2013 Regional Annual/ Analysis Report

UNICEF Latin America and Caribbean Regional Office (LACRO)
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### Acronyms

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<td>AIDS</td>
<td>Acquired immunodeficiency syndrome</td>
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<td>AEPT</td>
<td>Asociación Civil Educación para Todos / Education for All Association</td>
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<td>APR</td>
<td>A Promise Renewed</td>
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<td>ARV</td>
<td>anti-retroviral</td>
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<td>CEDAW</td>
<td><em>Convention on the Elimination of Discrimination against Women</em></td>
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<td>CIS/SISCA</td>
<td>Social Integration Council, Central American Social Integration Secretariat</td>
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<td>Latin American Campaign for the Right to Education</td>
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<td>CO(s)</td>
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<td>Country programme document</td>
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<td>Child protection minimum standards</td>
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<td>CRC</td>
<td><em>Convention on the Rights of the Child</em></td>
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<td>CRPD</td>
<td><em>Convention on the Rights of Persons with Disabilities</em></td>
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<td>DaO</td>
<td>Delivering as One</td>
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<td>DIPECHO</td>
<td>Disaster Preparedness European Community Humanitarian Office</td>
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<td>DHS</td>
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<td>DRR</td>
<td>Disaster risk reduction</td>
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<td>e-PAS</td>
<td>Electronic performance appraisal system</td>
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<td>ECD</td>
<td>Early child development</td>
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<td>ECLAC</td>
<td>Economic Commission for Latin America and the Caribbean</td>
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<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
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<td>FLACMA</td>
<td>Federation of Latin American Cities, Municipalities and Associations</td>
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<td>GAVI</td>
<td>Global Alliance for Vaccines and Immunization</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>HQ</td>
<td>Headquarters</td>
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<td>Human rights-based approach</td>
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<td>IADB</td>
<td>Inter-American Development Bank</td>
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<td>Information and communication technology</td>
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<td>INCAP</td>
<td>Institute of Nutrition of Central America and Panama</td>
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<td>IO</td>
<td>International Organization</td>
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<td>IPU</td>
<td>Inter-Parliamentary Union</td>
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<td>LAC</td>
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<td>UNICEF Regional Office for Latin America and the Caribbean</td>
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<td>NGO</td>
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<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<td>OECS</td>
<td>Organization of Eastern Caribbean States</td>
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1. Executive Summary

In 2013, the regional office of UNICEF in Latin America and the Caribbean (LAC) contributed to a wide array of advances in programming, operations, and private fundraising. Its commitment to equity, that is, to achieving results for the most disadvantaged children and adolescents also deepened over the course of the year, including through the implementation of the Monitoring Results for Equity System. This has allowed UNICEF to show leadership on emerging issues in the LAC region, such as the opportunity offered by demographic shifts to engage with adolescents to ensure their human rights, including meaningful participation in public policy development as evidenced by the completion of a draft guide on adolescent programming.

On the programming side, results to highlight include the implementation of multiple indicator cluster surveys (MICS) in 12 countries, which will generate new data; the renewed commitment to A Promise Renewed targets through the Panama Declaration signed by 27 LAC countries and other partners; a high profile launch of the call to action to end the placement in institutions of children under three years of age in the Ibero-American Summit of Heads of State as well as the completion of Central American study on Out of School Children, which was used successfully to influence the development of a proposed sub-regional educational policy.

These programmatic advances have been complemented by achievements in operations and fundraising. The use of operations shared service centres or hubs expanded in 2013, notably through the opening of the Panama hub with three initial clients, Belize, Panama, and Venezuela, and the addition of Paraguay to the Argentina hub already serving Argentina, Chile, and Uruguay, maximizing available resources for UNICEF-supported programmes. In tandem, private fundraising mobilized a record sum of US $50 million in LAC, a 23 per cent increase over 2012, including US $6 million in unrestricted resources. 2013 also marked the first time a country office, Argentina, made it into the top 15 private sector donors to UNICEF.

In spite of these successes, funds from traditional donors continued to decline. As a result, limited resources remained a challenge.

Partnerships were an intrinsic part of all of the achievements from 2013. In addition to individual LAC governments, partnerships were deepened through the regional and sub-regional inter-governmental and human rights bodies and coordination mechanisms. The formal partnership with the UN Special Representative on Violence against Children was also extremely valuable in high-level advocacy efforts, as were the alliances with the UN Economic Commission for Latin America and the Caribbean and the Global Movement for Children - LAC and, increasingly, the connections forged with adolescents, youth and individual citizens who support the mandate of UNICEF. Examples of the latter include the partnerships established with national and regional networks of adolescents and youth that inform UNICEF-supported work in HIV prevention, secondary education and school-based disaster risk reduction as well as the over 400,000 individual pledge holders that donate every month to support UNICEF in LAC and beyond.

2. Trends and Progress

Regional Economic Trends

Significant progress has been made in the reduction of poverty and extreme poverty measured in monetary terms in Latin America and the Caribbean (LAC) over the last ten years; namely, a 15.7 percentage point reduction in poverty and 8 percentage point reduction in extreme poverty. However, this has begun to stall. According to the most recent data from 2013, the number of people living in poverty totalled 164 million, but those experiencing extreme poverty grew from 66 million to 68 million (a 0.2 percentage point increase) largely due to rising food costs.

Progress on reducing income inequality over the past decade has been more modest. There was an increase of at least 1 percentage point in the share of total income among the poorest 20% of the population in eight Latin American countries (Argentina, Bolivia, Brazil, Ecuador, El Salvador, Nicaragua, Uruguay and Venezuela) and a
A decrease of at least 5 percentage points in that of the richest 20% measured in nine countries (Argentina, Bolivia, Brazil, Ecuador, El Salvador, Nicaragua, Peru, Uruguay and Venezuela). In spite of these modest gains, the lowest economic quintile in Latin America accounted for 5 per cent of total income in the region on average and the wealthiest for 47 per cent. The high watermark was Brazil where the wealthiest quintile received 55 per cent of total income.3

With respect to child poverty, a 2012 study undertaken by the regional office and the Economic Commission for Latin America and the Caribbean (ECLAC),4 showed that overall child poverty measured in monetary terms at the household level dropped over 14 percentage points from 2000 to 2011 in Latin America. Using a multi-dimensional approach, which considered deprivations related to education, nutrition, housing, water and sanitation, and information,5 approximately 40.5 per cent of Latin American children and adolescents (70.5 million) were living in poverty and another 16.3 per cent (28.3 million) in extreme poverty.6 Longstanding patterns of exclusion are apparent with Latin American countries with significant populations of children of indigenous and/or African descent posting the highest levels of multi-dimensional child poverty, an average of 72 per cent for Bolivia, El Salvador, Guatemala, Honduras, Nicaragua and Peru as depicted in the graph below:7

Graph 1:

The multi-dimensional analysis concluded that in spite of improvements, approximately 25 per cent of extremely poor children in Latin America experienced a severe deprivation of more than one fundamental right and 42 per cent of poor children experienced at least two moderate deprivations of the same.8 The number and degree of deprivation affects life opportunities and is thought to be the major driver of cycles of inter-generational poverty.9
The same study of multi-dimensional poverty found significant child poverty and extreme poverty in the seven Caribbean countries analyzed but also a considerable range in these rates. For example, in Guyana, Suriname, and Belize, the average rate of child poverty was estimated to be over 60 per cent and extreme child poverty over 35 per cent. In contrast, in the islands of Antigua and Barbuda, Grenada, Jamaica, Saint Lucia, and Trinidad & Tobago the average rates were much lower at 24 per cent and 6 per cent respectively. The extremely high levels of rural poverty in the continental Caribbean nations (i.e., Belize, Guyana and Suriname) are thought to explain the variance.10

Although there were no significant changes reported from 2011 to 2012 regarding per capita gross domestic product or employment rates, economic growth in LAC has slowed down following the 2008-2009 crisis, and there is a relatively declining trend in public social spending in the LAC region.11 Given the rapidly ageing population, the demand for social spending related to health care, particularly for the elderly, is expected to increase in the future.12 This could have negative implications for budget allocations for children and adolescents.

**Regional Political Trends**

On the political front, a number of presidential and/or general elections were held in 2013, including in Aruba, Barbados, Chile, Ecuador, Grenada, Honduras, Paraguay, Trinidad & Tobago, and Venezuela, the latter triggered by the death of the President on March 5. In addition, parliamentary elections were held in Cuba in February, shortly after which Cuban President Raul Castro announced that it would be his last term (2013-2018).13 Women have gained increasing prominence in the political sphere: LAC has the highest number of women heads of state among developing regions.

UNICEF successfully positioned child rights in several of these electoral campaigns. For example, educational exclusion was a campaign issue in Chile and part of the proposed platform of the winning candidate. In Paraguay, the six main presidential candidates signed the 20 commitments to improve the quantity and quality of investment in children and adolescents during their campaigns, and the President elect subsequently ratified it. Work also continued in relation to 10 por la infancia in Mexico.

Also of significance was mid-term legislative elections in Argentina, the first time that adolescents aged 16 and 17 could vote. Of the 1.2 million eligible to exercise these voting rights, approximately half opted to register.14

Municipal elections took place in Trinidad & Tobago and Venezuela in the last quarter of the year. However, overdue local and legislative elections in Haiti did not go ahead as expected in 2013, sparking protests.15

Voters in LAC continued to be very concerned with rising violence, attributed in large part to organized crime and the trafficking of drugs, arms and persons, including women and children, using routes throughout the region. Although the evidence does not support it, a common misperception is that adolescents and youth are to blame for increased crime and violence, giving rise to political debates running counter to child rights, including those focusing on decreasing the age of criminal responsibility, as is being considered in Brazil and Uruguay, and/or increased custodial sentences. UNICEF in the LAC region continued to convene key stakeholders to mobilize against such reforms, which are a retrograde step in the implementation of child rights.

The region also remains plagued by corruption, which according to the Perception of Corruption Index administered by Transparency International worsened in 2013.16 Some commentators say that the growing middle class, albeit precarious, have increasing expectations and are becoming more and more intolerant of political institutions perceived as “inefficient, corrupt and unresponsive”.17 Witness Brazil, which saw more than 1 million of its citizens, including many young people, rise up in June and July in what some have dubbed “the Tropical Spring” to protest corruption and poor social services, including education, health and public transport.18 Discontent was not limited to Brazil: public protests against corruption also took place in Argentina,19 Paraguay,20 and Haiti.21

Social conflicts continued in 2013. Many centred on indigenous rights and land use, including protests over plans to drill for oil in Ecuador,22 extract oil and gas from shale in Argentina,23 as well as a proposed change to the law which indigenous peoples in Brazil feared would encourage further encroachment by the agriculture sector on
their traditional territories. Another protest over citizenship rights was ignited in the Dominican Republic by a court decision which retroactively stripped Dominican nationality from those born in its territory since 1929 who did not have at least one Dominican parent or parents with legal residency. The decision is thought to affect 250,000 people, including children, many of Haitian descent, which puts them at risk of statelessness without access to basic social services and hampers achievement of the regional goal of universal birth registration by 2015. Another was spearheaded by students in Chile on the right to education.

The on-going peace talks in Colombia, which aim to end the decades-long conflict in that country, represent a final significant political process from 2013. The fate of the negotiations has implications not only in relation to the rights of children and adolescents but also indigenous peoples and Afro-descendants whose rights have been disproportionately affected by the armed conflict. Girls and women who have borne the brunt of sexual violence also stand to gain from restored peace.

**Humanitarian Situations and Emergency Risks**

Despite the peace talks in Colombia, the conflict continued in 2013 leading to violations of child rights. Among these were forced displacement, recruitment of children by armed groups as well as injuries and deaths caused by landmines and/or unexploded ordnance.

Children and adolescents in LAC were also affected by a variety of emergencies, including Hurricanes Ingrid and Manuel which battered the coasts of Mexico, torrential rains in Colombia, prolonged droughts in Bolivia and Paraguay as well as dengue outbreaks in a number of countries, including: Brazil, Colombia, the Dominican Republic, Honduras, Mexico and Paraguay. In addition, the cholera epidemic, which began in 2010, continued to spread in the region. Haiti and the Dominican Republic were most affected with 684,085 and 31,090 reported cases between 2010 and 2013, followed by Cuba and Mexico with 678 and 180 reported cases respectively.

The emergencies from 2013 highlighted that the most disadvantaged children and their families were at the greatest risk from the recurrent small- and large-scale disasters typical of the region, exacerbated by changing climatic patterns. Such groups were most likely to experience repeated loss of livelihoods, negating development gains and trapping them in a continuous cycle of poverty. For example, climate change is a factor linked to the spread of coffee rust, a fungus, which has reduced coffee production by 15-25 per cent in 2012/2013 in Guatemala, Honduras, El Salvador and Nicaragua, a major income source for both families and countries in Central America.

Children, in particular, are particularly vulnerable to the effects of natural disasters. Impeded access to clean drinking water and sanitation services increases the risk of cholera, dengue and other water-borne illnesses, which is especially dangerous for young children whose immune systems are still developing. Regular access to school is often interrupted, and the resulting chaos also increases the likelihood of exploitation, abuse, and violence, including gender-based violence, which is why UNICEF in LAC continued efforts in close coordination with its partners in regional initiatives such as DIPECHO, among others, to strengthen emergency preparedness and response and child-focused disaster risk reduction, including in education systems, schools, and communities.

**Regional Progress on the MDGs and the Millennium Declaration**

**MDG 1 – eradicate extreme poverty and hunger**: The absolute number of people living in monetary poverty in the LAC region did not change from 2012 to 2013: 164 million fell into this category, representing 27.9 per cent of the population. However, those facing extreme monetary poverty increased from 66 million to 68 million or 11.5 per cent of the population. Although improving over time, as of 2011, approximately 40.5 per cent of children and adolescents in the Latin American countries analyzed were found to be poor and 16.3 per cent (one in six) extremely poor measured using a multi-dimensional approach. This represented 70.5 million and 28.3 million boys, girls and adolescents respectively. In some countries with significant indigenous populations, child poverty rates were much higher when measured using a multi-dimensional approach, reaching 80 per cent in the case of Guatemala. An analysis of seven Caribbean countries using the most recent available data from 2005 to 2008
found similar levels of multi-dimensional child poverty to Latin America: 40 per cent of Caribbean children and adolescents were poor and 20 per cent extremely poor.\textsuperscript{27}

MDG progress against hunger is measured against the prevalence of underweight in children under five years of age. On this measure, most countries in LAC will probably meet MDG 1, but if stunting, which better measures cumulative growth deficits, were used, far fewer countries would be on track. Although stunting has halved in the LAC region since 1990, nevertheless its reduction has been slower than expected in some LAC countries given their economic growth. In all, stunting continues to affect an estimated 6.3 million children under the age of five years in the region. Peru and Guatemala illustrate the on-going disparities in the region. In Peru, despite recording a decrease in the stunting rate from 28.5 per cent in 2007 to 18.1 per cent in 2012, stunting among children from the poorest economic quintile was 12.5 times higher than that of the richest quintile. In Guatemala, the LAC country with the largest overall stunting rate of 48 per cent, the ratio is 5:1 with 70.2 per cent of stunted children in the poorest quintile. In the region, the risk of stunting, which is strongly linked to poverty and inequity, is roughly twice as high among indigenous children as non-indigenous groups. A further nutrition-related trend to note is that the decline in stunting in LAC countries has been accompanied by rising childhood overweight and obesity, which are expected to increase the rates of non-communicable illnesses such as diabetes and cardiovascular disease in the foreseeable future.

MDG 2 – achieve universal primary education: Regional statistics for Latin America and the Caribbean reported in the 2013 Global Monitoring Report continued to show universal access (94 per cent adjusted net enrolment) by almost equal numbers of boys and girls at the primary level. Completion is a different story as the 84 per cent survival rate to the final year of primary demonstrates (82 per cent for boys and 86 per cent for girls). On-going work on the Out-of-School Children Initiative (OOSCI) reveals that while children in LAC may be enrolled in school, significant numbers are in lower grades than expected for their age, increasing their risk of early drop-out. Indeed, the OOSCI shows that there are 4.2 million primary and lower secondary school-aged children who are out of school and another 16 million among these same groups at elevated risk of early drop-out, with an age-grade gap of two or more years.

MDG 3 – promote gender equality and empower women: On educational outcomes, the latest data on gross enrolment from 2011 shows a gender parity ratio of 0.97 in primary, 1.07 in secondary, and 1.27 in tertiary education. This means that while gender parity has been achieved in primary, there was greater enrolment among girls and women at the secondary and tertiary levels. This was particularly so at the tertiary level where there were 127 women enrolled for every 100 men. The youth literacy rate stood at 97 per cent for both men and women.

Women in LAC also gained ground in the labour market, although not in all areas of work. Figures from 2011 showed that gender parity regarding the number of men and women in paid employment had nearly been achieved. They also showed that the percentage of women employed in non-agricultural wage-earning jobs increased from 38 per cent to 44 per cent over the period from 1990 to 2011. However, structural inequality remains. For example, 67 per cent of women in the work force are engaged in domestic or informal work, their unemployment rate is 35 points higher than that of men, and their average earnings are 10 per cent to 30 per cent less than those of men with the same level of education.

With respect to women’s political participation in 2013, the LAC region had highest rate of women members of parliament in the entire developing world at 24.5 per cent, up from 23.2 per cent in 2012 and 15 per cent in 2000. It also boasted the most women heads of states, with women presidents in Argentina, Brazil, Costa Rica as well as a presidential elect in Chile and women prime ministers in both Jamaica and Trinidad & Tobago. On the other hand, the upper house of the Haitian parliament was one of only six chambers in the world without women members, showing more work remains to be done.

MDG 4 – reduce child mortality: According to A Promise Renewed Progress Report 2013, Latin America and the Caribbean is one of only two regions in the world on track to meet the 2015 target of reducing the under-five mortality rate (USMR) by two-thirds. Between 1990 and 2012, the LAC region reduced the USMR by 65 per cent; that is from 54 to 19 deaths per 1,000 live births.\textsuperscript{28} Progress on neonatal deaths has been somewhat slower with
a reported decline of 56 per cent from 22 to 10 deaths per 1,000 live births over the same period. This means the proportion of deaths which occur in the first 28 days of life has increased, up from 41 per cent of the total in 1990 to 51 per cent in 2012.\(^2\) The slower progress on neonatal mortality can be explained by the greater emphasis and global progress in reducing vaccine-preventable diseases that occur later in life and because the first 28 days of life is a period of particular vulnerability.

**MDG 5 – improve maternal health:** The maternal mortality target of a 75 per cent reduction is considerably more distant. The maternal mortality ratio (MMR) has fallen in both Latin America and the Caribbean since 1990 (LAC: 140 to 80 deaths per 100,000 live births among women aged 15-49 years; Latin America: 130 to 72; Caribbean: 280 to 190. The ratio in the Caribbean is driven upward by the high MMR in Haiti, which stood at 350 deaths per 100,000 live births.) Neither sub-region is on track to reach the 2015 target. In part, this is because both the Caribbean and Latin America continue to report high birth rates among adolescents, trailing only Sub-Saharan Africa, and early childbearing increases health risks.\(^3\)

**MDG 6 – combat HIV/AIDS, malaria and other diseases:** Significant progress was made in the prevention of vertical transmission of HIV from mother-to-child in 2013. Anguilla, Cuba, El Salvador, and Panama reported having eliminated vertical transmission while Peru and Chile began the formal assessment process to confirm having reached elimination status. A further nine countries – Argentina, Bahamas, Barbados, Costa Rica, Dominica, Grenada, Guyana, Paraguay and Trinidad & Tobago – reported transmission rates between 2 per cent and 5 per cent, moving very close to the elimination target, which is under 2 per cent.

In prevention work with adolescents, the regional office used 2013 to sharpen its focus, identifying the most vulnerable adolescents in priority countries on whom to target future efforts: Belize, Brazil, Dominican Republic, Guyana, Haiti, and Jamaica in addition to Nicaragua.

**MDG 7 – ensure environmental sustainability:** Although the percentage of the population in LAC benefiting from potable water and sanitation services has increased over the last two decades,\(^4\) the ECLAC-UNICEF analysis of multi-dimension child poverty from 2012 found that most of the deprivations underlying child poverty in the region were attributable to gaps in access to sanitation facilities, housing, and drinking water,\(^5\) with considerable disparities continuing between rural and urban areas. In addition, it is estimated that air pollution exceeded the recommended particulate limits established by the World Health Organization (WHO) in at least 27 cities in LAC, 10 of which are capital cities. Children are particularly vulnerable to the deterioration in air quality in the region.\(^6\)

**MDG 8 – develop a global partnership for development:** Since the global financial crisis and difficulties in the Euro Zone, official development assistance has fallen sharply worldwide. In real terms, it has decreased 4 per cent from 2011 to 2012, on top of another 2 per cent downturn in 2010, marking the first two-year consecutive contraction since 1997.\(^7\) While the proportion of external debt relative to exports in LAC has improved over time – it decreased from 7.7 per cent in 2009 to 6.1 per cent in 2011 – it almost doubled the average of 3.1 per cent for developing regions.\(^8\) This is of particular concern for a number of Caribbean countries, which are highly indebted and their middle and even upper income status prevents them from accessing debt relief measure from donors.

Growth in the use of mobile technologies, such as smart phones, has been observed and is expected to continue.\(^9\) An example of this trend was seen in Argentina and Chile where sales of smartphones in 2012 outpaced those of all other phones for the first time.\(^\)\(^1\)\(^0\) This trend opens up new possibilities with respect to mobile delivery of social services as well as the ability to reach and partner with individuals in the region and the world more quickly and at a lower cost.

**Major Trends in Relation to the CRC, CEDAW and CRPD**

**Convention on the Rights of the Child (CRC):** Progress was made on CRC reporting in 2013. Advocacy by the UNICEF Office for the Eastern Caribbean Area bore fruit with St. Vincent and the Grenadines submitting its outstanding CRC report. The combined second to fourth periodic reports of Guyana was considered by the CRC in early 2013, and UNICEF Guyana lent its support for the preparation of the “List of Issues” made in response. With the support of UNICEF, Haiti submitted its combined second and third periodic reports to the CRC. UNICEF Paraguay
participated in the pre-sessional working group of the CRC Committee in relation to Paraguay’s implementation of the Optional Protocols, and UNICEF Venezuela assisted in the development of a shadow report submitted to the CRC Committee, which stressed the need to take the views of boys, girls, and adolescents into account. However, the delays in the issuance of observations by the CRC Committee on reports represent a risk to the credibility of the process.

Convention to Eliminate All Forms of Discrimination against Women (CEDAW): In 2013, the CEDAW Committee issued concluding observations to Colombia, Cuba and the Dominican Republic. While acknowledging progress, the Committee also expressed various concerns, including over the legal age of marriage and related exceptions, violence against women and the lack of disaggregated data on education in the three countries. Early pregnancy and the forced sterilization of women living with disabilities and with HIV/AIDS were additional concerns in Colombia. Early pregnancy was also signalled in relation to the Dominican Republic as were the multiple forms of discrimination faced by women of Haitian descent and the high number of women, including young women, living with HIV/AIDS. In addition, UNICEF Suriname continued its advocacy in concert with the UN Population Fund towards the finalization of the state party report, a draft of which is underway.

Convention on the Rights of Persons with Disabilities (CRPD): The CRPD Committee issued concluding observations to El Salvador and Paraguay in 2013. Among the main concerns expressed in relation to El Salvador were the lack of measures in the Child and Adolescent Protection Act to ensure the protection of children with disabilities apart from a limited few related to health care and poverty, which made these children more vulnerable to abandonment or placement in institutional care. Concerns regarding Paraguay included the lack of information about children with disabilities at risk of ill-treatment or abuse, including those of indigenous descent. A further concern was the scope of Paraguayan National Comprehensive Care Programme for Children and Adolescents with Disabilities, which the Committee noted was limited to the prevention and early detection of disabilities using a medical model only. In addition, two more LAC countries ratified the CRPD: Barbados on February 27, 2013 and Venezuela on September 24, 2013.

Partnerships
Efforts continued in 2013 to encourage far-reaching and broad-based partnerships. This was accomplished by making use of regional and sub-regional inter-governmental bodies and by mobilizing a broad range of partners through regional or sub-regional events on key UNICEF initiatives. An example of the former is the use of the inter-governmental body, CECC-SICA (the body for the coordination of education policy within the Central American Integration System), as a forum for regional advocacy efforts on the Out-of-School Children Initiative with the result that the Ministers of Education in Central America agreed to make the reduction of school failure in the early grades of primary school a centrepiece of regional education policy. An example of the latter is the regional follow-up meeting of A Promise Renewed (APR), which successfully mobilized a broad range of LAC governments, international bodies and civil society organizations alike and culminated in a declaration recommitting to APR goals that was signed by 27 governments and 39 other partners. A second example is the regional launch of the Call to Action to end the institutionalization of children under three years of age supported by the Presidents of Costa Rica, Honduras and Paraguay during the XXIII Ibero-American Summit of Heads of State. The high profile LAC Call to Action, itself an outcome of the earlier request of UNICEF LAC for observer status with the Ibero-American General Secretariat, raised awareness about de-institutionalization but also spurred countries, such as Brazil, to organize country-specific launches and to take rapid action to end the placement of young children in institutional care. Other key partnerships from 2013 include those in relation to the Safe and Sustainable Cities and Vamos Jugar Initiatives as well as the Federation of Latin American Cities, Municipalities and Associations (FLACMA).

In terms of regional media partners, the LAC regional office continued its close collaboration with Agencia EFE and NTN24. Also in 2013 it established a relationship with CNN, the Spanish-language regional channel of parent company, CNN and renewed its memorandum of understanding with the Cartoon Network Latin America for a further three years as a means to promote safe and inclusive sports, recreation and play as well as early childhood development.
Partnerships with the private sector and individuals continued to flourish. By the end of 2013, fundraising operations had mobilized US $50 million mainly from nine LAC country offices (Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay and Venezuela), a 23 per cent increase over 2012. Of this, US $38 million was donated by 423,505 individuals. In all, the number of individual contributors to UNICEF in LAC increased 25 per cent over 2012 and represented approximately 10 per cent of the global total. Of the funds raised, US $6 million (from Argentina and Uruguay) went to unrestricted regional thematic funds and global regular resources.

Beyond fundraising, engagement with 20 leading corporate social responsibility consulting and advisory firms led to the launch of child-rights-focussed corporate social responsibility initiatives in several LAC countries on policies related to human resources, supply chains and marketing. In addition, UNICEF started a process with the International Labour Organization to strengthen public-private partnerships on the eradication of child labour in which 150 companies from Argentina, Chile, Ecuador and Panama participated. Moreover, the regional office and country offices in Brazil, Colombia and Peru secured their participation in a global pilot project with the mining sector aimed at promoting respect and support for child rights.

Partnerships with international financial institutions, such as the Inter-American Development Bank and the World Bank were also a part of UNICEF work in 2013, but focused primarily at the country office level. Further effort is required to strengthen links at the regional level.

**Implications of the Regional Trends on the Strategic Position of UNICEF in LAC**

Despite progress in girls’ education and the political participation of women, the LAC region remains subject to variety of shocks, including possible changes to long-established political regimes and conflict; recurrent natural disasters, the risk of which is intensified by climate change; and rapid demographic shifts as well as economic instability in some LAC countries. Moreover, although important gains have been made, poverty reduction is slowing and large disparities persist, signaling that the commitment of UNICEF to ensuring equitable results for children in LAC must continue. Multi-dimensional child poverty and increasing the availability of disaggregated data will also continue to be key priorities for UNICEF.

At the same time, the risk of social unrest remains real in some countries and can suddenly ignite. This makes the ability of UNICEF to expand its engagement beyond governments and governmental bodies to civil society and individuals critical. The desirability of forging broad-based partnerships applies in UNICEF-supported programming, but also in fundraising, as traditional donors continue to phase out of the region. The on-going preoccupation with violence and citizen insecurity may draw attention away from and even reverse gains related to child rights and social investments, suggesting that UNICEF will have a key role to play to ensure that child rights to protection from violence, social inclusion and non-discrimination remain central to the public agenda.

That said, the growing and increasingly vocal middle class in LAC has ambitions that align with the UNICEF commitment to the achievement of child rights with equity, such as broadening the distribution of growth and increasing the stability of development gains. This convergence represents a valuable opportunity for UNICEF, including to position the previous experiences of the diverse region as “a laboratory for sustainable development” and as a key player in the debate on the post-2015 development agenda.\(^{38}\) Equally, it carries a corresponding responsibility to ensure that the voices of the most disadvantaged children and families – the poor, the marginalized as well as other groups who may be overlooked, such as very young children, adolescents, and those with disabilities – are heard and taken into consideration.

**3. Analysis of programme strategies and results in the region**

**3.1 Analysis of programme strategies and results**

One programmatic shift was to **strengthen adolescent programming**. Following up on the February Regional Management Team meeting, the regional office, with the support of UNICEF Headquarters, organized region-wide meeting on adolescents in May, which culminated in a draft guide which promotes a more holistic approach to adolescent programming.
Effective Advocacy

There are several examples of successful advocacy led by the regional office in 2013:

**A Promise Renewed**: A total of 28 LAC countries have pledged to support the *A Promise Renewed* to eliminate preventable deaths among young children and their mothers. On September 10-12, 2013, a regional follow-up meeting was held in Panama City organized by the regional office, the Pan American Health Organization/WHO, *Iniciativa Salud Mesoamérica 2015*, UNAIDS, UN Population Fund (UNFPA), the United States Agency for International Development, the Inter-American Development Bank, the World Bank together with the Government of Panama. This created an important political framework to advance results for children.

To accelerate APR, a regional follow up conference was undertaken with key stakeholders. Two key results were obtained. The first was the *Panama Declaration*, which is a commitment to accelerate the elimination of preventable maternal and child deaths which disproportionately affect poor and socially marginalized populations in LAC by scaling up evidence-based interventions in national plans and strategies, promoting universal health coverage, building regional cooperation and strategic alliances, and mobilizing political leadership. It was signed by 27 LAC countries (Antigua, Argentina, Barbados, Belize, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, St. Lucia, St. Kitts and Nevis, St. Vincent, Suriname and Uruguay) as well as 39 international partners, faith-based groups, civil society organizations and individuals.

The second key result achieved in the regional follow-up on APR was the consensus that: a) efforts must be aimed at the country level and engage a wider range of stakeholders, including greater involvement of civil society and the private sector and b) the identification of next steps:

1. Develop a framework for action, transparency and accountability, including a regional road map. An initial draft of the framework for action was prepared on the last day of the meeting, which will be further refined by the LAC APR Executive and Advisory Committees in 2014.

2. Maintain a network to enable continuous collaboration and exchange on evidence-based multi-sectorial interventions as well as the challenges and successes in ensuring equitable and universal health care through the APR website for the Americas ([http://www.apromiserenewedamericas.org/apr/](http://www.apromiserenewedamericas.org/apr/)).

**Scaling-up Nutrition (SUN)**: In 2013, El Salvador joined Haiti, Peru and Guatemala in the Scaling up Nutrition (SUN) movement, establishing mechanisms to reduce under-nutrition and scaling up programmes to meet the global targets established by the 2012 World Health Assembly. Specific activities to achieve these targets include: strengthening the enabling environment by identifying best practices for scaling up proven interventions and developing high quality country plans with costs and an agreed upon results framework, mutual accountability and advocacy strategies to increase resources. In parallel, the regional office initiated discussions with the government of Brazil to explore ways to share experiences and lessons learned from the rapid progress achieved and also initiated discussions with REACH, the multi-partner *Ending Child Hunger Initiative* within the UN, which focuses on translating the conceptual approach of SUN into practice for the benefit of country offices and their partners in the LAC region.

**Out-of-School Children**: A key advocacy gain for the education sector in the region was the agreement reached among Central American Ministers of Education following the main findings of the *Out-of-School Children in Central America* to include the shared problem of school failure (i.e., late enrolment in primary school, high grade repetition, irregular attendance and early drop-out) in the proposed *Política Regional Centroamericana de Educación al 2021 / the Regional Central American Policy on Education up to 2021* through CECC-SICA. Having a common understanding of educational bottlenecks enables UNICEF offices to support countries in finding policy solutions by tackling school failure from different angles.

**A Call to Action**: High level advocacy undertaken with the Special Representative on Violence against Children and the Global Movement for Children – LAC contributed to a successful regional launch of the call to action to end the placement of children under the age of three years in institutions during the 2013 *Ibero-American Summit of*
Heads of States and to the ratification by Bolivia and Honduras of the Third Optional Protocol to the Convention on the Rights of the Child.

Multi-dimensional child poverty: Joint efforts with the UN Economic Commission for Latin America and the Caribbean on the measurement of multi-dimensional child poverty highlighted in the Panorama Social de America Latina / Social Panorama 2013 positioned the issue at the political level, not just the technical one and sets the stage for efforts arguing for its inclusion as an indicator on poverty reduction in the post-2015 agenda.

Humanitarian action: Regional office advocacy also led to several gains in the emergency area. As a result of the promotion of the Brazilian protocol based on the Core Commitments to Children in Humanitarian Action, a promising south-south cooperation exchange occurred between the Governments of Brazil and Panama. As well, SSC to strengthen humanitarian actions was included in the Meeting of the Regional Mechanism of International Humanitarian Assistance. Several countries of the region committed to this end by signing the Jamaica Declaration that calls for strengthened mechanisms for horizontal cooperation in humanitarian action.

Children with disabilities: Five country offices (Belize, Costa Rica, the Eastern Caribbean, El Salvador, and Uruguay) produced or are producing situation analyses on the rights of children with disabilities. Other related achievements include advocacy on the inclusion of children with disabilities by countries offices in Belize, Guyana/Suriname and Haiti; the adoption of a new law on the rights of persons with disabilities in the Dominican Republic; and the planned assessment of the Uruguay country office with respect to participation of children and adolescents with disabilities in education. Other country office supported initiatives from 2013 include the efforts made in Jamaica to improve the situation of children with disabilities in school and the completion of a paper on inclusive education by the Guyana/Suriname country office.

The rights of girls: An inter-agency advocacy milestone led by the regional office was to position in the Inter-American Human Rights Commission a discussion on the situation of girls in the region. This resulted in a special hearing on the human rights of girls in the LAC region held on October 28, 2013, in which UNICEF, the UNFPA and Plan International participated. It was followed by an expert meeting on the topic held at the American University in Washington D.C., which helped to build momentum on this important issue.

Capacity Development, including through South-South and Triangular Cooperation

South-south cooperation (SSC) in LAC took place in several fields in 2013, including education, emergencies/humanitarian action, and child protection. Highlights from the education sector include the tools related to self-evaluation for secondary schools developed and applied in Argentina, which were adopted by the Government of Ecuador and triangular cooperation (TC) in the form of the technical advice provided by UNICEF Argentina to the Ministries of Education in Costa Rica (how to reduce the repetition rate in Grade 1) and Peru (teacher training). Related examples include the first SSC meeting on child-focused disaster risk reduction organized by the regional office in which 10 countries participated (Armenia, Brazil, Cuba, Ecuador, Guatemala, India, Jamaica, Mexico, Niger and Panama) and the Kingston Declaration from the VI Meeting on Enhancing Humanitarian Partnerships, which the regional office, the Brazil country office and the Government of Brazil influenced by successfully advocating for the inclusion of a call for strengthened horizontal cooperation in humanitarian action. Another SSC activity was the technical exchange between the Governments of Brazil and Panama regarding a protocol on child protection in emergencies, itself the result of collaboration between the Government of Brazil and UNICEF Brazil, to be adopted in the Central American country. Also in the child protection field was the technical meeting for which government officials from Brazil travelled to Costa Rica to examine the latter’s approach to restorative justice.

Capacity development also took place beyond the framework of SSC. Among the actions directed to enhance the capacity of key counterparts in LAC were the workshops organized by the regional office as part of the Out-of-School Children Initiative in Central America for ministry of education statisticians and planners, which helped officials to draw linkages in existing data and conduct an analysis to identify the specific bottlenecks that impeded the right to education in each Central American country and tailor responses to overcome them. Another example was the conference on public investment in children held in Bogota in June 2013 in which UNICEF staff and national
counters from 12 LAC countries participated, which enabled a regional exchange of experiences and the establishment of a network to assess the efficiency, equity, and sufficiency of state investments to benefit children.

In the child protection field, a meeting on Breaking the Silence Initiative/ Teddy Bear Campaign helped lay the foundation for powerful inter-agency collaboration against child sexual abuse in the Caribbean. In addition, there was a training on a related toolkit to foment community-based mobilization and support for the initiative. A key capacity development action to accelerate birth registration was the workshop organized by the regional office, UNICEF Headquarters and the Inter-Parliamentary Union (IPU) on the role of parliamentarians regarding birth registration to accelerate efforts and contribute to the regional goal of universal birth registration by 2015. Finally, two training workshops were held to enhance the protection of children in emergencies in Barbados and Bolivia, which led to the development of action plans aimed at closing both coordination and knowledge gaps.

Finally, internal capacity development also occurred through both tools and trainings for country offices. Examples include gender mainstreaming training sessions held in country offices in Cuba, Haiti, Mexico, Panama, and Paraguay and the training provided on the new WHO guidelines on the elimination of mother-to-child transmission of HIV. The first strengthened the inclusion of the gender perspective in programming and promoted a greater degree of inter-sectoral work related to gender while the second enabled LAC country offices to update the guidelines and protocols used in country-level HIV programming. With the support of Headquarters, the regional office also provided training on mapping child protection systems that enhanced the capacity of UNICEF staff in the Caribbean. Knowledge and capacity in relation to planning and programming of all 24 country offices was increased through the regional Programme Planning Process training workshop held in April co-hosted with Headquarters which benefitted 34 deputy representatives as well as planning, monitoring and evaluation staff, complemented by new programming guidance for emerging issues, such as MoRES mainstreaming and transitioning to the new strategic plan. Written tools included the guide published in Spanish and English on the integration of gender, inter-culturality and human rights approaches in development programming that was the fruit of an inter-agency collaboration between the regional offices of UNICEF, UNFPA, UNDP, and UN WOMEN.

A shortfall in regional capacity development is that there is no measurement of the impact of such activities. Also, a more systematic approach could be developed.

Monitoring Results for Equity System (MoRES): The implementation of MoRES continued to be a process of “learning by doing.” Among the key lessons from its roll-out in LAC was its flexibility: the use of MoRES in LAC country offices varied, depending on the specific country context and the chosen entry point. Another was the importance of achieving “buy in” among government and other partners to ensure sustainability of the results. This latter point is particularly relevant if the country office in question would like to introduce or reinforce decentralized (Level 3) monitoring in national monitoring systems. Also critical was linking MoURES to on-going initiatives, such as results-based budgeting, as was the case in Peru.

Another key piece of learning arising from all three MoRES pilots in LAC was the recognition that not all sectors of a given government may be ready to implement decentralized monitoring and bottleneck analyses. A gradual approach was required as well as differentiated strategies in each country. For instance, Guatemala introduced MoRES at the national level with pilots at the municipal level; Peru at the municipal level but showed an impact at the national level; and Nicaragua opted to introduce it in the specific sectors of education and HIV/AIDS.

The regional office made the most of planning milestones such as the creation of new country programme documents (CPDs), mid-term reviews (MTRs) and annual reviews to facilitate MoRES implementation. It has done so in two ways. First, by using them to forge “buy in” among staff, partners and allies, and second, to advance mainstreaming efforts. For example, Cuba and Mexico made full use of the determinant framework to inform their situation analysis, results structure and theory of change in the development of their new CPDs. Argentina and Guatemala shifted their programme strategies as a result of the MoRES bottleneck and determinant analysis, as discussed in their respective MTR reports. The implementation of MoRES in countries with on-going programmes, including Bolivia and Honduras, led to more tailored outputs and related indicators.
To achieve these results and offer effective support to country offices, the regional office developed a series of tools related to MoRES. Among them, a survey to detail the status of MoRES implementation in LAC, conducted in September through which 17 out of the 24 country offices provided inputs. The data enabled the regional office to produce a summary table of opportunities for strengthening MoRES mainstreaming efforts to guide future technical assistance and work planning processes.

Another tool was the written guide, entitled *Tips for MTR Reviews with an Equity Focus*, which provided an overview of steps in the reviews where the determinant analysis could be mainstreaming to inform decision-making processes. A third tool developed by the regional office was a checklist which enabled country offices to undertake self-assessments of MoRES implementation.

Moreover, the regional office facilitated opportunities to join forces with centres of excellent and country offices in order to integrate MoRES with on-going global and regional equity-focused initiatives. Experiences in the education sector are detailed in Part 6, Lessons Learned below.

**Communication for Development/ Sport for Development**

Communication for Development (C4D) continued to be a major area of intervention in LAC to address barriers related to social norms and enabling environment, including in the areas of nutrition, ECD, hygiene promotion, violence against children and juvenile justice. A total of 19 country offices reported activities in this area. Support to country offices for C4D continued to be provided by the regional office in close collaboration with Headquarters.

*Vamos Jogar* is the major Sport for Development (S4D) initiative in LAC, designed to ensure the right to safe and inclusive sport for all children in LAC by mobilizing athletes to advocate for more social investment in sport at the local level, including in their own municipalities. Several dozen professional athletes from the region have signed up as flag bearers using the [www.vamosjogar.info](http://www.vamosjogar.info) platform. The most important achievement in 2013 on *Vamos Jogar* was the development of a set indicators to enable municipalities to undertake a self-assessment in order to establish baselines on the right to safe and inclusive sport. When the self-assessments are completed, LAC will be the first region with comparative data on this important child right, which opens up opportunities for advocacy on S4D as well as the ability to track progress. These advances were achieved through the leadership of a steering committee of Representatives from country offices in Argentina, Brazil, Colombia, El Salvador, Jamaica, and Mexico.

**Strategic Partnerships**

The regional office cultivates a broad range of strategic partnerships to achieve results for children and adolescents in LAC. Among them:

- **ECLAC and UN partners**, including: WHO/PAHO, UNFPA, UNAIDS, UNESCO, UN WOMEN, the ILO, the UNDP as well as the Special Representative of the UN Secretary General on Violence against Children;
- **UNDG-LAC**, including in relation to the *Safe and Sustainable Cities* event as part of the 2013 Ibero-American Summit; consultations on the post 2015 development agenda; and the UNiTE campaign to eliminate violence against women;
- **inter-agency mechanisms**, such as the Risk, Emergency and Disaster Task Force Inter-Agency Workgroup for Latin America and the Caribbean (REDLAC);
- **inter-governmental bodies**, such as CECC-SICA/SISCA, the Organization of American States, the Organization of Eastern Caribbean States, CARICOM, and the European Union; the formal agreement between the regional office and the Ibero-American General Secretariat (in Spanish, SEGIB) on SSC increases the opportunities open to UNICEF to promote child-focused SSC;
- **regional networks** coalescing around UNICEF-supported initiatives, such as APR;
- **human rights institutions**, such as the Inter-American Human Rights Commission;
• **non-governmental organizations**, including: the Global Movement for Children-LAC, Save the Children, Plan International, World Vision and the Refuge Education Trust;

• **international financial institutions**, such as the Inter-American Development Bank and the World Bank; and

• **universities and other regional centres of excellence**, such as Lanus National University and the Mexican evaluation body, CONEVAL.

**Knowledge Generation/ Management**

Some of the overarching knowledge generation/ management activities from 2013 included the analysis of new data from multiple indicator cluster surveys; the development of resource packages and toolkits to disseminate information to support UNICEF programming in LAC, including in relation to early childhood development, violence in schools and reform of child protection systems. Also completed were a mapping of country office-supported work on adolescent programming and country scorecards in the context of the global health initiative, *A Promise Renewed*. The latter two tools were used in regional meetings as a means of sharing knowledge and experience among LAC country offices and key stakeholders.

The regional office also completed a number of sector-specific studies, guides, systemizations, working papers, interviews as well as a document repository. Examples are provided below.

• In **child protection**, these included greater evidence on the situation of children in residential care in LAC, a joint study with the Inter-American Commission on Human Rights on the right to family life and three UNICEF-supported studies on the eradication of child labour: first, a systematization of public-private networks for the eradication of child labour undertaken in collaboration with the ILO in LAC; second, a mapping of child labour activities in the region; and third, the provision of inputs for an inter-agency report on child labour presented at the III Global Conference on Child Labour held in Brazil in October.

• In **social policy**, a repository of all country and regional work on public investment in children was set up on the regional intranet for easy access and reference.

• In **early childhood development** (ECD), the LAC regional office, in partnership with the International Institute of Educational Planning and UNESCO, enhanced the Information System on Early Childhood in Latin America (in Spanish, SIPI) through the addition of a series of working papers and interviews with experts, published to its webpage, [www.sipi.siteal.org](http://www.sipi.siteal.org). The SIPI webpage was also updated to include situation analyses on ECD in Argentina, Bolivia, Costa Rica, Ecuador and Paraguay.

• In **emergency**, the regional office along with its partners in the Coalition for Resilience of Children and Youth in LAC developed a guide for governments to identify best practices for the integration of disaster risk reduction strategies into public policy.

**Human Rights Based Approach to Cooperation**

One example of a human-rights-based approach in 2013 was the toolkit developed to support the implementation of the *Breaking the Silence Initiative/ Teddy Bear Campaign* on child sexual abuse because of its commitment to community empowerment and child participation. Initial testing of the toolkit with stakeholders from Guyana and Suriname confirmed the value of a bottom-up approach.

It was also evident in regionally supported education programming. For example, the toolkit on the prevention of all forms of violence in schools, including gender-based violence, which was developed by the regional office with Plan International is squarely grounded in the overlap among the rights to education, protection and gender equality. A second example is the *Out-of-School Children Initiative* (OOSCI) aimed at addressing gaps in educational rights, particularly those experienced by the most disadvantaged children and adolescents in LAC. It does so through a rigorous conceptual framework which examines not only those children who have already dropped out of school but also those at increased risk of early drop-out, who in the past were often overlooked. The equity focus has been further enhanced by efforts to inter-weave OOSCI with the Monitoring Results for Equity System (MoRES), including in Honduras, Nicaragua and Paraguay. The human rights based approach also unpinned on-going work with the
Latin American Campaign for the Right to Education (in Spanish, CLADE) on deepening the regional debate on the right to secondary education with the active participation of student leaders and youth.

However, further work is required to embed human rights standards as the bedrock underlying public policies and programmes on HIV/AIDS. The most vulnerable populations, including people with disabilities, youth, sexual minorities, sex workers, and people living with HIV, continue to be affected by stigma and discrimination, and these human rights breaches are an obstacle to progress in reducing new HIV infections and improving access to services.

**Gender Equality and Mainstreaming**

A key achievement from 2013 was obtaining the highest score of all regions in relation to the gender mainstreaming indicator in a review of CPDs submitted in 2013: LAC stood at 86.25 per cent, more than 20 points higher than the overall average of 67.4 per cent. Another was successful advocacy, which led to a special hearing on the human rights of girls and adolescent girls in LAC at the Inter-American Commission of Human Rights and a follow-up of experts at the American University Washington College of Law.

Other related advances include greater consistency in country office work on adolescent pregnancy and violence prevention, including gender-based violence, often achieved through inter-agency working groups. Inter-sectorial linkages were also evident in work on education and gender (e.g., the toolkit on the prevention of all forms of violence in school, including gender-based violence), the rights of indigenous girls, and the role of gender in juvenile justice systems. The four gender reviews undertaken in 2013 (Cuba, Mexico, Panama and Paraguay) have been useful in staff capacity development and as a valuable planning tool since they can provide a practical road map for gender mainstreaming efforts, particularly if they occur at the start of a new programme cycle or a mid-term review. Training on gender can also serve to highlight other types of discrimination, which may be overlapping.

However, there are areas that require further consideration. For example, capacity building efforts should be continuous so that staff changes do not derail momentum on gender-related priorities. The operationalization of the plethora of gender-related tools is another challenge, as is ensuring inter-sectorial work on gender and adolescents since the high degree of vulnerability experienced among adolescents in the LAC region is very much tied to gender issues. Moreover, although gender equality can be a good entry point to address other rights, this is not so in patriarchal environments. Finally, it is important that the work of UNICEF be positioned on the agendas related to the rights of both children and women since they are inter-dependent and their realization intertwined.

In the specific area of child protection, the Breaking the Silence Initiative recognizes the deeply rooted gender dimension of child sexual abuse, which puts girls at higher risk of suffering this crime. Consequently, it invites families, communities, schools, and churches to review and discuss gender roles and patterns with the ultimate goal of reducing the risk of child sexual abuse among both girls and boys.

**Environmental Sustainability**

In late 2013, the regional office prepared an analysis on education for sustainable development within early childhood education and care, including within LAC. Among the topics covered was how education for sustainable development could be used at the pre-school level. It will be shared with LAC country offices in 2014. Another interesting example from Bolivia was the use of the principle of environmental sustainability as a unifying principle within country programming. Linking child rights to the Law on the Rights of Mother Earth and other national policies facilitated a comprehensive development framework with an equity focus on key child rights issues, such as universal access to education, health as well as water and sanitation.

### 3.2 Overview of MTSP Focus Areas

**Focus Area 1: Young Child Survival and Development**

**Major Initiatives**
Major initiatives active in 2013 were *A Promised Renewed (APR)* and *Care for Child Development*, the former aiming to eliminate preventable deaths among pregnant women, new mothers and their children and the latter re-enforcing caregiver capacity regarding early child development through play and communication.

**Key Results**

**High Impact Health and Nutrition Interventions**

In September, the regional office co-organized the regional follow-up meeting of *APR*. Preparatory work included the creation of *APR* scorecards, the process for which afforded a valuable opportunity to review available data on health-related rights, highlighting gaps and the need to increase national monitoring capacity. The scorecards, which consolidated information country-by-country, will also be useful for planning, monitoring and evaluation, knowledge management as well as advocacy within LAC. Another important outcome was the renewed commitment to reduce gaps in maternal and child health status and eliminate preventable maternal and child deaths captured in the *Panama Declaration*, signed by 27 LAC countries (Antigua, Argentina, Barbados, Belize, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, St. Lucia, St. Kitts and Nevis, St. Vincent Suriname and Uruguay) in addition to 39 partners, including international non-governmental organizations, faith-based groups and individuals. Also established were a regional network of *APR* stakeholders and a website to facilitate future collaboration as well as a draft framework for action on how to achieve progress at the country level to guide efforts in 2014. Moreover, the meeting cemented a commitment for on-going partnerships among UNICEF, the WHO/PAHO and USAID. Given these successes, the LAC experience can help inform *APR* efforts elsewhere, including the efforts made to promote increased participation among civil society.

**Improved Family and Community Care Practices that Impact on Young Child Survival, Growth and Development**

The regional office participated in the development of the new UNICEF global nutrition policy enabling it to shape the content to be more relevant to the changing needs in LAC. As a result, topics relevant to many middle income countries in the region, such as the double burden of child under-nutrition and overweight/obesity as well as other issues related to maternal and adolescent nutrition, were included.

The regional office also deepened its work on the UNICEF-WHO *Care for Child Development* training package aimed at improving the care of young children, aged 0-5 years, provided by their families or other primary caregivers. The regional adaptation of the materials for LAC was developed in 2013 based on recommendations from experts in early childhood development from across the region gathered by UNICEF and PAHO in 2012. The Spanish translation of this adaptation was used for the first time in a national UNICEF-PAHO workshop in Panama in November, which involved professionals from not only the health sector but also education, daycare and early intervention services for at-risk children, including those with disabilities. The joint nature of the workshop, its multi-disciplinary focus and the coordination achieved (UNICEF and PAHO; UNICEF Panama and the LAC regional office) highlighted the relevance and potential reach of the LAC adaptation while reinforcing the importance of holistic, well-coordinated policy, programmes and services for early childhood development.

**Nutrition and WASH in Emergencies**

Inter-sectoral work on nutrition in emergencies in 2013 spurred efforts to develop a regional working group for this area, which is expected to be formalized in 2014. Collaborations such as these improve the ability to regional office to provide effective guidance on emergency preparation and response.

The regional office continued to co-lead the regional WASH in emergency sector with partners PAHO/WHO, International Federation of the Red Cross, OXFAM, CARE, Action Against Hunger, and Plan International, sharing at the national level policies, strategies and tools promoted by the global WASH Cluster and implementing the regional WASH action plan for LAC. Key implementation activities from 2013 involved the completion of a country-level needs assessment, capacity building for all WASH stakeholders and relevant national institutions and improved information management to increase emergency preparedness and response in LAC countries, particularly those with an active group on WASH in emergencies; namely, Bolivia, Colombia, the Dominican
Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, and Nicaragua. Through these activities, the regional office has strengthened its leadership role in WASH in emergencies at the regional level.

**Major Partnerships**

Major partners include: LAC governments, national public health institutes, WHO/PAHO, WFP, the UN Alliance for Nutrition and Development, UNAIDS, the UNFPA, *Iniciativa Salud Mesoamérica 2015*, USAID, the Inter-American Development Bank, the World Bank, the International Federation of the Red Cross, Oxfam, CARE, and Plan International as well as the global nutrition and WASH clusters, the Regional Task Force for the Reduction of Maternal Mortality, the Neonatal Alliance, the Institute of Nutrition for Central America and Panama, and the Regional Food Security and Nutrition Programme for Central America.

**Common Constraints**

In terms of programming, while the regional office contributed to the development of a strategic vision for the achievement of goals related to Focus Area 1 for middle income countries, more time will be required for some of the newer initiatives to gain momentum. Building opportunities for convergence across sectors, agencies and ministries will also take time but will enable multiple determinants of inequity to be addressed, thereby achieving a greater and longer-lasting impact. This is particularly true of targets set under the umbrella of APR which will require harmonized approaches, the maximum use of existing initiatives that directly and indirectly contribute to APR goals in LAC as well as cross-sectorial efforts to define and monitoring progress, including through decentralized monitoring and analysis of inequities using disaggregated data.

**Validated Good Practices and Lessons Learned**

A good practice was the meeting of the Region Directors of UNICEF and PAHO/WHO held in June. The meeting allowed the organizations to articulate common objectives on health-related rights, including the need to strengthen the capacity of national health systems and address the social determinants of health to reduce inequities. More specifically, both agreed to strengthen joint efforts at the regional and country office levels to promote national ownership and capacity development to accelerate results in public health in collaboration with national and sub-national authorities, development partners and other key actors. Specific plans were developed for health, nutrition, HIV as well as information systems regarding adolescents, which will provide a basis for the 2014-2015 work plans.

**Value Added to Progress in Focus Area 1**

The leadership of UNICEF in the regional follow-up to APR added value by promoting a holistic approach to policy on maternal, neonatal, child and adolescent health and nutrition including through the integration of HIV initiatives on vertical transmission and the compilation and data analysis showing the arc of progress on major public health indicators in LAC since 1990. Its commitment to the achievement of equitable results is also critical, including its ability to work with key stakeholders to conduct differentiated analysis on the basis of disaggregated data at the sub-national level where many of the most egregious breaches in child rights lie.

**Focus Area 2: Basic Education and Gender Equality**

**Major Initiatives**

The major education-related initiatives in 2013 were the expansion of the *Out-of-School Children Initiative* (OOSCI) and its coordination with Monitoring Results for Equity (MoRES). In collaboration with the Latin American Campaign for the Right to Education (in Spanish, CLADE), the opening of a regional debate on the right to secondary education also took place. In education in emergencies, the regional office actively promoted DIPECHO VIII activities, including *Youth Voices Reducing the Risk of Disasters in Latin America*.

**Key Results**

**School readiness**

Twenty-one countries in the region have developed national policies on universal school readiness as a means of helping children succeed in the formal education system. Of these, 14 have taken the additional step to develop
tools to monitor school readiness. The regionally adapted *Care for Child Development* training package (discussed in further detail above in Focus Area 1) as well as guidelines on early childhood development in the context of children with disabilities, which are nearing completion, and the resource package on inclusive education also supported early learning. The latter two resources are expected to be helpful to the growing number of LAC countries investing in early childhood development and early interventions for at-risk children, including Chile, the Dominican Republic and Jamaica and Panama.
**Increased access to and quality of basic education**

The Central American OOSC study from 2013 was significant for several reasons. First, the marriage of the OOSCI conceptual framework with pre-existing education statistics led to improved analysis of the causes underlying gaps in the right to education, enabling decision-makers to tailor educational policy accordingly. For example, while the report highlighted shared bottlenecks, such as high numbers of over-age children in Grade 1, it pointed to different underlying causes. For instance, in Guatemala, the main cause to explain over-age students was the high repetition rate in Grade 1 while in Honduras the main driver was irregular attendance. Second, the analysis, presented by the UNICEF LAC regional office at the June 2013 meeting of CECC-SICA education ministers, was persuasive and led to agreement among Central American countries to make the shared problem of school failure (late enrolment in primary, high grade repetition, irregular school attendance and early drop-out) the centerpiece of a proposed sub-regional education policy, the *Política Regional Centroamericana de Educación al 2021 / the Regional Central American Policy on Education up to 2021*.

Other key results in the expansion of OOSCI in LAC in 2013 include the commencement of three additional national studies on out-of-school children and adolescents linked to the MoRES framework in Honduras, Nicaragua, and Paraguay and the update of data on educational exclusion for the regional OOSCI study. The latter was also used to produce up-to-date multi-media materials showing the evolution of the five dimensions of educational exclusion country-by-country for every UNICEF office in the LAC region.

Continued efforts through *Metas 2021* (led by the Organización de Estados Iberoamericanos) complemented the OOSC Initiative by aiming to improve the quality of educational services and school environments. Both recognize that poor quality education is a major driver of early drop-out.

Learning environments also play a role in the quality of education and, thus, in student retention. For this reason, the regional office commissioned a toolkit on violence in schools prepared by Plan International which details laws, policies and related resources to update the evidence base showing the deleterious effect of violence on the right to education. The toolkit is expected to ground advocacy efforts as well as inform the development of related public policy. The list of reference documents and related links prepared as part of the toolkit has been made available in four languages to aid the work of LAC country offices: Spanish, English, French, and Portuguese.

Another important aspect of quality is student learning. For the first time, in 2013, UNICEF helped to implement the UNESCO-led third regional student learning achievement assessment, known by its Spanish acronym, TERCE. Part of its support was to enable education staff from five country offices (Chile, Colombia, Costa Rica, Peru, and Uruguay) to act as observers to guarantee the quality of the assessment process. Results from the 15 participating LAC countries (Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, and Uruguay in addition to the Mexican state of Nuevo León) are comparable against other countries and themselves over the passage of time. At the same time, the regional office supported studies on domestic assessment systems to be able to tailor its policy advice in an area it expects will attract growing attention in the region, including those offered in indigenous languages in furtherance of intercultural bilingual education, such as are on offer in Peru.

Similarly, regional office support, in collaboration with UNICEF Argentina, increased the number of case studies on the use and management of information and communication technologies (ICTs) in education in Latin America, which will provide valuable analysis and evidence to guide future public policy on the topic. This body of work is of growing relevance in LAC as more countries express an interest in investing in ICTs in their education systems.

Finally, the regional office deepened work on the educational rights of adolescents in LAC. Its on-going partnership with CLADE to promote adolescent participation has been key to fomenting political will and public awareness of the right to secondary education, as evidenced by the successful regional debate organized in Bogotá in May 2013. The relationships formed with adolescents, student leaders and civil society groups, including teachers’ unions will continue to be built upon in future work to improve access to and the quality of secondary education in LAC.
Education in emergencies

Through DIPECHO, the regional office successfully supported Ministries of Education and civil protection institutions in 18 countries (Barbados, Belize, Bolivia, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, and Venezuela) to implement disaster risk reduction (DRR) strategies aimed at improving school safety and school-based emergency planning. Many of these experiences were shared at the first South-South Cooperation meeting on child-focused DRR, which the regional office organized in collaboration with the Refugee Education Trust Fund, Save the Children, World Vision and Plan International held in Panama City, among others, to benefit the ten governments in attendance (Armenia, Brazil, Cuba, Ecuador, Guatemala, India, Jamaica, Mexico, Niger and Panama).

 Particularly noteworthy progress was made in Ecuador, which allocated US $40 million in 2013 for school-related building regulations, school safety and on-going emergency preparedness and response in the education sector, and in Peru, which incorporated a safe schools strategy for the first time into national DRR programmes. Both were the fruit of earlier regional office efforts from 2012 to influence upstream education-based DRR policy. A further result was the English translation of a 2012 guide produced with partner Plan International on DRR for young children, Construyendo Bases Fuertes / Building Strong Foundations. The translation will broaden the potential use of the original guide, maximizing its potential impact.

Major Partnerships

Important partners in education included: UNESCO, CECC-SICA (education) and SISCA (early childhood development), Organización de Estados Iberoamericanos, the Organization of Eastern Caribbean States, Asociación Educación para Todos / Education for All, the Latin American Campaign for the Right to Education, Plan International, Save the Children, the Risk, Emergency and Disaster Task Force Inter-Agency Workgroup for LAC, the Refugee Education Trust, the University of Montreal and the Universidad ORT Uruguay.

Common Constraints

While there is a consensus in the region on the need to improve quality and, by implication, student learning outcomes, structural challenges remain. As one example, national efforts to improve teacher selection, professional development, and evaluation have been insufficient, leaving teachers unable to respond to the learning needs of students, particularly those of indigenous girls, boys in violent environments and other groups in challenging circumstances. Another example is limited capacity among some countries to respond effectively to the results of learning evaluations.

Validated Good Practices and Lessons Learned

Distance education using ICTs to expand access to secondary education in rural Argentina was a good practice from 2013. Lessons learned regarding the implementation of MoRES, including in the context of on-going work on the OOSCI are detailed in Part 6 of this report.

Value Added to Progress in Focus Area 2

Building on work from 2012 which saw the main bottlenecks that prevent the achievement of universal primary and secondary education identified and accepted by most UNICEF country offices and their partners in LAC, in 2013, the regional office was able to advocate successfully for governments and other key partners to mount joint responses to common problems. An important example is the agreement reached by Central American Education Ministers through the sub-regional CECC-SICA platform to respond to early school failure through a sub-regional plan on OOSC.

It also added value by assisting those country offices working on OOSC to inter-weave the initiative with the MoRES framework to better address bottlenecks in this area. This coordination maximized the impact of both.

Moreover, the regional office added valued to progress in Focus Area 2 through its commitment to knowledge generation and management. Internally, it organized sub-regional webinars and teleconferences in which 20 of the 24 country offices participated; published three regional ECD/Education bulletins; contributed four articles to
**Education Team Highlights** produced by UNICEF headquarters as well as updated and trained education focal points on country-by-country multi-media advocacy tools on OOSC. More broadly, the three studies and resource packages it produced served both country office staff as well as key external partners, such as education ministries, by creating evidence to guide the development and implementation of education policy and programmes in LAC.

**Focus Area 3: HIV, AIDS and Children**

**Major Initiatives**
Work continued in 2013 on the *Elimination Initiative* which aims to eliminate the vertical transmission of HIV and congenital syphilis as well as on prevention-focused programming for adolescents, particularly those living in Belize, Brazil, the Dominican Republic, Guyana, Haiti, Jamaica, and Nicaragua.

**Key Results**

**Vertical Transmission**
UNICEF in LAC contributed to significant progress on the elimination of vertical transmission in 2013, increasing the likelihood that LAC will become the first region in the world to achieve this goal. More specifically, Anguilla, Cuba, El Salvador, and Panama reported having eliminated vertical transmission while Peru and Chile began the formal assessment process to confirm having reached this goal. Nine other LAC countries—Argentina, the Bahamas, Barbados, Costa Rica, Dominica, Grenada, Guyana, Paraguay and Trinidad & Tobago—reported transmission rates between 2 per cent and 5 per cent, moving very close to the elimination target, which is under 2 per cent.

The new guidelines and treatment protocols developed by the WHO and supported by UNICEF have simplified the regimen of anti-retroviral (ARV) medications, making treatment more accessible at the community level. They also promote rapid testing of babies exposed to HIV and maintain breastfeeding as an alternative whenever feasible.

**Reduction of Adolescent Risk and Vulnerability to HIV/AIDS**
Progress was also made in prevention among adolescents and youth as well as treatment for those living with HIV. UNICEF-supported interventions for these groups focused on Belize, Brazil, Dominican Republic, Guyana, Haiti, Jamaica and Nicaragua. In keeping with the commitment to equity, special attention was made to reach the adolescents who were most at risk of infection.

Education remained a key aspect of regional office prevention-focused efforts. Sex education and information on HIV prevention are often provided through life skills courses offered within national education systems. For out-of-school adolescents, outreach strategies are used.

Considerable efforts were also made to support the establishment of the first regional network of adolescents and young people living with HIV. While UNICEF will continue its support of national networks, the regional network is a valuable mechanism through which to continue to promote adolescent participation and engagement.

**Major Partnerships**
Regional inter-agency work was strengthened over 2013. In particular, the collaboration among UNICEF, WHO/PAHO, UNAIDS, and UNFPA was reinforced over the year with frequent meetings to discuss programme strategy and joint actions. With other partners, such as the Global Fund to Fight AIDS, Tuberculosis and Malaria; US Centre for Disease Control; the US President’s Emergency Plan for AIDS Relief; the Caribbean Community; the Pan Caribbean Partnership against HIV/AIDS; and Lazos Sur-Sur, the regional office has successfully facilitated discussions and exchange among country offices in LAC and key stakeholders to leverage funds and better coordinate interventions to support national governments respond to HIV/AIDS. Other key partners are civil society and networks of adolescents and youth living with HIV, including the recently formed regional network.

**Common Constraints**
As in 2012, sexual and reproductive health and sexuality education remained a sensitive issue, affected by varying degrees of stigma and discrimination, as well as legal / age of consent barriers, which were limiting factors in work
on HIV/AIDS in 2013. The situation was particularly acute among English-speaking Caribbean countries, some of which continue to have laws that penalize people living with HIV and AIDS. Another common constraint was inadequate domestic investment (i.e., an over-reliance on external funds) to ensure that the gains made in HIV/AIDS are sustainable. Governments are still reluctant to incorporate HIV/AIDS treatments into national social security programmes in the absence of external grants. Previous patterns of funding from external sources also meant that HIV/AIDS treatment operated parallel to regular maternal and child health services. Integration efforts to ensure that all HIV services – counselling, testing, and treatment – are offered in one place as part of maternal, neonatal and child health systems, while necessary and worthwhile, have proven more complex than expected and, consequently, are not yet operational everywhere in the region. Moreover, existing health services do not always respond to the specific needs of adolescents and key affected populations despite the fact that sexual initiation starts as early as 12 years of age and the rate of adolescent pregnancy is very high. For example, the laws of some LAC countries stipulate that adolescents under the age of 18 years may only be tested with the consent of their parents or guardian. Finally, political tensions between Haiti and the Dominican Republic proved to be an obstacle to advancing the bi-national agenda on the prevention of mother-to-child transmission.

Internally, inter-agency coordination at the country level to support the elimination of vertical transmission could have been more effective. In addition, delays in the allocation of UNAIDS funds created implementation challenges.

**Validated Good Practices and Lessons Learned**

The establishment of a regional network of adolescents and young people living with HIV was a good practice. The on-going Lazos Sur-Sur Initiative, which promotes south-south cooperation to develop national capacities in the prevention, diagnosis and treatment of HIV/AIDS is another. Through this mechanism, Brazil sent first line ARV treatment to three Latin American countries, Bolivia, Nicaragua, and Paraguay in addition to Cap Verde, Guinea Bissau and Sao Tome Principe.

**Value Added to Progress in Focus Area 3**

Beyond its contribution to the collective results on HIV prevention among young people, UNICEF in LAC focused on the specific needs of adolescents who tend to be invisible in the overall HIV response and data. This sharpened focus enabled the regional office to better guide country offices to prioritize adolescent key affected populations and work with adolescents living with the virus. In addition, the regional office contributed to putting adolescents on the HIV agenda at the national level through technical assistance, the adaptation of global guidance to the LAC context, synergies with UN partners, the mainstreaming of HIV in all country programmes, and the allocation of most UNAIDS funding to priority countries. The latter approach allowed UNICEF to continue its involvement in national responses to HIV while using its own resources for staff and operational costs. It has also enabled synergies with other key areas of UNICEF work. Finally, its credibility and convening power allowed the regional office to contribute to the establishment of the first regional network of HIV+ adolescents and youth.

**Focus Area 4: Child Protection**

**Major Initiatives**

The most significant child protection initiative from 2013 was the regional launch of the call to action to end the placement of children under three years of age in institutions. The regional launch was jointly organized by the regional office of UNICEF, the UN Secretary General’s Special Representative on Violence against Children, the Inter-American Human Rights Commission, the Latin American Foster Care Network, and the Global Movement for Children – Latin America as part of the XXIII Ibero-American Summit of Heads of State. The regional call to action mobilized political support, including from the President of Costa Rica who chaired the launch, the Presidents of Honduras and Paraguay as well as the Brazilian Minister of Human Rights who committed her support during the Global Human Rights Forum held in Brasilia in December.
Key Results

Overarching key results include the progress made regarding the protection of children without parental care and birth registration. With respect to the former, in Mexico, UNICEF supported the development of online training on alternative care guidelines; in the Dominican Republic, implementation began on a foster care system; in Suriname, a baseline assessment of the status of child care institutions was conducted, and in Haiti, new foster care guidelines were welcomed. With respect to the latter and in view of the regional goal of universal birth registration by 2015, UNICEF in LAC organized a regional conference in collaboration with the Inter-Parliamentarian Union (IPU) that served to increase the profile of birth registration and highlight the remaining gaps, particularly among children of indigenous and African descent. To close these gaps, Mexico trained traditional birth attendants while UNICEF Belize successfully concluded the “Make Your Child Count” campaign, which linked more than 18,000 children and families in over 185 communities with birth registration services.

Laws, policies and regulations

Law reform projects in Central America and the Caribbean resulted in better alignment between domestic legislation and international standards. For example, the Honduran Law on Responsible Parenthood guarantees key child rights and facilitates universal birth registration. Honduras also became the fourth LAC country to prohibit corporal punishment in all settings, including the home. Belize amended its Criminal Code to increase the protection offered to child survivors of sexual abuse and mentally ill children, address outstanding issues of gender neutrality, and increase penalties for child sexual abuse. St Kitts and Nevis approved several laws promoting child protection, and Haiti approved a new adoption law to strengthen adoption processes and safeguard children. Finally, juvenile justice reform in Jamaica removed “uncontrollable behaviour” as a ground to justify the deprivation of liberty of children and adolescents.

UNICEF also contributed to policy advances related to violence against children and child labour. In the lead up to the mega sports events planned in Brazil, the organization assisted the Brazilian government through the development of an app that facilitates the reporting of violence against children. As a result of the UNICEF-supported follow-up meeting on the UN Study on Violence against Children in the Caribbean, Belize became the first Caribbean country to develop a national road map to end violence against children. In addition, Chile, Guatemala, Guyana and Venezuela improved services for child victims of violence, exploitation and abuse through decentralization, more community-based initiatives, and training. Finally, the scope of the Paraguayan programme on the prevention of child labour, Abrazo / Hug, was extended to include work in sugar plantations.

Social norms

Important progress was also made to stimulate dialogue that reinforces social norms and values that favour the prevention of violence, exploitation and abuse of children. There are four key examples of this work from 2013. First, the launch of the Breaking the Silence Initiative to end child sexual abuse in twelve Caribbean countries has been instrumental in promoting mandatory reporting and strengthening collaboration among governments, civil society and the private sector. Second, in the framework of the UNICEF-supported Day of Prayer and Action for Children, UNICEF Brazil engaged a network of 250,000 religious leaders through the Peace and Protection Movement as a means to promote positive parenting and birth registration while at the same time supporting the identification of at-risk children and referrals to government services. Third, in the Dominican Republic, UNICEF along with the Ministry of Tourism, the National Association of Hotels and Restaurants (in Spanish, ASONAHORES) and NGO partner, End Child Prostitution, Child Pornography & the Trafficking of Children for Sexual Purposes (ECPAT) organized an international meeting, which enabled participants to share good practices on the prevention of the commercial sexual exploitation of children, promote child-focused corporate social responsibility initiative in the tourism industry and sign the Code of Conduct in the Tourism Sector to Protection Boys, Girls and Adolescents against Commercial Sexual Exploitation. Fourth, the global #END violence campaign was adapted and implemented in Belize, Bolivia, Colombia, El Salvador, Nicaragua, Paraguay, and Venezuela.
Armed conflict and natural disasters

2013 also marked greater collaboration on child protection in emergencies. Within the context of south-south cooperation, the regional office and UNICEF Brazil facilitated the sharing of the Brazilian protocol for child protection in emergencies. It also arranged two regional workshops held in Barbados and Bolivia, which strengthened country office capacity to program for child protection in humanitarian situations and, in particular, to ensure and maintain appropriate coordination mechanisms. To complement these steps, a new regional inter-agency working group was established in Panama to play an overarching coordination role to better guide ongoing country office efforts related to child protection in emergencies. A further workshop was held in El Salvador on child friendly spaces in emergency actions, which ensured that child rights remained front and centre in the emergency and child protection agenda in LAC.

Monitoring, data and analysis on child protection

Knowledge and available evidence on children in institutions and juvenile justice improved in 2013. For example, the technical support provided by UNICEF facilitated the development of an information system to supervise juvenile detention centres in Chile and methodology to monitor adolescents in detention in the Dominican Republic. Several countries conducted bottleneck analysis to generate knowledge about remaining gaps for universal birth registration.

Major Partnerships

The formal partnership between UNICEF and the Office of the UN Secretary General’s Special Representative on Violence against Children was critical to advocacy and implementation of child protection-related programming, including on child sexual abuse, armed violence deinstitutionalization and to promote the ratification of international human rights instruments. Also key were the partnerships with the Inter-American Human Rights Commission, especially on the topic of impact of organized crime on child rights and enhanced collaboration with centres of excellence, such as the National University of Lanus, in particular, on juvenile justice.

Common Constraints

In the field of juvenile justice, strong public misperceptions fanned by the media continued in 2013, which erroneously positioned adolescents primarily as perpetrators rather than victims of crime. The result was a trend towards the use of punitive measures against adolescents, complicated and, in some cases, eroding previous gains made in the realization of their rights. The lack of systematic data on violence against children and adolescents also complicated implementation and advocacy efforts by obscuring the extent of the problem.

Validated Good Practices and Lessons Learned

One important lesson derived from the application of MoRES to the multi-country initiative on armed violence prevention among country offices in Central America and the Caribbean. Also, a good practice was the use made by the Nicaragua country office of the Vamos Jógar platform to integrate sports as a way of preventing armed violence.

Value Added to Progress in Focus Area 4

The call to action to end the placement of young children in residential care institutions supported by the regional office and the related Speak Up For Me communication campaign raised the profile of the issue and led several LAC countries to commit to reducing the number of children in institutions.

Focus Area 5: Public Policy and Partnerships for Child Rights

Major Initiatives

Continuing work on multi-dimensional child poverty was a major initiative in Focus Area 5 in 2013. Historically, the analysis of poverty centred on monetary income, but there is an increasing consensus that the issue is a broader question of the deprivations in multiple rights that occur in situations of poverty (e.g., housing, sanitation, education, etc.), which requires measurement of all its various dimensions. Child poverty is an urgent issue since
it is more likely to imply long-lasting, at times, irreversible effects, which can carry through from childhood to adulthood and possibly from one generation to the next.

**Key Results**

**Information on children and women**

In 2013, the regional office supported the planning and implementation of 12 Multiple Indicator Cluster Surveys (MICS) in 12 LAC countries (Argentina, Barbados, Costa Rica, the Dominican Republic, El Salvador, Guyana, Jamaica, Panama, St. Lucia, Suriname, Trinidad & Tobago, and Uruguay). Technical support was also provided in the finalization of the demographic and health surveys in Haiti and Honduras. In addition, the national statistics offices of Bolivia, Ecuador, Guatemala, Nicaragua, and Paraguay were trained on the MICS-specific survey modules regarding data collection using standardized and comparable indicators on children, adolescents and women. The new data will be instrumental in updating situation analyses of the rights of children and women as well as tracking the progress of UNICEF-supported interventions and overall country development.

Moreover, the regional office continued to promote the use of DevInfo for data dissemination across the region. By the end of 2013, a total of 18 countries had at least one functional DevInfo database (Argentina, Bolivia, Belize, Colombia, Costa Rica, Cuba, Dominican Republic, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Mexico, Panama, Suriname, Uruguay, and Venezuela). It also spearheaded the introduction of the new DevInfo 7.0 technology and highlighted its potential use in more effective and visually oriented data dissemination through training sessions and off-site support that benefitted ten countries (Argentina, Belize, Colombia, Costa Rica, Cuba, Guyana, Honduras, Mexico, El Salvador and Peru).

As secretary of the Group on Child and Adolescents Statistics of the Statistical Conference of the Americas, the LAC regional office has been working on the discrepancies between national and international estimates of certain key child indicators. In that role, the regional office continued efforts to map the available indicators and information sources in all LAC countries. The regional office also supported the Latin American Demographic Centre (CELADE) in its efforts to harmonize maternal mortality estimates through an in-depth study on estimate discrepancies in eight pilot countries (Brazil, Chile, Costa Rica, Cuba, the Dominican Republic, El Salvador, Mexico, and Uruguay). It is planned to extend this exploratory exercise to the rest of the countries in the region in 2014.

**Policy research and analysis**

There is an increasing understanding of the need for more nuanced, multi-dimensional approach to the measurement of poverty, which needs to be integrated in public policy design. Countries like Mexico have understood this and are at the forefront of this trend in social policy design, by measuring poverty in its multiple dimensions, including monetary, with an emphasis on the achievement of basic social rights.

For a number of years, the LAC regional office and the UN Economic Commission for Latin America and the Caribbean (ECLAC) have been measuring child poverty on a multi-dimensional basis in accordance with internationally recognized methodology. The fruits of this collaboration were reflected in the dedication of a full chapter on the multi-dimensional measurement of child poverty in ECLAC flagship publication, *Panorama Social de America Latina / Social Panorama of Latin America 2013*. In addition, the two organizations developed a working paper on child poverty trends (2000-2010), which updated previous poverty analysis with information from the most recent household surveys conducted in 2010.

Within its internal sphere of influence, the regional office also supported four LAC country offices (Ecuador, El Salvador, Trinidad & Tobago, and Peru) to prepare an updated analysis of child poverty in 2013. This raised the total to do so to eight countries over the 2012-2013 period.

**Policy advocacy**

The coverage of multi-dimensional child poverty in *Panorama Social de America Latina / Social Panorama 2013* marked an important milestone in the joint work between UNICEF and ECLAC on the topic; namely, the focus has moved from the technical to the policy advocacy/ political level. The next step will be to position the multi-
dimensional measurement of child poverty in the post-2015 agenda and, more concretely, to advocate for its inclusion as an indicator for the likely goal of poverty reduction.

Enhanced participation
An important achievement with respect to adolescent programming and participation has been the development of draft regional guidance on adolescents. The document itself has been formulated using a participatory and consultative process: first, a one-day session on adolescents held during the February regional management team meeting, with adolescent and youth participants and subsequently, a follow-up regional consultation with participants from all country offices in the LAC region, staff from UNICEF headquarters, and experts from other UN agencies and partners as well as multiple rounds of exchange to perfect the draft. The resulting document encourages country offices to shift to a more holistic approach to programming that integrates adolescent perspectives into all areas and fosters linkages across the various sectors in keeping with the new strategic plan while providing options to country offices on how to adapt their support to the realities and needs of adolescents within the specific political and social environment in which they operate.

Major Partnerships
With respect to multi-dimensional child poverty measurement, the strategic partnership with the Economic Commission for Latin America and the Caribbean (ECLAC) and, in particular, its Social Development Division has been key. At the country level, the partnership with CONEVAL (Consejo Nacional de Evaluación de la Política de Desarrollo Social / National Council for the Evaluation of Social Development Policy) in Mexico has proved to be very valuable. Another key partnership was with the Federation of Latin American Cities, Municipalities and Associations.

Common Constraints
The deep-rooted tendency to measure poverty exclusively in monetary terms takes time to debunk. Its quantitative nature makes it amenable for global comparisons, but it is clearly insufficient for policy making purposes. Another challenge is the different formulas and methodologies used to measure multi-dimensional poverty among UN agencies.

Validated Good Practices and Lessons Learned
Since its partnership with ECLAC started in 2008, the regional office has been building a body of knowledge and good practices on the analysis of child poverty using a multi-dimensional methodology in the LAC region. Over time, the publication of reports and the preparation of training modules and workshops is building the capacity of national governments to encourage and identify good practices in this field. Mexico is certainly the best example with a constitutional mandate to measure poverty and social development.

Value Added to Progress in Focus Area 5
The use of a multi-dimensional measurement of child poverty is a richer measure and should result in more focused interventions and policies, to tackle poverty as a whole as well as to address specific deprivations that affect children most deeply. Similarly, related social protection measures can be better targeted.

Emergency Preparedness and Response Planning
All LAC country offices have reviewed and updated their preparedness levels through the Early Warning, Early Action system with the regional office playing an important quality assurance role. In addition, the regional office helped to organize three emergency simulation exercises in country offices in Colombia, the Eastern Caribbean and Guyana, affording staff and partners a valuable opportunity to practice putting humanitarian policies and procedures into action as well as supporting an inter-agency simulation led by the UN Office for the Coordination of Humanitarian Affairs in Nicaragua and Peru, thus, re-enforcing capacity in relation to the implementation of the Transformative Agenda in the LAC region. Additional support from the regional office was provided through missions to Brazil, Colombia, Costa Rica, the Eastern Caribbean Area, Haiti, Jamaica, Nicaragua, and Peru, which enabled it to review the level of preparedness and coordination at the country level before and during the
hurricane season. Emergency preparedness and response was also bolstered through the first ever south-south cooperation meeting on child-focused disaster risk reduction organized by the regional office as detailed above in the section of this report on capacity development, including SSC.

4. Management and Operations

4.1 Overview of achievements against the 2012-2013 ROMP and the bi-annual work plan;

Tracking Management Results Indicators for Regional Office Functions

As part of regional office oversight and quality assurance, the LAC Regional Office Management Team (LMT) continued its two-pronged approach to tracking management results indicators. On the one hand, the LMT reviewed key indicators regarding the regional office, including the financial implementation of each programme area, the submission of donor reports, regional office staff recruitment and pending audit recommendations. Preparing for a smooth transition of the regional office to the Panama operations shared services centre and finalizing the regional fundraising strategy were priorities. On the other hand, the continuous review of country office management indicators and mid-year discussions with Representatives on management-related issues enabled the regional office to better tailor the support it offered them in both operations and programming.

Key Regional Office Results in 2013

In terms of programme advocacy, programme development and inter country programmes (PCR1), the following progress was made against the regional office intermediate results (the 2013 status of each key performance indicator is detailed in annex).

IR 1 FA1 (Health, Nutrition, and WASH): Progress was made towards the achievement of this result. Two of the four targets of key performance indicators were fully achieved by the end of 2013. The regional office provided support to countries in strategically addressing maternal, neonatal and child health in their CPD development and/or MTRs, as well as for the collection of disaggregated data for the completion of the APR score cards. For the remaining two indicators whose targets were partially achieved, while strategic orientation to country offices was provided through missions and remote assistance, more efforts are needed to scale up support in the analysis of gaps and promotion of innovations. Also, while the regional office has been engaging in relevant regional alliances, this work will continue to be strengthened in 2014 through a more focused engagement plan.

IR 2 FA2 (Education): Significant progress was made towards the achievement of this result. Three out of the five targets for key performance indicators were achieved by the end of 2013. CPDs and MTRs are now aligned in LAC with the key regional commitments “Metas 2021“. The Out-of-School Children conceptual and methodological frameworks linked to MoRES shaped several country-level interventions and helped countries to conduct quantitative and qualitative analysis. They also guided the inter-linkage of education interventions at the various levels (municipal, sub-national, and national). More countries have now started working on the right to secondary education and on inclusive education for children with disabilities. With the exception of small Caribbean islands, all UNICEF offices in countries with indigenous populations are on track in their support of inter-cultural bilingual education. There is still work to do to promote national standards on school readiness, although there is an evidence of increased access to early learning opportunities for children under the age of six. This will continue to be addressed in the ROMP 2014-2017.

IR 3 FA3 (HIV/AIDs): Progress was made on this IR with one of the seven targets for key performance indicators fully achieved with special progress in advancing the Elimination of Vertical Transmission of HIV. In this regards, the RO worked closely with PAHO to update and disseminate guidelines and treatment protocol. In relation to the indicators on the prevention of HIV among young people, six country offices in Latin America and three in the Caribbean scaled up interventions for adolescents living with HIV. In terms of young key affected populations (YKAP), six prioritized countries have finalized a specific strategy for HIV prevention among YKAP; promisingly, 12 more countries have draft strategies. For three other performance indicators, while significant actions were taken place towards reaching the targets, at the time of reporting the 2013 UNAIDS JPMS report was not available.
However, using regional proxy data for these three indicators, it is evident that there is an increase in coverage of HIV testing for pregnant women and ART for pregnant women with HIV in LAC, as well as an increased capacity in 24 countries in the region to provide virologic HIV testing for infants. There was no progress made in AIDS-related social protection policies.

**IR 4 FA4 (Child protection):** Significant progress was made in this IR. Three targets for performance indicators were fully achieved and the remaining two are in progress and will continue to be addressed in the ROMP 2014-2017. The regional office increased the available evidence and the knowledge of country offices on the situation of children without parental care resulting in better support for advocacy on the implementation of the *Guidelines on Alternative Care* (including des-institutionalization policy). The capacity of country offices was enhanced to assess child protection systems and identify strategies to improve prevention and response to violence in the framework of the follow-up to the *UN Study on Violence against Children*. Country offices were better equipped to program on child protection in emergency situations as a result of regional workshops on child protection in humanitarian action and the CCC standards, effective coordination mechanisms as well as the establishment of child friendly spaces. Advocacy by the regional office on birth registration resulted in increased efforts by country offices to reach the regional goal.

**IR 5 FA5 (Social and Economic Policy):** Significant progress was made towards this result with three out of five targets for performance indicators achieved. Significant advance was made in the region in increasing understanding on the most disadvantaged children, the disparities they face and where they are located. The regional office supported country offices with child poverty analysis, mapping of social investment, study of urban disparities, and analysis of the situation of indigenous and afro-descendant children. Knowledge and understanding about public investment in children reached critical mass with 18 reviews on investment in children conducted at the country level. UNICEF is well positioned as a player in social protection in the region, with 13 country offices in LAC involved in policy dialogue on this topic with their government counterparts.

**IR 6 (Emergency and DRR):** Significant progress was made towards this result with all two targets for key performance indicators achieved. Through training, simulations and other risk reduction strategies, the regional office contributed to increasing the capacity of country offices and partners to provide timely and effective humanitarian assistance in case of disaster, particularly in the education and WASH sectors. All 24 country offices reviewed and updated their preparedness levels in the Early Warning, Early Action system, and five countries participated in emergency simulations. The regional office produced guidance and tools on disaster risk reduction, complemented by the promotion of south-south cooperation on child focused DRR in the region as well as the implementation of DRR strategies aimed at improving school safety and school-based emergency planning.

**IR 7 (Gender and adolescent):** Progress was made towards the achievement of this result. The integration of gender in the new LAC country programmes increased. Three out of four new CPDs met the gender mainstreaming threshold in 2013, representing a significant advance relative to the previous year. Significant progress was made in positioning adolescent issues in programming. A draft regional guidance on adolescents was completed through a participatory process. The special hearing granted by the Inter-American Commission of Human Rights at the request of UNICEF on the rights of girls and adolescent girls in LAC and the follow-up meeting of experts co-organized by the regional office, Plan International and UNFPA at the American University Washington College of Law, helped build momentum on this topic. With respect to children with disabilities, the regional office produced three tools for country offices and their partners: (1) a tool on inclusive early childhood development with programmatic guidance and (2) a tool on education- and health-related policies and programmes for children with disabilities with a compilation of good practices, and (3) a toolkit on inclusive education developed by the Ecuadorian Ministry of Education.

The achieved progress on *Development Effectiveness (PCR 2)* are related to the following results:

**IR 8 (Technical expertise):** Significant progress was made towards this result. All targets were achieved for key performance indicators. The regional office made continuous effort in order to provide effective and timely technical support, quality assurance and oversight to the country offices for the preparation of new country
programmes, MTR exercise and transition to the new SP 2014-2017 in the region in line with corporate and regional frameworks, priorities and strategies, through a variety of channels including on-site support, teleconference, webinars, PPP training and RMTs. The targets for all four indicators in this area were fully achieved.

IR 9 (Corporate and coherent approach to programming in LAC): Significant progress was made toward achieving the targets for all 14 indicators, of which nine were fully achieved and the remaining five are in progress and will continue to be addressed in the ROMP 2014-2017. Major programming processes for relevant country offices in LAC and the regional office are supported and monitored effectively in line with evolving corporate strategies and guidelines (e.g. QPCR adaptation, change management, new Strategic Plan 2014-2017 and transparency), including UN coherence and global priorities. All draft CPDs presented to the Executive Board in 2012 and 2013 met the corporate quality standard for human rights based approach, results based programming and equity focus. Five country offices used MTR exercise to reinforce the equity focus. Guidance and tools were provided to country offices for migration to the new strategic plan and facilitation for mainstreaming of programming approaches, such as MoRES.

In monitoring, the implementation of MICS for 12 countries and the completion of two demographic and health surveys helped to increase available data on children and adolescents in LAC, filling data gaps in early childhood development, adolescents, child protection and HIV & AIDS in the State of the World’s Children and enhancing the available evidence for MDG reporting in 2015. Data harmonization regarding maternal mortality in eight priority countries was launched with UNFPA and ECLAC, positioning the issue at the top of the agenda in national statistics agencies. Expansion of DevInfo progressed since 18 countries have at least one functional DevInfo database in place. In evaluation, the regional office closely monitored country offices that had not conducted evaluations in the previous five years, which resulted in a revision of integrated management and evaluation plans.

IR 10 (Communication): Progress was made toward achieving the targets for all five indicators, of which two were fully achieved and the remaining two are in progress and will continue to be addressed in the ROMP 2014-2017. By end 2013, Chile, Colombia, Ecuador, Guyana/Suriname, Haiti, Honduras, Mexico, Paraguay, Peru and Panama had developed communication strategies. RO advice and capacity building efforts were made regarding social and digital media, including in emergencies. In addition, the regional office coordinated global communication priorities and campaigns, particularly #ENDViolence and promoted the sharing of regional experiences on the positioning of child rights themes in electoral campaigns. Priority was given to increase the visibility, outreach and relevance of the UNICEF brand with initiatives such as #VamosJogar, #hablapormi, #mundodecapacidades and an adaptation of the Believe in Zero campaign, and through regional partnerships with media, (e.g., Fox, CNÑ, NTN24, EFE) and on-going dialogues on child rights-related issues through platforms, such as www.Diloen140.org and www.SinAdultos.com.

On PCR 3: Effective and efficient management of regional programmes and operations priority actions led towards the following results:

IR 11 (Governance and systems): Significant progress was made. The targets for six out of seven performance indicators were fully achieved, and the remaining one related to the documentation of efficiency gains in the operations functions will be addressed in 2014. Operations and ICT functions in country offices were strengthened through technical support and oversight by the regional office. The operations hub in Panama started to support three country offices and the hub in Argentina was expanded with the addition of Paraguay, with clear accountabilities set out in the Service Level Agreement. The regional office played a key role in the global Effectiveness and Efficiency (E&E) initiative through participation in global discussions. With respect to ICT, the LIGHT project was successfully piloted and implemented in the Belize office which will likely become a model for other offices in UNICEF.

IR 12 (Management): Significant progress was made in terms of effective and efficient management and stewardship of financial resources with all targets achieved for performance indicators. The management of the regional office budget was strengthened through provision of regular monitoring reports to budget owners and
senior management. Work processes related to travel and contracts for services were streamlined as part of the regional hub process. Effective oversight and monitoring by the regional office led to a significant reduction in the use of cheques as a modality of payment in country offices. This initiative will be consolidated in 2014 with the elimination of the use of checks in LAC country offices and the implementation of a corporate credit card. The 2013 non-staff costs were 25 per cent lower than the previous year.

**IR 13 (Human resources):** Progress made toward achieving the targets of seven indicators in this area with one target fully achieved, while the others will be addressed during the implementation of the ROMP 2014-2017. Good progress was made on e-PAS and PAS compliance in a timely manner by both international and national staff members. Active support was provided to staff members in the country offices who were affected by the expansion of the shared service hubs with the implementation of a career transition programme. All LAC managers received training in competency-based interviews (CBI) and the pool of certified trainers in CBI was expanded, facilitating more effective selection processes for vacant posts. Additionally, training was conducted for 12 senior advisors/regional chiefs and 16 country office representatives on managing people for results, equipping senior management officials with the soft skills necessary to foster an environment of positive performance management.

**IR 14 (Fundraising):** Significant progress was made in this result with the achievement of all targets of key performance indicators. The regional PFP support centre contributed to the formulation of the global PFP guidance on the management of the private sector (launched in February 2013), supported the formulation of country fundraising plans, as well as assumed an active liaison role between headquarters and country offices (both PFP and non-PFP). The regional centre built capacities of the country offices by organizing training on specialised fundraising techniques and providing support and guidance on fundraising initiatives such as corporate agreements, licensing and sales. A new record of US $50 million was raised in 2013, a more than 20 per cent increase over 2012, starting to have an impact at the regional and global levels, with US $6 million of the total raised going to Regular Resources and the Regional Thematic Fund.

**IR 15 (Sales):** Significant progress towards the achievement of this result was made working in coordination with nine priority countries. Two out of three targets for key performance indicators on sales were achieved and one on track. 2013 was the final year of the in-house sales operation in the Venezuela country office—the last country office in the LAC region to make the transition to licensing. The regional office continued to support 10 licensing agreements at the country level. This support will continue in the 2014-2017 ROMP.

**Risk Mitigation**

The regional office concluded its risk control self-assessment report for 2010-2012, by reviewing the progress made in order to mitigate or manage the residual risks which had been identified as high or medium in the initial 2010 risk assessment exercise. As a result of regional office action, the risk level of a majority of areas has been lowered. The few risks that remained “medium high” or “high” were due to external factors, such as natural disasters or emerging challenges posed by ongoing changes, such as the adaptation of VISION, change management and E&E initiatives. The review contributed to the development of the new regional office management plan for 2014-2017 to be finalized during the first quarter of 2014 and will be the basis of the next risk control self-assessment.

With respect to operations and fundraising specifically, the regional office mitigated risk by following up on pending audit recommendations; developing a Service Level Agreement clarifying roles and responsibilities applicable to the operations shared services centres in Argentina and Panama as well as documenting all work processes to be undertaken; and using a phased-in model of hub implementation that starts with smaller country offices. Guidelines and procedures on donor reporting as well as local and regional screening processes undertaken in collaboration with Headquarters to protect the perceived neutrality of UNICEF served to manage risks related to private fundraising and partnerships.
Office Management Practices, Systems and Structures

The three main priorities related to regional office management from 2013 were: 1) ensuring LAC participation in the process of developing the new Strategic Plan 2014-2017 (SP) and supporting country offices in the transition; 2) completing the implementation of the Regional Office Management Plan 2012-2013 (ROMP) and preparing the next ROMP for 2014-2017; and c) strengthening country office programme management and operational capacity.

Regarding regional office leadership in relation to the new SP, the regional office, in consultation with the country offices, analyzed each of the seven strategic areas proposed in plan in light of the middle income country context in LAC, defined relevant indicators and targets, and provided feedback to Headquarters at ensuring that LAC priorities were reflected in the new SP. It also worked closely with country offices to support the transition to the new SP and, at the same time, taking the opportunity to strengthen results-based management and reporting as well as the on-going mainstreaming of MoRES, including through technical guidance on the conversion of programme component and intermediate results to outcomes and outputs as well as a review of results structure, bottlenecks, determinants and results statements recorded in the results assessment module of InSight.

In its ROMP-related work, the regional office analysed the implementation of the ROMP 2012-2013 through the mid-year and end-of-year reviews held in August and December as well as programme management and senior coordination meetings scheduled throughout the year. The 2013 annual review exercise also fed into discussions on the regional strategic focus within the next ROMP 2014-2017, which kick-started the preparation of 2014-2015 work plans.

A priority during 2013 was to enhance the country programming and share new programming approaches related initiatives on simplification and change management. With the support of Headquarters, a workshop on programme, policy and procedure was conducted that benefitted Deputy Representatives and planning, monitoring and evaluation staff members. In addition, four new Programme Cooperation Agreements (PCAs) were signed and another four existing PCAs extended with eight regional partners working in child protection, specifically in the areas of violence against children, sexual abuse/violence against Afro-descendant children and alternative care arrangements. In preparation for the upcoming regional audit, an in-depth analysis of work processes under PCAs and Small Scale Funding Agreements was conducted, which identified lesson learned that will be implemented in the next biennium.

Office management practices, systems and structures continued to evolve in 2013 through the expanded use of operations shared service centres, located in Argentina and Panama. Other changes driven by efficiency and effectiveness include streamlined work processes related to travel and contract management, improved travel planning, greater use of virtual meeting tools (Skype, webinar, and video conferences), the use of corporate credit cards, and a pilot project in Belize using cloud technology to reduce the ICT footprint of small country offices. 2013 also marked a transition in relation to support for the implementation of VISION, moving from regional office support early in the year, including web-based staff training, monitoring and technical support, to the establishment of a VISION Support Group in December 2013, which is comprised of previously trained staff from selected country offices with demonstrated proficiency in VISION to provide on-going support started in 2014. A final operational shift was the development and implementation of criteria to guide the allocation of the regional envelop of the Integrated Budget 2014-2017, which modernizes distribution patterns while taking into consideration concerns over budget austerity and uncertainty over future growth as well as the commitment of the organization to continue to maximize the resources available for UNICEF-supported programming.

In relation to human resources, the regional office assisted all 24 country offices to establish plans to address staff well-being and work/life balance. In addition, the regional office put plans in place in 2013, including contracting a counsellor with expertise in stress management and employee well-being, to support a career transition programme for affected staff, including access to stress management and staff well-being workshops organized for 11 country offices and the regional office during 2013 and 2014. It also held training for peer support volunteers in September 2013, increasing their number to 60 throughout the LAC region. Training on HIV/AIDS in the workplace, part of UN Cares, has been made mandatory and is included in the e-PAS (electronic performance appraisal system) of all LAC staff. As a final note, there were no global staff surveys conducted in 2013.
With respect to private fundraising and partnerships (PFP), the regional PFP Support Centre assisted eight out of the nine PFP teams in the LAC region to redefine and adapt their structures, enabled them to be better prepared to benefit from the opportunities offered by their local markets. The regional support centre also expanded in 2013 in order to better support local and regional fundraising and partnership efforts.

**Procurement Services**

Procurement services is not an aspect of regional office work in Latin America and the Caribbean.

### 4.2 Oversight function and oversight-related accountabilities

**Key Performance Indicators of Country Offices in the LAC Region**

In its oversight role, the regional office supported the ten country offices that underwent audits in 2013 by ensuring that the Regional Chiefs of Operations and Planning participated in audit entrance and exit meetings, commented on draft audit reports and contributed to the action plans to implement the recommendations resulting from audits. It also monitored the key performance indicators found in the inSight Dashboard for each of the 24 LAC country offices on a monthly basis, including financial implementation of budgets, outstanding direct cash transfers, the submission of donor reports, and the status of implementation of audit recommendations.

In addition to monitoring and the provision of technical advice remotely, the regional office undertook oversight and technical support missions to 17 country offices in relation to operations and information and communication technology (ICT) in 2013. Such measures enabled the regional office to address performance issues, where necessary, and make recommendations to enhance compliance with governing policy and improve efficiency and effectiveness among country offices. The in-person missions also allowed the regional office to verify the implementation of previous audit recommendations as well as the status of other issues raised in previous country office visits.

**Overall accuracy, completeness and quality of the 2013 country office annual reports**

The regional office provided suggestions to LAC country offices to aid in the preparation of 2013 country office annual reports (COARs) during the November regional management team meeting, with particular attention paid to quality assurance and consistency. Since 2013 was the second year that COARs were prepared using both the COAR portal and the results assessment modules (RAM) from inSight, formerly VISION, many country offices seem to have adapted better and made an effort to improve the level of detail and analysis reported as well as consistency and relevance. Despite progress, ensuring consistency between the two systems remains a challenge. With respect to reporting through inSight RAM specifically, offices are required to report on progress at the intermediate result/output level twice a year at mid-year and year end, but the system only extracts the latest progress report for the COAR process, leading some to observe that it is redundant to report on progress for the first six months only to have to repeat it during end of year reporting to ensure all of the relevant information is available for the COARs. In sum, the lack of a consolidated reporting structure was a continued challenge.

**Actions to address specific areas of weakness in programmes or operations**

One of the most common operational weaknesses has been shortfalls in compliance with the policy on harmonized approach to cash transfers (HACT), more specifically failure to undertake the required micro and macro assessments of partners and/or financial systems. The regional office has responded by compiling information on the implementation of HACT in each country office and identifying bottlenecks to full implementation in order to inform capacity development activities for LAC country offices in the future.

A critical area in programming in middle income continues to be results-based management. As such, both the regional office and country offices in LAC have made efforts to enhance their capacity to plan and report using a results-based approach. A key challenge for both planning and reporting arises from the fact that results structures in the region tend to be inter-sectoral, which was central to discussions between the regional office and relevant country offices to ensure that planned results in on-going country programmes are fully aligned with the new strategic plan, a process which will likely conclude in mid-2014. In sum, 2014 should be considered a “learning
period” on the use on new approaches introduced into the programing process, such as the move to outcomes /outputs versus programme component results /intermediate results to name but one.

**Actions to support country offices with special circumstances/needs, to strengthen equity or to disseminate good practices**

Key planning support was provided to all country offices that undertook mid-term reviews or presented new country programme documents (CPDs) in 2013. As part of this process, the regional office provided technical support and tools on the mainstreaming of the Monitoring Results for Equity System (MoRES), the use of theories of change and results-based management. Among these were templates, checklists to ensure that CPD met the minimum standards applicable to the UNICEF-supported principles of results-based management and a human rights-based approach to programming, including the commitment to equity as well as a country-by-country mapping of potential areas for MoRES mainstreaming, which was shared with Headquarters. These processes also detected communication for development as an area in which the LAC region might benefit from more structured support from Headquarters.

The regional office paid particular attention to the specific needs facing UNICEF Haiti given the complexity of country programming in that country. For example, it provided technical and financial support for capacity development within the country office in relation to gender-based violence and emergencies. On the latter, its technical advice contributed to the identification of improved emergency preparedness measures as well as the shift in ownership of key emergency functions from UNICEF-supported clusters to the national government. Moreover, the regional office also facilitated additional funding for those LAC country offices affected by emergencies in 2013, including Haiti but also Bolivia, Colombia, and Mexico.

The regional office also provided additional support to a number of LAC country offices on social policy, child protection, and education programming. For example, the capacity of UNICEF Guyana was strengthened in relation to social protection initiatives, enabling it to better link its child protection and social policy programming. Colleagues and partners in Guyana and Suriname also benefitted from training on the previous implementation of the *Breaking the Silence Initiative* in Trinidad & Tobago to assist in their efforts to draw up an action plan in their respective countries. Close follow-up on the implementation of the Monitoring Results for Equity System (MoRES) in the education sector in Guatemala saw increased coordination among the various departments in the Ministry of Education and the different levels of government (i.e., school, municipal, and central). In Honduras and Paraguay, it resulted in appropriate coordination between MoRES and the *Out-of-School Children Initiative*, both of which aim to increase equity in UNICEF-supported programming.

Special efforts were made to strengthen programming for adolescents through the organization of a two-day meeting which brought together all LAC country offices in order to share their knowledge and experience on the topic. The information from these discussions were subsequently integrated into draft guidance on adolescent programming aimed at country offices.

In recognition of their high performing efforts on the issue of armed violence, colleagues from the Brazil country office and representatives from two Brazilian institutions with specialized expertise (Favelas Observatory and Igarapé Institute) were invited to a meeting with child protection and communication focal points from UNICEF offices in Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panama and Jamaica held in Panama City in November. Good practices from Brazil were, thus, shared with other LAC countries involved in the multi-country initiative on the prevention of armed violence.

**Improved donor reporting and planning of publications**

The Publications Committee, comprised of representatives from Communication, Planning and Programmes, approved 12 publications from six different sections of the regional office. It met virtually to increase efficiency and reduce response time, and its efforts helped to ensure that publications were relevant to LAC country offices; that is, demand-driven; distributed to target audiences in a timely and proactive fashion; and avoided unnecessary printing costs through the increased use of digital publication and distribution.
With respect to donor reporting, the report following the 2012 external donor report quality assurance exercise was finalized and circulated. Best practices were identified in order to support the country offices in their efforts to improve the quality of donor reports.

**Lessons learned from the regional office oversight function**

Audit recommendations revealed that the regional office in LAC lacks sufficient capacity to undertake its oversight function as well as it might. Ways to reinforce its oversight role will be sought.

Responding to concerns raised at previous Regional Management Team (RMT) meetings, the regional office has made an effort to better coordinate information requests and oversight activities. For example, joint missions involving different sections of the regional office were undertaken in order to deepen the analysis provided to country offices as well as to minimize the administrative burden on them.

A further lesson learned was the need to follow-up more closely on the recommendation from the 2012 RMT on the desirability of developing proactive strategies and mechanisms at the regional level and headquarters to deal with debates and reforms on sensitive issues that affect child rights. This would be of assistance to LAC country offices responding to trends such as regressive reforms of juvenile justice systems.

There were also specific lessons learned in relation to gender programming. First, gender reviews provide a valuable opportunity to assess the gender dimensions of country programming and human resources in country offices and to build capacity regarding gender mainstreaming, and the most useful stage to undertake them is during the development of a new country programme. Second, despite capacity building efforts on the application of the gender equality marker, the rating reported and the description of the work done in the 2013 country office annual reports (COARs) did not always seem to correlate. It is advisable that in the next COARs, where the rating is “principal” or “significant,” the country office include a short explanation.

The shift away from in-country audits to those conducted from a distance also generated important lessons learned. Reaction to the new model was mixed. One important finding was that the absence of in-person visit by all members of the audit team could lead to misinterpretations. Another was that the model did not necessarily simplify the process but, in fact, demanded more regional office involvement in situations where the regional office had to support country offices clarify misinterpretations. These were documented in the feedback provided on the 2013 audits which was shared with Headquarters.

In contrast, the use of video-conferences for mid-year discussions with country offices on management matters was well received by both the regional office and the country offices. This model facilitated discussions on key issues and expedited decision-making.

**Feedback from clients on regional office oversight and advisory support**

Each year before the second Regional Management Team meeting is held, the Regional Director, the Regional Chief of Operations and the Regional Chief of Human Resources hold video conferences with the Representatives of each country office in LAC. These meetings provide Representatives with a valuable opportunity to provide feedback on the support provided by the regional office.

Another feedback mechanism is found in the agreements established during the mid-year programme review, in which the Regional Director, the Deputy Regional Director, the Regional Chief of Planning and staff from each country office participate. The agreements detail what support from the regional office will be provided based on country office requests as well as areas identified as part of regional oversight and provide the opportunity for country offices to provide feedback on the technical advice received.

There is likely a need to adopt a more formal customer satisfaction mechanism to obtain feedback from the clients of the regional office. Such an approach would provide a more direct way to gauge client feedback.
**Efficiency gains and cost-savings**

The regional office improved the efficiency and achieved cost savings in its operations in a variety of ways in 2013. First, it continued to expand the use of operations shared service centres (hubs) by adding the Paraguay country office to the hub in the southern cone already serving Argentina, Chile, and Uruguay and by establishing a new hub in Panama comprised by an initial group of three country offices - Belize, Panama and Venezuela - to be joined by 11 more country offices between 2014 and 2016. Second, it reviewed and streamlined travel and contract management, eliminating unnecessary steps, such as the practice of issuing travel authorizations to consultants and other external parties. Third, it improved travel planning in order to obtain lower airfare costs. Fourth, it continued to promote the use of onsite facilities and online tools (e.g., video conferences, webinars, and Skype) for regional meetings and training sessions reducing administrative workload and costs associated with holding such events in hotels and other venues. In the final quarter of 2013, it also began using corporate credit cards with the aim of replacing the use of cheques, eliminating small value transactions to individual vendors, facilitating online purchases where appropriate and increasing opportunities to obtain better prices. Further, the LAC regional office supported the implementation of the LIGHT pilot project in the Belize country office to reducing the costs and complexity of services related to information and communication technology through the use of cloud technology.

5. **Evaluations, Studies, Surveys and Publications Completed in 2013**

**Child Protection**

**Studies:**

*Study on the follow-up of the implementation of the recommendations of the UN Study on Violence against Children for the Caribbean* (2013)

**SEQUENCE NUMBER:** LACRO/2013-001  
**THEMES:** UN Study on Violence against Children, Caribbean


**SEQUENCE NUMBER:** LACRO/2013-002  
**THEMES:** juvenile justice, Latin America and the Caribbean

*La situación de los niños, niñas y adolescentes en instituciones de protección o cuidado en América Latina y el Caribe* (2013)

**SEQUENCE NUMBER:** LACRO/2013-003  
**THEMES:** children and adolescents, care and child protection institutions, Latin America and the Caribbean

*Discriminación en las instituciones de cuidado de niños, niñas y adolescentes* (2013)

**SEQUENCE NUMBER:** LACRO/2013-004  
**THEMES:** boys, girls and adolescents in care institutions, discrimination

**Publications:**

*Llamado a la Acción para poner fin al internamiento de niñas y niños menores de tres años en instituciones de protección*

**AUDIENCE:** Governments, Heads of State, senior public servants, decision-makers, UNICEF country offices, members of the Global Movement for Children LAC, national and regional human rights bodies, the Office of the Special Representative of the Secretary-General on Violence against Children, the Inter-American Human Rights Commission, the Committee on the Convention of the Rights of the Child, and civil society organizations.

**AUTHORS:** Child welfare experts from selected UNICEF country offices in LAC / Nadine Perrault, Regional Child Protection Adviser, UNICEF LACRO

**QUANTITIES:** Electronic  
**ESTIMATED COST:** US $382.43
**Education Studies:**
**SEQUENCE NUMBER:** LACRO/2013-005  
**THEMES:** out-of-school children, Central America

**SEQUENCE NUMBER:** LACRO/2013-006  
**THEMES:** out-of-school children, Central America

**SEQUENCE NUMBER:** LACRO/2013-007  
**THEMES:** out-of-school children, Central America

**Publications:**
*Resource Package on Inclusive Education and Disabilities*
**AUDIENCE:** UNICEF country offices, implementing partners, NGOs  
**AUTHOR(S):** Garren Lumpkin/ UNICEF  
**QUANTITIES:** 150 CDs & electronic copies  
**ESTIMATED COST:** US $3,600

*Toolkit: Legislation and Public Policies for the Protection of Children and Adolescents from All Forms of Violence in School*
**AUDIENCE:** UNICEF country offices, implementing partners, NGOs  
**AUTHOR(S):** Plan International/ UNICEF  
**QUANTITIES:** 1,800 CDs & electronic copies  
**ESTIMATED COST:** US $30,000

**Social Policy Studies:**
**SEQUENCE NUMBER:** 184  
**THEMES:** Social protection, social policies

**SEQUENCE NUMBER:** 176  
**THEMES:** Social protection, social policies

**SEQUENCE NUMBER:** 180  
**THEMES:** Social protection, social policies

**SEQUENCE NUMBER:** 186  
**THEMES:** Social protection, social policies

**Publications:**
*Challenges 15: The Rights of Children and Adolescents with Disabilities*
**AUDIENCE:** UN agencies, NGOs, indigenous organizations, academia, research centres, governments  
**AUTHOR(S):** UNICEF LACRO and ECLAC  
**QUANTITIES:** 2,300
ESTIMATED COST: US $4,250

Challenges 16: The Rights of Urban Children
AUDIENCE: UN agencies, NGOs, indigenous organizations, academia, research centres, governments
AUTHOR(S): UNICEF LACRO and ECLAC
QUANTITIES: 2,300
ESTIMATED COST: US $4,250

Emergency
Publications:
Action for Children and Youth Resilience
AUDIENCE: governments
AUTHORS: UNICEF and the Refugee Education Trust
QUANTITIES: 1,000 (500 in Spanish and 500 in English)
ESTIMATED COST: US $7,000

Sport for Development
Publications:
Review and Analysis of Good Practices in Sport for Development in Latin America and the Caribbean
AUDIENCE: UNICEF staff and external professionals at the policy level as well as NGOs working on S4D
AUTHORS: Andrew Preece / UNICEF
QUANTITIES: Electronic
ESTIMATED COST: US $26,400

Strengths and Weaknesses of the Management of the Evaluation Function
A total of 19 country offices reported evaluation-related activities in their respective COARs, with 18 of these having completed and uploaded evaluations into the global database. This represents an enormous effort and significant progress compared to 2012, in which only six evaluations were conducted and reported on the website. Indeed, the LAC region had the highest number of evaluations of all UNICEF regions accounting for 18 out of 92 evaluations.

The majority were related to Focus Area 5 and, more specifically, interventions targeted at the municipal level and assessment of government-led social policies and strategies. Child protection-related evaluations were another major focus in 2013, particularly, regarding the prevention of violence against children and birth registration. Both areas were in keeping with key UNICEF priorities in LAC at the country and regional levels.

An increasing number of evaluations in the region were undertaken to inform key planning milestones, such as the development of new country programmes or mid-term reviews. This was the case in El Salvador, Paraguay, and Uruguay. In addition, three countries reported having conducted joint evaluations as part of the UN coherence processes at the conclusion of UN joint programmes or thematic windows. Only one of these assessments was an impact evaluation.

At the sub-regional level, in the English-speaking Caribbean, UNICEF supported the establishment of the sub-regional child rights observatory, with the Institute of International Relations at the University of the West Indies chosen to act as the host centre for the observatory largely due to its networking capacity within research institutes. This achievement constituted a major step towards enhancing the use of the evaluation in the design, implementation and monitoring of child-rights policies and programmes in the Caribbean. In addition, the Eastern Caribbean office made the most of the completion of a social protection evaluation by co-organizing a one-day
side meeting for key stakeholders, including the UNDP, the OECS Secretariat and the Caribbean Development Bank, during which an agreement was struck to establish a stronger and wider Caribbean evaluation network.

At the regional level, a major priority in 2013 was engaging senior management to promote and discuss the centrality of the evaluation function for achieving results for children. This was carried out by including the theme in Regional Management Team meetings as well as bilateral, mid-year management consultations between the regional office and country offices. Another was strengthening regional office capacity to support and respond to country offices in terms assuring the quality of evaluations and studies as reflected in the decision add a new position, a P-5 Evaluation Manager within the regional office, which was approved in the global Programme Budget Review.

In spite of regional efforts to enhance quality assurance, very few country offices submitted draft evaluation Terms of Reference (ToR) for the regional office to review. With the arrival of the new evaluation manager, a more expedited mechanisms for both reviewing evaluation-related TORs and engaging in regional, sub-regional and country-level evaluations will be put in place within the regional office to ensure full compliance with this function.

6. Innovations and Lessons Learned

Two innovations from 2013 have been uploaded into the Google map, http://cdb.io/11s2PeM: one on the use of cloud technology to reduce the complexity and cost of information and communication technology services in country offices and another on the use of mobile devices to improve data collection in multiple cluster indicator surveys. Lessons learned regarding the application of the Monitoring Results for Equity System (MoRES) in education-related programming are detailed below.

Lesson Learned 1: MoRES in Education

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**Key Themes:** educational exclusion, out-of-school children, Monitoring Results for Equity (MoRES)

**Title:** Reflections on the Implementation of MoRES in UNICEF-supported Education Programming in Latin America and the Caribbean (LAC), Including within the Out-of-School Children Initiative (OOSCI)

**Related links:** N/A

**Contact persons:** Anna Lucia D’Emilio, aldemlio@unicef.org & Francisco Benavides, fbenavides@unicef.org

**Abstract (150 words):** The lessons learned below includes reflections arising from the technical assistance provided by the regional office in partnership with the Asociación Educación para Todos (Education for All Association) who provided technical assistance to UNICEF country offices in Honduras, Nicaragua and Paraguay in 2013. It also considers lessons learned from the implementation of MoRES in Guatemala.

**Issue/ Background (100 words):** Following the global roll-out of MoRES in 2013, those working in UNICEF-supported education programming needed to implement it in a coordinated way, including with on-going work on the OOSCI.
**Strategy and Implementation (200 words):** In some LAC countries, such as Nicaragua, the entry point into the question of the integration MoRES and OOSCI began with MoRES. In others, such as Honduras and Paraguay, the reverse was true: work on OOSC was underway when implementation of MoRES was mandated in all UNICEF programming. Regardless of the sequence, the OOSC studies and analysis have been of great utility to understand the situation of children and adolescents whose educational rights are still being realized.

**Progress and Results (200 words):**

In **Honduras**, the OOSC study considered the underlying bottlenecks and identified the main problem, the age-grade gap in the first grade. A pedagogical strategy to overcome this problem contextualized to the situation of children in the Central American country was developed and is being implemented in 200 schools in 18 municipalities.

In **Paraguay**, a similar analysis was undertaken, which showed a significant number of students in Grade 1 who were older than they should have been, largely because many 6-year olds (22 per cent of them) were enrolled in pre-primary rather than primary and because many (40 per cent) did not advance from Grade 1 to Grade 2. Enrolment data will be studied just before the start of the school year in order to verify if the age-grade gap has improved.

In **Nicaragua**, the MoRES analysis led to a local plan of action, including a poll to check the understanding of the enrolment norms as well as a rapid analysis of relevant data at the start of the school year. This is set to take place in the municipalities with significant populations of indigenous and Afro descendant children where the bottlenecks are particularly severe.

**Lessons Learned:**

The experiences from LAC demonstrate that MoRES and OOSCI can be applied in a complementary fashion. In particular, the analysis required of the OOSCI framework facilitates a thorough situation analysis of existing inequities in the right to education, including: 1) the identification through the analysis of already existing data of the groups of students who are excluded at different points in their educational trajectory, 2) the underlying factors that impede those rights, 3) the possible actions to address these deficiencies, and 4) the identification of tracking indicators that can be used to monitor progress.

More specific lessons from the implementation of MoRES include:

1. The application of MoRES and the analysis required by it, including at different levels, is useful but one must choose which educational statistics to examine. The challenge is to strike an appropriate balance between quality, quantity and timeliness of information, as required.

2. The data being analyzed serves different purposes at different points of time. For example, the situation analysis (MoRES, Level 1) requires both high quality but also a large quantity of data showing trends over the course of time (quality and quantity). However, subsequent monitoring (MoRES, Level 3) should be targeted on just a few key tracking indicators, that is, key predictive indicators that are high quality but which can be analyzed in a timely way (quality and timeliness).

3. It is not always necessary to use different indicators for the initial situation analysis (MoRES, Level 1) and on-going monitoring (MoRES, Level 3). For example, recent OOSC analysis shows that the age-grade gap in pre-primary and Grade 1 is key to understanding the roots of educational exclusion; that is, for the situation analysis. Its on-going measurement tracks whether the proposed interventions are having the desired impact. However, sometimes, Level 3 monitoring may require the use of other indicators that would not considered in the initial situation analysis. An example is repeated student absenteeism which would be relevant for on-going monitoring since it could be measured in the middle of the school year, allowing for immediate corrective action to be taken, if this were required.
7. **Report on UN Reform and Inter-Agency Collaboration**

The UN Development Group for Latin America and the Caribbean (UNDG-LAC), of which the UNICEF regional office in LAC is a member, is a key mechanism for inter-agency collaboration. In 2013, it met three times leading to advances in five areas central to its mandate as detailed below.

The first main area of work was to strengthen collaboration with regional and sub-regional inter-governmental organizations. A continuing priority from 2012 was strengthening collaboration within the Caribbean. To this end, UNICEF through UNDG-LAC contributed to the completion of a first draft of a technical proposal to guide UN work with CARICOM. The aim of UNICEF was to ensure child rights were imbued in the main thematic areas of the proposal, which it achieved by linking the recently established Caribbean child rights observatory as a means to enhance monitoring and evaluation within CARICOM under the thematic priority of institutional strengthening and by injecting child protection issues within the thematic priority on human security. The first draft of the technical proposal was shared with the CARICOM Secretariat for their review and comment with a view to finalizing it in the first quarter of 2014.

Another aspect of its inter-governmental work was its on-going collaboration with the Community of Latin American and Caribbean States (CELAC). The main focus in 2013 was contributing to the development of an inter-agency Action Plan for CELAC. Of the ten areas in the Action Plan, UNICEF identified four as being particularly central to child rights and worked to shape their formulation: health, education, gender equality and enhanced collaboration with the Caribbean Community.

UNDG-LAC Inter-Agency Working Groups represented a second focus of work, aiming to promote greater coherence and joint action among UN agencies. UNICEF contributed in a number of issues, including on human rights, gender equality, monitoring and evaluation, emergencies, and social protection. Its participation resulted in children and adolescents being included in anti-violence initiatives, including the UN Secretary General's Campaign to End Violence against Women and El Valiente No Es Violento. The regional office also used the inter-agency working groups to support the analysis of gender-based violence in education during a regional meeting held in Mexico and to complete a guide on the integration of gender, inter-culturality and human rights in development programming. The LAC regional office was also active in the inter-agency emergency work through
REDLAC a key achievement of which was the organization of several national level simulations, affording valuable opportunities to practice putting emergency policies and procedures into action.

A third area was UNDAF support. Here, the regional office contributed actively to the roll-out of UNDAFs in Guatemala, Paraguay, and Venezuela; provided comments in relation the UNDAF in Mexico and contributed to the development of the UNDAF Action Plan for Nicaragua. The Regional Director of UNICEF acted as a mentor to UN Country Teams in Ecuador and Venezuela, providing policy and strategy advice during the roll-out process. In addition, the UNICEF regional office supported evaluations of UNDAFs from El Salvador and Guatemala and led a training workshop on the five programming principles and results-based management in Venezuela to strengthen UNDAF-related planning, monitoring and evaluation.

A fourth area was using inter-agency platforms to advocate for the inclusion of child rights post-2015 development agenda, including that provided by the UN-GRULAC Retreat on the topic held in Tarrytown, New York, at the end of October. Among the priorities put forth by UNICEF in the post-2015 discussions were the inclusion of multidimensional child poverty, a model it developed jointly with partner, ECLAC, as an indicator within the future goal on poverty reduction and the linkage of gender equality to educational targets.

In relation to UN Reform, the Government of El Salvador, which became a Delivering as One (DaO) country in 2013, signed a south-south cooperation agreement with the Government of Uruguay to exchange experiences and lessons learned on the DaO process. Efforts also continued regarding the construction of a UN Regional Hub in Panama, in particular on the legal and financial issues related to the project. In addition, the Business Operations Strategy continued its assessment for viability in two LAC countries: Jamaica and Brazil.
ENDNOTES


4 Ibid. at 19.
5 Ibid.
6 Ibid. at 20.
7 Ibid.
8 Ibid. at 21.
9 Ibid. at 20-22.
10 Ibid.
11 Ibid. at 38.
12 Ibid. at 41.
15 “Haiti clashes as protesters demand President Martelly resign,” BBC News (18 November 2013), online: http://www.bbc.co.uk/news/world-latin-america-24996116
26 The poverty rate among children and adolescents in Latin America is estimated to have decreased from 55.3 per cent to 41.2 per cent and the rate of extreme poverty from 27.2 per cent to 16.7 per cent over the period 2000 to 2011: Alicia Bárcena, Executive