has also enhanced bilingual education and school readiness. The Ministry of Education needs to assume ownership of this model and extend its implementation nationwide. Parental involvement has been encouraged through groups of community volunteers (50 women) for early childhood settings in at least 10 municipalities. Actions have also been taken with local authorities so that this model is implemented in 10 new municipalities.

**On-track**

**IR 1680/A0/05/486/003 IR 4.1.** By the end of 2014, major duty-bearers of the national child and adolescent protection system and those in 40 municipalities are aware of attitudes, customs and practices that violate children's rights through knowledge, information and public discussions.

**Progress:** There have been significant advances in the level of knowledge and public discussion on issues related to child protection. This was facilitated by studies, surveys and campaigns on attitudes, customs and practices that violate children's rights. The "Jurimetric Study", which measures the implementation of the Convention on the Rights of the Child in the legal framework and institutional practice of Guatemala, was the starting point for various improvements in the child protection services. Specific studies on child marriage, domestic violence, school violence and adoptions were published and made an important contribution to public discussion. The adoption study was developed in partnership with the International Commission against Impunity in Guatemala (CICIG).

It should be noted that the CICIG study on illegal adoptions in Guatemala reveals the structure and operations of organized child trafficking crime networks for purposes of sale for adoption. This study has generated public controversy and led to criminal proceedings by the Office of the Public Prosecutor against members of these networks and it has also raised awareness of the weaknesses in institutions involved in child protection.

UNICEF also worked with the media through the It's Your Turn campaign, which seeks to place issues of malnutrition, violence and impunity in crimes against children on the electoral and political agenda and involved political actors from different sectors of the country: academic, religious, civil society, athletes, artists, politicians and the private sector, among others. The campaign managed to place these issues at the centre of the electoral discussion and on the agenda of the new government. Furthermore, in order to raise awareness of the problems facing unprotected children in the country, these were presented through different television programmes that are aired twice a month on broadcast channels with an average audience of 4 million people. This project has generated public awareness and discussion on the topics of under-registration, child marriage, juvenile justice, the trafficking of children for various purposes, adoptions, migrant children, alternative care of children: the negative effects of institutionalization and the importance of municipal protection systems, among others. Undoubtedly, the programmes are marking a new stage in social reflection, since they address issues that are not normally covered by the media in the country. Additionally, participatory assessments have been developed on the vulnerability of children in 30 municipalities.

In the process it was decided to adjust the IR to clarify that work in the coming years will focus on changing attitudes and public discussion with duty bearers. This does not mean that the UNICEF will not consider children's (rights-holders) opinions. On the contrary, it will give priority to children's opinions to make them known and considered by the adults in charge and responsible for the protection of children.
On-track

IR 1680/A0/05/486/004 IR 4.2, By the end of 2014, the foundations for the special protection public services are created at a central level and the model for the municipal child protection systems is consolidated in 40 municipalities.

**Progress:** Significant progress has been made in the creation of specialized public protection services by opening various specialized care offices in the social welfare sector: eight departmental offices. On the subject of adoption, implementation of the Adoption Law and its regulations was supported and minimum standards were developed for the operation of the programmes. In the justice sector, progress was noted through the implementation of a new comprehensive care model for child victims of rights violations, the creation of new juvenile courts and participation in a new care design in family courts.

In the health sector, a protocol for the detection of child abuse in the national health system through Committees against Child Abuse at health centres and hospitals around the country was approved. UNICEF supported the protocol implementation process in one departments, where two psychosocial care offices and committees against child abuse were launched in 24 hospitals and health centres. These committees are already detecting and referring cases to local child protection agencies. The challenge for the next two years is to get other departments to start implementing the protocol and a registration system to keep track of cases nationwide.

At the municipal level, there has been significant progress in the construction of municipal protection systems. Thirty municipal child protection offices have been opened in the municipalities prioritized by the government for reasons of extreme poverty and high levels of population vulnerability. It should be noted that municipal governments are incorporating specific items in their budgets for the operation of the offices and implementation of their work plans. These offices are already detecting and channelling specific cases of children whose rights have been violated. In the area of coordination of a child protection system, the challenge for the next two years is to consolidate the model and extend coverage.

At the coordination level, UNICEF’s leadership is recognized by the government and civil society. This has facilitated institutional communication. Therefore, the contributions have been important, since the main state institutions in charge of child protection are communicating in a more continuous and organized manner; they are working together and have signed interagency agreements to coordinate care and establish common routes. Various inter-institutional cooperation agreements have been developed and implemented.

The role of civil society has been important and decisive in the construction of a national protection system. UNICEF is empowering key actors of civil society on the issue of protection to demand larger budgets and more action on the part of the State on this issue. One factor to note is the work done to increase technical capabilities for the protection of various stakeholders through seminars, trainings, workshops, participatory assessments and specialized training, both domestically and internationally. Over 2,000 actors of the national child protection system were reached across the country, which is a huge number considering that this sector is new in the country.

Thus UNICEF has contributed by strengthening the institutional capacities of actors linked to the protection system and the development of coordination pathways and protocols, among others. It has promoted dialogue among players, especially decision-makers, for the development of priority programmes and projects and the establishment of regulations governing the institutional protection system.

These actions have gone hand in hand with international lobbying with the visit of two key players for advocacy in fulfilling rights in favour of children and adolescents: the United Nations Special Rapporteur on the sale of children, prostitution and child pornography, Najat Maalla M’jid; and the Vice President of the Committee on the Rights of the Child, Dr. Marta Maura’s. Both visits were supported by OHCHR, UNICEF and NGOs working on behalf of children and adolescents. These visits contributed to the efforts UNICEF has been conducting to highlight: 1) the need to coordinate the entities that make up the Comprehensive Social Protection System for Children and Adolescents, 2) the lack of clarity of institutional roles and leadership, and 3) the absence of special protection and the lack of intervention with a gender and multicultural
approach.

In the mid term review, it was considered that after two years of implementing IR 4.2, it is now important to lay the foundations for creating protection services both centrally and in the interior. The number of municipalities has also been expanded to cover 12 percent (40) of all municipalities in the country. In these municipalities, actions will be carried out for the creation, coordination and consolidation of a municipal protection system, which is being developed as an initiative of local governments through the creation of the municipal child protection offices. Through local networks, these offices will carry out actions for prevention, detection and referral of children whose human rights have been violated. It is expected that a model will be created and its coverage expanded to the other municipalities through a government initiative. The municipalities have been selected using indicators of poverty, extreme poverty and high levels of vulnerability for the violation of children's rights, as well as municipalities most affected by violence against children.

On-track

IR 1680/A0/05/486/005 IR 4.3, By the end of 2014, children and adolescents have access to a coordinated and specialized justice system both centrally and in 10 departments.

Progress: In the area of specialized justice for children, discussion is being generated at the highest political levels of the government and the judiciary. This is producing concrete results with new, specialised and differentiated institutions as required by the Convention on the Rights of the Child. For example, in March 2012 a Cooperation Agreement was signed between the Vice President's Office, the Ministry of Safety, the Office of the Public Prosecutor, the Secretariat Against Sexual Violence, Exploitation and Trafficking in Persons, and UNICEF. The implementation of this agreement is allowing the sector to improve its response to reports of violence against children, creating new units and expanding the existing coverage. Examples are the opening of a criminal investigation department specialised in trafficking and sexual violence against children, the creation of new courts, and the appointment of a special prosecutor.

UNICEF has advocated for the creation of new juvenile and criminal courts, the development and implementation of new models of care for child victims/witnesses of violence, and the development of institutional policies that promote respect for the rights of children in the justice sector. The level of re-victimization of children in the justice system is decreasing thanks to the training of actors in the justice system and the implementation of protection mechanisms such as psychosocial support, the use of Gesell chambers and closed circuit cameras, and a decrease in the judicial backlog.

Cooperation agreements and partnerships have been established with the Office of the Public Prosecutor, the Judiciary, the Prosecutor General's Office and the Ministry of Security. This is having a real impact on users of the justice sub-system and UNICEF coordinated common actions for this IR in the four main institutions in charge of specialised justice. A breakthrough in the fight against impunity for crimes against children is the criminal prosecution of attorneys and judges identified by the Justice Department and the International Commission against Impunity in Guatemala (CICIG) to child trafficking networks for purposes of international adoption. With these actions, the trafficking of children for purposes of sale has become a topic of public discussion, and social tolerance towards this criminal phenomenon is declining compared with previous years when the country was ranked as the second highest globally for international adoptions. A strategic alliance in the efforts to improve the response capabilities of the justice system in the country has been the work done jointly by UNICEF, CICIG and the Office of the UN High Commissioner for Human Rights in Guatemala.

A result to be highlighted is the installation of the specialised Metropolitan Justice Centre for Children, in which the services of the justice subsystem are concentrated. In addition to preventing the re-victimization of children, it has promoted speed and transparency in proceedings and a coordinated institutional reaction. The new unit receiving reports of cases of violation of children's rights, which reports to the Prosecutor General's Office, promotes comprehensive attention of each case and an immediate response. In addition, prioritising cases is reducing the workload of the justice system, allowing it to focus on the most serious cases. These interventions have helped reduce the legal deadlines to resolve a case; the judicial backlog has decreased from 12 months to 2 months. The challenge now is to take this model to other departments of the country.
In the exercise it was determined that under its territorial approach the UNICEF office should concentrate actions promoting coordination and specialisation in justice both centrally and in 10 departments, coordinating intervention efforts with those of municipal governments so that municipal offices that detect cases and refer them to departmental child protection systems, where they will find an appropriate, relevant and timely response on the part of the authorities responsible for access to justice, prioritizing specialized and differentiated care and preventing the re-victimization of children whose rights have been violated.

**On-track**

**IR 1680/A0/05/486/006 IR 4.4** By the end of 2014, the country will have a legal framework and institutional regulations adhering to international standards that consider children’s and adolescents’ rights.

**Progress:** In this area there has been a strong lobbying effort in Congress and in the Executive branch to object to, propose and give advice on various institutional bills and regulations proposed for the purpose of considering the perspective of the child rights-based approach.

Lobbying was done with both the previous and the current Congress to avoid an in-depth reform of the juvenile justice system. Authorities and members of Congress proposed reducing the minimum age for adolescents who commit crimes to be tried as adults, as well as transferring the system for protection of children in conflict with the law under the responsibility of the adult penitentiary system, which contradicts the principle of specialisation and differential treatment under the Convention on the Rights of the Child and the Law on Comprehensive Protection of Children and Adolescents.

UNICEF also participated in the development of four bills: (i) to regulate the alternative care of child victims of violence, still under consideration by Congress; (ii) to develop an agile and coordinated mechanism to search for missing children;\(^{18}\) (iii) to promote the prevention of school violence (still under study); and (iv) on migration, which includes a chapter to ensure psychosocial and differentiated treatment of unaccompanied migrant children (pending approval).

As part of the legislative adaptation process, UNICEF worked on the development of the following nine regulations or internal regulations through instructions or orders to ensure the human rights approach in the operation of laws and institutions:

1. draft organic regulations for the new Secretariat for the Special Protection of Children, which are being studied by the Presidency of the Republic;
2. regulations for the National Adoption Council, which will work in coordination with the International Commission against Impunity (CICIG) (these were approved and reform is pending);
3. rules governing the functioning of the Office for Children of the Prosecutor General's Office (approved);
4. rules for the operation of the new management model for juvenile and family courts (approved — the regulations of juvenile courts are being implemented and regulations of family courts are being developed);
5. regulations governing the functioning of the new Sexual Offences Investigation Unit of the National Civilian Police (approved and are being implemented);
6. the operating rules of the juvenile section of the National Civilian Police (pending approval);
7. regulations of the new Prosecution Office on Trafficking in Persons (approved) and protection mechanisms for child victims/witnesses of the Office of the Prosecutor General (being studied);
8. regulations of the Judiciary to implement the Hague Convention on child abduction; and
9. regulations for the implementation of the Laws on Sexual Violence, Exploitation and Trafficking in Persons and Kenneth Alba Law.

The original wording of this IR was considered current and valid during the exercise, so it remains unchanged.

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\(^{18}\) This law was passed under the name Alba-Kenneth, two missing children who were found murdered after weeks of searching.
PC 3 - Adolescent development

On-track

PCR 1680/A0/05/487 PCR3. Adolescents participate in solving problems affecting their lives at municipal level and have access to information and basic social services with a risk prevention approach.

Progress: As a result of the mid term review, changes were made to PCR 3, which previously read “Adolescents participating in the design, monitoring, and implementation of programmes affecting their lives and accessing basic quality social services with a risk prevention focus”. The change in wording is due to the fact that the mid term review revealed that the municipalities do not see themselves as responsible for promoting adolescent development. The authorities perceive adolescents as a social group that is likely to cause social unrest and not as a social group with ideas and proposals to enhance their own abilities and to contribute to municipal development. Therefore, it was difficult aim to change this situation significantly by 2012. Instead, the review showed that promoting adolescent development and adolescent participation in a country where the adult point of view is the only valid one is a mid-term intervention, requiring aggressive advocacy campaigns and the empowerment of adolescents about their right to fully participate in issues which affect their own lives. Over the past two years, the programme component has focused on strengthening adolescents’ abilities to interact with local governments at municipal level, to help them identify the main problems hindering their development opportunities, supporting them in building strong community networks. At the same time, work has focused on promoting access to information on issues such as the prevention of HIV infection, gender violence and adolescent pregnancy. In 2012, the programme component focused on promoting legislation to prevent violence at schools, and at the same time it worked closely with other UN Agencies to understand the root causes that favour adolescent pregnancies in Guatemala. As part of strengthening government institutions, it also helped the recently created Ministry of Social Development to review the “Open Schools Programme” (mainly designed as a youth violence prevention programme) and to develop quality standards for its implementation in 2013. It continued working with partners to strengthen adolescent girls’ abilities to prevent gender violence at home and in the community. Finally, the programme component worked on developing a strategy for Guatemala’s Country Office on preventing violence against children and young people.

On-track

IR 1680/A0/05/487/001 3.1 By 2014, adolescents in 60 municipalities will participate in the formulation, implementation and monitoring of programmes that enforce their rights.

Progress: As with the general PCR statement, the mid term review gave the country office an opportunity to revise the IR. This IR (3.1) originally read "By 2012, adolescents in 60 municipalities actively participate in the formulation, implementation and monitoring of programmes that enforce their rights". Given the constraints mentioned in the PCR’s analytical statement of progress, it was considered prudent to extend the period to 2014 and to review the indicators in order to improve monitoring capabilities in terms of reaching the IR 3.1. By December 2012, the IR had contributed to strengthening adolescent networks in 78 municipalities, exceeding the expected 60. During 2010, an adolescent development agenda was constructed with the participation of adolescents in each of those municipalities, identifying main community-related issues that hinder their development. During 2011, a process to empower adolescents’ abilities to advocate for their rights was implemented in 15 municipalities and as a result of the process, two manuals were developed. Also in 2011, UNICEF Guatemala helped strengthen indigenous children and adolescents’ abilities to address issues regarding their own rights with a cultural perspective by supporting the children and adolescents’ parliament. During 2011 and 2012, gender participation has been promoted by supporting a partner in developing an adolescent indigenous girls’ network to prevent gender violence. Regarding advocacy issues and C4D initiatives, a bill to prevent violence in the educational environment was developed in 2012 in support of the Child and Family Commission in Congress. The bill has been favourably received and is expected to enter the floor in 2013. In 2012, a pilot project to use social networks as a tool to inform adolescents of their rights was supported. The PCR has played a continuous leadership role in promoting adolescent agendas within the UN system, and in 2012 UNICEF Guatemala played a key role in maintaining dialogue between members of Congress and Youth Networks for the approval of the National Youth Law (already approved in its second reading, and pending the approval of the third reading and final draft, a process that is expected to conclude in 2013). UNICEF Guatemala has also played a key role in reviewing the
Law Initiative to increase the legal age of marriage from 14 to 18 years of age.

**IR 1680/A0/05/487/002 3.2** By 2014, adolescents in 20 municipalities will have access to information and basic quality services with risk preventing knowledge, attitudes and skills focusing on preventing adolescent pregnancy, HIV and other STIs, and gender violence.

**Progress:** This IR was significantly modified after the mid term review and all indicators have been changed to better focus the expected results on information and basic services identified by adolescents and prioritised by the country office. As part of the mid term review, the IR 1.4 of the Programme Component on Health, Nutrition, Water Sanitation and HIV, which was formulated to train adolescents in HIV prevention, was discontinued and the responsibility has been transferred to this IR. As a result, the main focus of this IR is now being placed on preventing gender violence and its incidence in early pregnancies, preventing early marriages and adolescent pregnancies, and preventing HIV and other STIs.

In 2010 the IR focused on developing the abilities of adolescents in 8 municipalities so they could develop a reproductive and sexual health municipal observatory. This was done in alliance with Plan International, and all 8 observatories continue to be active. In 2011 and 2012, in alliance with ChildFund International, adolescents from 7 municipalities and 22 communities were trained as peer counsellors to prevent and monitor gender violence in their communities, emphasising preventing intra-family violence and gender violence in schools. Also, inter-generational dialogues were promoted using the WHO methodology “Strong Families”. In 2012, adolescents in 13 municipalities were trained as peer counsellors to prevent HIV and other STIs using an innovative approach that included learning through play. UNICEF and UNFPA also developed a critical path to prevent adolescent pregnancies and early marriages. As part of this initiative, the Secretariat against Sexual Violence, Exploitation and People Trafficking of the Office of the Vice-President has developed a critical path to attend pregnancies of girls aged between 10 and 14. In December 2012, the secretariat presented a legal case for 1,795 cases of rape against girls of these ages (Guatemalan legislation establishes that having sexual relations with girls under 14 is considered rape regardless whether there is violence). A baseline study to understand the reality faced by adolescent women in 6 municipalities was developed and its findings will serve to implement a UNICEF-led Joint Programme (with the participation from WHO/PAHO, UNFPA, UNESCO and UN Women) to prevent adolescent pregnancies and early marriages.

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**PC 4 - Cross-sectoral costs**

**On-track**

**PCR 1680/A0/05/488** PCR 5. For the entire 2010–2014 cycle, cooperation efforts will be made towards the availability of financial, human and technological resources to achieve the results of the cooperation of UNICEF as a whole. Efforts also support capacity building in monitoring and evaluation and C4D.

**Progress:** The 2012 knowledge management agenda of the office reported significant progress in the following studies: 1) “A Shelter for All”, an analysis of the costs, challenges and benefits of a social protection system for the Guatemalan childhood and adolescence for 2012 to 2021; 2) “I want to grow up with mom!”, a study on mechanisms, financing costs and ways to reduce maternal mortality in Guatemala from 2013 to 2022; 3) “A Path to Justice”, a study regarding the mechanisms, costs and challenges to fight impunity in Guatemala from 2013 to 2021; and 4) the “Guatemala National Public Budget Analysis” approved for 2013, focusing on children and adolescence and food and nutrition security.

As is detailed in the innovations section of this Country Office Annual Report, the office developed a methodology for the creation of an equity index. This methodology was shared with the United Nations Development Programme and World Bank at Headquarters and country levels. The methodology received very positive feedback on the technical side as well as on its applicability as an advocacy tool.

An important number of the studies conducted were used to advocate for an increased allocation of financial resources.

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19 Sexually transmitted infections.
resources for children and adolescents’ issues. This contributed to an estimated 12-percent increase in the budget assigned for childhood and adolescence compared with 2011, as well as a 20-percent increase in the budget for food and nutrition security.

On-track

**IR 1680/A0/05/488/001 5.1** Optimize the use and impact of communication and advocacy resources in support of quality results for children, MTSP organizational targets and child-related MDGs.

**Progress:** The issues of violence, impunity and malnutrition were positioned in the electoral process of 2011 and in public opinion during 2012. The generation and management of knowledge based on evidence through coordinated work with Monitoring and Evaluation and partnership between UNICEF and ICEFI, Prensa Libre and Canal 3 were strengthened, especially in the areas of protection, nutrition and WASH. Public awareness was enhanced through the strategic and differentiated use of mass media, incorporating the voices of other partners. The networks and digital platforms to inform, educate and motivate citizen participation were broadened. The first stages of local C4D in nutrition and child protection were implemented. Information briefs and educational material for prevention and disaster management were developed with a child rights perspective to be used on an interactive platform with immediate access and without an Internet connection.

On-track

**IR 1680/A0/05/488/002 5.2** Enhance internal and external capacity to effectively monitor and evaluate results on children.

**Progress:** All the existing information was systematized (surveys, administrative data, studies generated in 2012) to update the analysis of the childhood and adolescent situation. A database in the DevInfo platform with updated indicators at national, regional, departmental and municipal levels was prepared. Twelve studies and two documentation of experiences were completed in 2012. Two surveys were developed under MoRES. Two assessments of crosscutting issues were conducted (gender and cultural relevance and C4D strategy). A matrix was prepared to follow the recommendations of the Committee on the Rights of the Child. As part of the mid-term review, internal papers on an equity index and on climate change and vulnerability were prepared. Special emphasis was given to monitoring public investment in childhood and adolescence.

On-track

**IR 1680/A0/05/488/003 5.3** Timely and effective procurement of essential supplies and services to support office performance.

**Progress:** Procurement requests responded to requests from programme partners, and they were mainly to respond to emergencies. Offshore procurement was around US$484,000 and local procurement US$277,000 for 2012, which is 52 percent less than the previous year. Prepositioning supplies in implementing partner's warehouses proved to be an effective way to respond to emergencies.

On-track

**PCR 1680/A0/05/800** Effective and efficient programme management and operations support.

**Progress:** The management of the support budget was carried out on time, with very little deviation from original allocations. Savings in local salaries, which resulted from Local Salary Survey Committee review not being received on time, were returned to the Regional Envelope. Savings in operating costs were also reported to Regional Office and returned to the envelope.

On-track

**IR 1680/A0/05/800/001** Effective and efficient governance and systems. Biennial Support Budget functions 2, 4, 8 and 11 for Guatemala.

**Progress:** All committees working as intended. Activation of the Joint Consultative Committee (JCC) was done during 2012. Monitoring of results periodically reviewed by management. The next internal audit is scheduled for 2013.
On-track

**IR 1680/A0/05/800/002** Effective and efficient management and stewardship of financial resources associated with office administration. Biennial Support functions 10 and 12 for Guatemala.

**Progress:** The support budget was implemented as planned. Savings were reported to the Regional Office and returned to the regional envelope.

On-track

**IR 1680/A0/05/800/003** Effective and efficient management of human capacity, including staff development and learning. Support Budget functions 13 for Guatemala

**Progress:** Vacant posts were only due to funding constraints. Performance Evaluation Report implementation did not meet the February target, because the guidelines gave 31 March as the deadline. Gender parity situation remains.
Effective Governance Structure

Using VISION, complemented by manually produced data, the Country Management Team was actively involved in the analysis of the main management indicators, having identified some processes that were reviewed throughout the year. With emphasis on contracts, travel, supplies and cash transfers, the office set up working groups in which programme staff and operations participate equally. Using i-Learn documents and flowcharts, each group proposed a definition for each process, taking into account the considerable differences between ProMS and VISION. This was done in order to improve efficiency in the transaction process and to help newly hired staff or temporary staff perform the necessary steps as quickly as possible.

On the issue of staff security that affects the entire UNICEF programmatic and operational staff and that of implementing partners, an adequate level of alert was maintained in the office. Due to bomb threats addressed to the Canadian Embassy, located in the same building, the office had to be evacuated on a few occasions. The UN radio system was tested periodically and the warning notice chain was updated and used. Priority was also given to information channels on road traffic incidents to prevent vehicles and people in the organisation from being affected by them.

The various analysis and recommendation committees and structures (Country Management Team, JCC, PCA, Contracts Review Committee, LPSB, etc.) worked regularly, with the JCC revitalized in the last half of the year and meeting regularly. Following the established regulations, agendas were circulated in advance and where applicable, the issues to be discussed emerged by consensus among the staff, represented by the Staff Association and office management. Decisions were set down in the respective minutes and shared with the entire staff.

Strategic Risk Management

Guatemala is a country facing multiple threats and several levels of vulnerability. In 2010, it was second country to be worst hit by climate change in the world. It is one of the ten most environmentally vulnerable countries to climate change worldwide. Over 80 percent of the country's GDP is produced in disaster-risk areas.

The imminent risk level facing the country was evident in November 2012 with the earthquake in the San Marcos area, adjacent to Mexico. The office has updated its documents and response mechanisms, and it was able to respond immediately to the different situations that have taken place.

The office keeps a warehouse in which a minimum of emergency supplies is stored. These were sent immediately to the affected areas. Inputs were purchased and sent to the main implementing partners.

This year, the office participated in the UNICEF-TACRO Emergency Simulation Training for emergency focal points in order to improve human resource capacity.

The risk analysis matrix was revised and updated in line with the reality of the country. It took into account the presence of the new government and what this represents. During 2012, there was a level of social conflict that had to be addressed in the office within the framework of the Country Management Team and at interagency level by the Security Management Team.

Evaluation

The Integrated Monitoring and Evaluation Plan for 2012 included the development of studies and an analysis
of childhood indicators that fuelled the mid-term review process. Special emphasis was given to issues of equity, vulnerability analysis, the systematization of MoRES/L3M experiences, investment budget analysis, the cost of impunity analysis and other bottlenecks that improved awareness of the situation of children and adolescents in the country. Specific budgets for the fight against hunger, health and security and justice are some of the most visible results. The country has the capacity to develop public policy and programme assessment processes through national and sub-national study and research centres, and the active presence of well-qualified professionals.

UNICEF conducted an external assessment of the degree of incorporation of gender and cultural relevance perspectives in the design and implementation of its cooperation programme, using the methodology and tools of the Gender Review Core Package for UNICEF Country Offices. The consultation was held in February 2012.

The conclusions and recommendations of the consultancy were taken into consideration when developing the mid-term review, which reviewed the IRs and the activities of Annual Work Plans.

An assessment of the C4D strategy was conducted as part of the mid-term review. The main purpose was to understand, examine and analyse two strategies developed in the framework of projects supported by UNICEF, each of which has been in operation for about three years between 2009 and 2012: "36 months/Zero malnutrition", implemented by the CECODE, and the social protection of young people and adolescents programme, implemented by Sincronía. Please see the Communication for Development section of this report for details of the review’s main conclusions and recommendations.

### Effective Use of Information and Communications Technology (ICT)

In January 2012, UNICEF began using VISION (SAP) as an integrated organisation-wide transaction and management tool that replaced ProMS. The local migration process to VISION was carried out with the support of the ICT officer, from the configuration of hardware and software for use in the initial start-up, to support throughout the year in user training, uPerform management and scaling up tasks in Service Manager. The officer also provided assistance to the regional office for supporting weekly WebEx sessions, cooperating with Subject Matter Experts in the use of Service Manager, scaling up tasks and tracking the resolution of cases.

The CITRIX remote access corporate applications system worked throughout the year, allowing users who participated in missions in different countries to perform administrative tasks remotely.

Another important task was the migration to new servers. Two virtualization servers were implemented in 2011 as part of the overall ITSS plan. In 2012, all critical servers were migrated to virtual machines within virtualization servers. Additional servers to the new infrastructure were also implemented: WSUS and DPM backup server. In general, all requirements were seen to by ITSS and installation of the various systems was completed as planned by Headquarters. All are operating according to institutional standards.

The equipment renewal process continued according to plan. All computer equipment was retired this year (including cables and parts in disrepair) and delivered to a recycler of electronic equipment, to avoid polluting the country.

The ICT officer cooperated with the programme area in the development of a new methodology for the analysis of inequities at the municipal level as a sign of interdepartmental collaboration. The contribution made by ICT consisted of the numerical and statistical analysis of 14 municipal indicators, and the development of a methodology for consolidation and subsequent use. It also participated in presentations to disseminate the document to other offices in the region, the diplomatic corps and other international bodies. Details of this activity are provided in the Innovations section of this Country Office Annual Report.

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Fundraising and Donor Relations

Resource mobilisation has been consistent throughout the cooperation cycle; it has captured 82.7 percent of the Other Resource ceiling of the 2010–2014 Country Programme. The annual ceiling is US$7,846,000 and the office achieved a 95-percent implementation of these funds (US$7,439,964). Given the fundraising prospects to date and based on projections and donor agreements, a US$5 million increase in the cooperation ceiling was approved for the 2010–2014 cycle, from US$34 million to US$39 million.

The United Nations system, including UNICEF, applied for CERF funds to respond to the emergency caused by the earthquake on 7 November 2012. All of the funds requested were approved and are in the implementation phase. UNICEF Guatemala sent inputs for the regional emergency fundraising proposal, Humanitarian Action for Children.

In 2012, 17 grants reached their expiry date, representing a total of US$1,566,672 of programmable funds. The implementation average was 98.4 percent. The KC/11/0042 grants were 100 percent implemented, SC/09/0517 were 98 percent implemented, and SM/10/0385 were 100 percent implemented. Constant monitoring of the maturity and the use of funds to avoid having to apply for extensions to the duration of Programme Budget Allotments was a very effective mechanism that allowed the proper use of funds in the corresponding periods. Two of the major donors to UNICEF in Guatemala (the Government of Sweden and the Government of Norway) have confirmed their willingness to continue a second phase of the UNICEF’s programmes that ended in 2012 for similar periods (three years).

Importantly, the office received two visits by officials of National Committees for UNICEF (Finland and USA) whose main objective was to document UNICEF’s work and develop fundraising campaigns in their respective countries. In coordination with SIDA, a site visit was conducted to collect evidence of the partnership between UNICEF and the Government of Sweden. Additionally, colleagues from New York visited Guatemala to photograph the work done in rural/indigenous areas.

As for reporting to donors, the Guatemala office had a compliance of 89 percent: just 3 of the 27 reports that had to be submitted were not sent in time.

There is a positive outlook for 2013 regarding the possibility of raising funds from the private sector to combat chronic malnutrition. Preliminary planning to this effect, in coordination with TACRO, continued during the last quarter of 2012.

Management of Financial and Other Assets

The Guatemala office maintains satisfactory levels of compliance with audit requirements and with various requests for information and reports from Headquarters and the Regional Office.

The financial monitoring of implementing partners is conducted continuously. At the request of the government, the country office continued to work through the single account system with government departments and key ministries. This mechanism demands that all funds be channelled through the central institution (the General Treasury of the Nation) and that they be sent via wire transfer. In turn, it provides access to a centralised control system that can monitor each disbursement and implementation percentage, according to the way in which each unit enters the expenses it incurs.

Funds have been implemented through 40 partners during the 2010–2014 cooperation cycle. In 2012, there were 29 active partners. Of the 40 partners, 7 have deployed funds totalling more than US$500,000 and 12 are in the range of US$180,000 to US$499,999. In compliance with assurance and evaluation activities to assess the performance of partners, MGI Chile Monroy was engaged to audit five partners. This audit will be completed in February 2013.

The percentage of funds pending settlement for more than 6 months remained at acceptable levels (less than 5 percent over the year) with nothing outstanding beyond 6 months in the second half of the year.
Supply Management

During 2012, the supply component within the country programme was 52 percent less than the procurement of the previous year. The introduction of IPSAS\textsuperscript{24} and VISION had an impact on this result, which was also achieved thanks to the country office’s decision to make some exceptions and give cash assistance to certain implementing partners, for the procurement of the supplies needed for their activities. This was mostly done for the Child Protection component, where the funds were provided for them to construct, adapt and equip special areas as Gesell chambers for child victims of abuse.

The supplies delivered by UNICEF were mainly to assist the government in the Zero Hunger Pact. A total of US$760,389 was delivered to the government and civil society organizations: US$483,768 was spent on offshore procurement delivered to Ministry of Health (micronutrients, therapeutic milk F75 and F100, scales and ORS) and US$276,621 was used to procure locally — basically office/computer equipment and WASH supplies (PVC and latrines).

The office had pre-positioned supplies in some of the partner’s warehouses, which were crucial at the time of the earthquake. The response at the time of the emergency was immediate and effective.

Human Resources

During 2012, the office covered its human resources needs with the same staffing structure as in 2011. Six vacant posts remain unfunded. Professional and technical assistance was hired through consultants, individual contractors and institutions; 58 such contracts were issued throughout the year. Two temporary appointments were granted to cover staff function needs.

The implementation of the new VISION system began on 1 January 2012, demanding full dedication of staff to learning and hands on practice, with six Super Users from different sections in the office serving as focal points for each specific theme. VISION users are gradually developing the required competencies and capabilities to perform transactions and keep the office operations running.

Based on results of the global staff survey and after consideration by the local JCC, the management and staff association joined financial efforts to organise a team-building workshop to address areas of concern to improve staff relations, team work and conflict resolution. A follow-up plan has been designed and will be implemented in 2013.

The phases of performance evaluation process were respected and a better understanding of the connection between results and individual objectives was observed.

As Guatemala remains under moderate security level, preventive measures and established security restrictions have been strictly followed, especially in regards to keeping staff informed of the national security situation at different levels, processing mandatory security clearances, monitoring staff on field trips and periodic radio check practices. Also, under the annual training plan coordinated by UNDSS,\textsuperscript{25} staff has been trained on different security issues. UNICEF Guatemala is 100-percent MOSS\textsuperscript{26} compliant.

In order to maintain awareness and alertness and in compliance with UN Cares policy,\textsuperscript{27} staff received a refreshment session on HIV and PEP kit\textsuperscript{28} protocol in September 2012. The office keeps its commitment towards the practice of the 10 minimum standards on HIV in the workplace and provides information to staff on all issues related to HIV on a regular basis.

\textsuperscript{24} International Public Sector Accounting Standards.
\textsuperscript{25} UN Department of Safety and Security.
\textsuperscript{26} Minimum Operating Security Standards.
\textsuperscript{27} UN Cares is a UN System-wide workplace programme on HIV.
\textsuperscript{28} HIV Post-Exposure Prophylaxis.
Efficiency Gains and Cost Savings

For 2012, Guatemala received US$954,266 within the institutional budget to cover salaries for local staff and administrative costs. The office was able to save US$53,000.00, which represents 5.7 percent.

A saving of US$35,000 was made in salaries, because the review of the local salary scale sent to Headquarters by the Local Salary Survey Committee has not been received yet. The current salary scale is effective since September 2010.

In administrative costs, the office was able to save US$18,000 thanks to energy savings gained from changing the electrical installation and the type of lamps. The cost of this installation was borne by the owner of the building and represented a substantial reduction in the monthly charge. Another important savings took place in data communication (email) as a contract was issued to a local service provider to replace the SITA.

Additionally, savings have also been made by eliminating printers, using only multifunction equipment (a combined scanner, photocopier and printer) with the use of individual codes to charge the copies to the corresponding programme component.

Changes in Annual Management Plan and Country Programme Management Plan

The mid-term review was conducted during 2012 and resulted in several proposed programmatic adjustments to the PCR indicator level, the development of IRs and IR indicators. All adjustments have been approved at the planning and reporting level in RAM. They have also been discussed with the government and are in the process of approval through the Rolling Work Plans of the different PCRs.

The Guatemala Office is preparing a proposal to review its organizational structure, which will be presented to the Programme Budget Review in the first few months of 2013.

Summary Notes and Acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immunodeficiency Syndrome</td>
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<td>C4D</td>
<td>Communication for Development</td>
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<td>CALDH</td>
<td>Centro para la Acción Legal en Derechos Humanos; Legal Action Center for Human Rights</td>
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<td>CECODE</td>
<td>Centro de Comunicación para el Desarrollo; Center for Development Communication</td>
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<td>CERF</td>
<td>Central Emergency Response Fund</td>
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<td>CICIG</td>
<td>Comisión Internacional contra la Impunidad en Guatemala; International Commission against Impunity in Guatemala</td>
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<tr>
<td>CODEDE</td>
<td>Consejo Departamentales de Desarrollo Urbano y Rural; Departmental Development Council</td>
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<td>DPM</td>
<td>District Programme Manager</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>ICEFI</td>
<td>Instituto Centroamericano de Estudios Fiscales; Central American Institute for Fiscal Studies</td>
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<td>ICT</td>
<td>Information and communications technology</td>
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<td>IR</td>
<td>Intermediate Result</td>
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<td>ITSS</td>
<td>Information and Technology Services and Solutions</td>
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<td>JCC</td>
<td>Joint Consultative Committee</td>
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<td>L3M</td>
<td>Level Three Monitoring</td>
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<td>MDG</td>
<td>Millennium Development Goal</td>
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<td>MoRES</td>
<td>Monitoring Results for Equity System</td>
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<td>MOSS</td>
<td>Minimum Operating Security Standards</td>
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<td>NEUBI</td>
<td>Nuevas Escuelas Unitarias Bilingües e Interculturales; New Single-Teacher Bilingual and Intercultural Schools</td>
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<tr>
<td>NGO</td>
<td>Non-governmental Organisation</td>
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<td>Office of the High Commissioner for Human Rights</td>
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Other Publications

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Lessons Learned

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<td>2  Community response for the resolution of chronic malnutrition &quot;bottlenecks&quot; at the local level.</td>
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### Equity Index

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### Abstract

UNICEF Guatemala has developed a methodology called "Inter-Municipal Equity Index on Children and Adolescents." It shows major equity gaps at the municipal level based on the combination of fourteen indicators that show the status of services in key areas for the development of children and adolescents in the country: nutrition, health, education, security, welfare, water, sanitation and housing. The index makes it possible to analyze the situation of each of the 331 municipalities in the country and at the same time to compare the equity gaps between them and at the departmental (second level of administrative decentralization) and national level. The equity index shows that municipalities with a high percentage of indigenous children and adolescents, and/or living in rural areas have higher levels of inequity.

### Innovation or Lesson Learned

This index is considered an innovation in Latin America, both from the standpoint of showing the situation of children and adolescents and from that of advocacy and communication, helping to identify places in the country where there is more inequality. The index makes it possible to focus public resources in certain places and priorities to close equity gaps in a multi-sectoral manner.

### Potential Application

The index is constructed based on information available at the municipal level, allowing comparisons among municipalities. Most of the information comes from the Census, which contains questions that appear in most Latin American censuses. Thus, the index can be replicated in other countries and at the same time, comparisons can be made among countries by selecting standardized and comparable indicators.

Also, if the same methodology is applied in various countries and combining their information, regional indices can be calculated to allow the different regional offices to identify municipalities with greater inequities regardless of which country they belong to.

### Issue

Guatemala is one of the most inequitable countries in the world. 48% of the country's population is under eighteen years of age and this age group suffers from more inequality, especially in indigenous and rural areas.

In this Central American country one in two children under five years old is malnourished, the highest percentage in Latin America and the Caribbean and sixth worldwide. This national average hides large equity gaps: among the indigenous chronic malnutrition is 66% and in the poorest socioeconomic quintile it reaches 70.2%.

In education, one in three children is outside the Guatemalan education system in a country where the average years of schooling are less than six, below the Latin American average (7.5). While in Guatemala City the average number of years of schooling is 8.3, in rural areas it is 2.5 years, below even Haiti (4.1), the latter being the poorest country in the region. With a homicide rate of 38.6 per hundred thousand inhabitants, Guatemala is the eighth most violent country in the world, according to UNODC. Of the 5,681 crimes reported in the...
country during 2011, 7.7% were committed against children under eighteen years of age.
To highlight the situation of Guatemalan children and adolescents and the level of inequities they face, UNICEF Guatemala prepared the document "Equity: A Prerequisite for Social Development in Guatemala", which includes the equity index, that measures and compares the degree of development and welfare of the citizens of a municipality over another. The document is divided into four parts. The first one sets out to understand and apply concepts of equity. The second describes the inequities suffered by Guatemalan society and compares them with other societies, countries and territories. The third part of the document establishes the equity index in order to improve planning and management of national and local resources for social, cultural, political and economic development. Finally, the fourth part of the paper provides a set of statistical, policy, macroeconomic, social protection and taxation recommendations to advance towards equity.

**Strategy and Implementation**

During the current cooperation cycle (2010-2014) the UNICEF Guatemala office has strengthened its knowledge generation and management unit, especially on social and economic policies.
Thus, for most of 2012 the office has been developing the equity index methodology and the document on equity based on the statistical and analysis information available at the national and municipal levels.
The equity index has been submitted to the World Bank (Washington and Guatemala offices), UNDP, ambassadors accredited in the country and the UNICEF LAC network of Officials/Public Policy Specialists. Very favorable comments have been received on the quality of the analysis and its potential use. It will be submitted subsequently to the Government and to other NGOs.

**Progress and Results**

The main result of the equity index is sufficient evidence to determine the situation of children and adolescents in the country for political decision-making and national and municipal planning.

**Next Steps**

The next step of the equity index will be to create an Internet platform to select the desired indicators and municipalities to learn the specific situation and make comparisons. At the same time, this selection makes it possible to prioritize and guide government interventions. It will also facilitate prioritization of international cooperation interventions. Current data will also allow an updated comparison among municipalities.
UNICEF Guatemala, together with the Honduras and El Salvador offices, are working on a multi-country strategy to build a social protection floor focusing on equity. The equity index could be implemented in the three countries as of 2013. Furthermore, the World Bank has shown interest in replicating the methodology at the global and country level.

2 Community response for the resolution of chronic malnutrition “bottlenecks” at the local level.

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<td>Maria Claudia Santizo</td>
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Guatemala is a very unequal country, with the highest stunting rate in Latin America and sixth worldwide (49.8%). For decades, little progress has been achieved in reducing chronic malnutrition but no evidence of reasons that are limiting the results existed until the MoRES or Level 3 Monitoring methodology was applied. The “bottleneck” analysis evidenced that traditional counseling methodology in food and nutrition at health services has not been successful and is limiting knowledge and especially adequate infant and young child feeding practices.

Initial involvement and ownership of the process and afterwards of the results by the Government, allows for the expansion of an innovative C4D strategy with local monitoring in at least 66 municipalities in 2013. The process has enabled to consider new strategies to address the same problem that for decades had not showed any progress and continues to be the greatest nutritional problem in the country.

In addressing a complex problem, the determinants that may be affecting the usual strategies for tackling the problem must be analyzed, to redirect interventions towards more effective ones that can raise impact and ones that probably had not been displayed before. Communication strategies have traditionally been channeled through mass media and messages developed from central level, without taking into account the interests, knowledge, attitudes and practices prevalent in the most vulnerable communities and families. While pursuing a C4D strategy is a major challenge and requires further time and dedication to develop and implement, the Government and CO are convinced that it is an effective strategy to improve the nutritional status of children by enhancing the infant and young child feeding knowledge and habits.

The findings led the CO to focus on C4D as the strategy to pursue better community participation so there is a conscious appropriation of knowledge, and practices are adopted with conviction that it is the best for infant and young child feeding, ensuring sustainability. In 2013, the CO will focus largely on the implementation of a local counselling network through the expansion of the C4D model developed in a previous experience carried out in 2010-2012.

In Guatemala, the country with the highest stunting rate in Latin America and sixth worldwide (49.8%); it is also one of the most unequal countries: the percentage of malnourished indigenous children (66%) is higher than that observed in the country with the highest malnutrition in the world (Afghanistan, 59%); 36% of non-indigenous children are also chronically malnourished (even above the global average of 34% and more than double the Latin American average of 14%). Malnutrition even affects the children of the richest socioeconomic quintile, where 14% are malnourished. In the last decades, very few advances have been noted.

MoRES was perceived from the beginning as a methodology that could help the country to find the causes of why there has been no success in reducing chronic malnutrition. The analysis of the 10 determinants for identification of “bottlenecks” in the areas of prenatal care, breastfeeding and complementary feeding was undertaken. Advocacy with governmental institutions and international cooperation agencies took place and a working group was formed; additionally, a baseline was conducted in eight municipalities with very high chronic malnutrition prevalence. Coordination and partnership were relevant to position the process and acceptance of results.

The Government has taken very seriously the baseline results, as the identified “bottlenecks” need different interventions from the traditional ones implemented mainly at Health Services. With the guidance of the CO, discussions have been conducted with the Government to jointly implement interventions that may help more efficiently reach the goal of malnutrition reduction.

The monitoring system will be conducted locally by local actors (for sustainability purposes), and will be implemented from 2013 in the communities where interventions are to take place. The first progress measurement will be registered in June-July 2013 and is expected to expand to at least 60 prioritized municipalities in 2013.

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Malnutrition prevalence is higher. Therefore, counselling in food and nutrition is very important to prevent it. During decades, counselling has relied solely on health services, but methodologies used have not been adequate, since the “bottleneck” baseline has identified that mothers do not retain the messages they receive in health services. Therefore there is no adequate knowledge and much less likely good practices that may influence the prevention of chronic malnutrition. Additionally, there are no educational materials for counselling nor nutritional supplements, especially for pregnant women in most Health Services. Mothers also did not mention attending support groups on infant feeding, or knowing someone in their community that could counsel them on food and nutrition, despite it being a Ministry of Health strategy. Adolescents were identified as a very important group that has absolutely no knowledge of infant and young child feeding and this is a concern since approximately 25% of pregnancies occur in the teens. Local leaders and midwives do not have adequate knowledge on these topics either.

**Next Steps**

The corrective actions to reduce the identified bottlenecks are related to the fact that counselling will no longer continue to rely on health services only, but is intended to achieve community participation through a C4D strategy. Initially, the aim is to install local municipal communication committees, who will design and implement their own local communication plans and through the integration of different community groups they will use culturally accepted communication tools; in their own language and developed by local actors themselves. To assure nutritional inputs in health services a logistic system will be implemented, probably including the use of cell phones to perform real time monitoring. The promotion of these findings has been so successful that the government, especially through the Food and Nutrition Security Secretariat, is interested in developing and implementing the strategy since it corresponds to the Government’s Zero Hunger Plan that showed some progress in 2012, the implementation and monitoring of actions and results. The lesson learnt is that communication in food and nutrition needs to be performed in an innovative way, through C4D, with full involvement of different community actors (indigenous leaders, women, grandmothers, teachers, midwives, etc) and the impact in terms of applying new feeding practices at household level, needs to be constantly assessed.