

Mexico

Executive Summary

In 2015, UNICEF Mexico focused on supporting the implementation of the paradigm-changing December 2014 General Law on Children and Adolescents Rights across the country. This involved technical assistance to develop guidelines, regulations and sub-national legislation; communications support to disseminate it; capacity building for line-ministries, state legislators, human rights institutions and child protection personnel in its implementation, and advocacy for the new mechanisms to be adequately funded. By December 2015, 32 state legislatures had passed harmonized laws, 18 of them with direct UNICEF Mexico technical assistance. In December the National Comprehensive Child Rights Protection System, headed by the President, was launched, together with its Normative Regulations and Operating Manual. The System's Executive Secretariat, responsible for coordinating sectors and levels of government, was also established, as was a new Federal Child Protection Authority. Over 10,000 people accessed guidance material through a web-site set up by UNICEF Mexico with the National Congress and National Human Rights Commission. Some 5,122 people were reached through 52 workshops held by UNICEF Mexico to support implementation throughout the country.

UNICEF Mexico and REDIM continued to push the 10 For Children Initiative (10xI): 18 state governments and over 1,500 municipal governments (out of 2,445) reaching 71 per cent of all children, implement it as a bridge to build subnational government's capacity to assume new responsibilities under the General and State Laws.

UNICEF Mexico contributed with National Statistics Institute INEGI, CONAPO, National Council for Social Policy Evaluation (CONEVAL), Mexican Anti-discrimination Agency (CONAPRED) and other partners on discussions to construct a Child Rights Information System. UNICEF Mexico also continued to promote greater disaggregation and availability of data on children. Together with the National Institute for Public Health, Mexico's first ever Multiple Indicator Cluster Survey (MICS) was conducted to provide base-line information for the Sustainable Development Goals (SDGs), in areas not previously covered by data collection. Specific questions advocated by UNICEF Mexico in the Inter-Census Survey yielded important data on birth registration, school transportation and attendance, and indigenous self-identification.

UNICEF Mexico prepared high-quality research and advocacy to quantify and 'ring fence' spending on children to serve as a key input to the new child rights system's planning process. UNICEF Mexico collaborated with Ministry of Finance (MoF) to quantify the investment in children and to ensure that spending cuts do not impact child rights. As a result, seven new ministry programmes were incorporated in the annual budget earmark. Mexico was one of three countries invited to present its model for measuring spending on children at a global UNICEF/World Bank meeting in Washington, D.C. to create a standard methodology for the practice. UNICEF Mexico and UNDP co-published Equity in Public Spending on Children and Adolescents, a report presenting an analysis of equity in public spending on children.

Participatory identification of bottlenecks to child rights' fulfilment was an important strategy of the Education Programme. Adolescent indigenous girls discussed and analysed bottlenecks

and barriers to completing their education in forums in Morelos and Tabasco, and workshops to enhance teacher' sensitivity to intercultural, gender and violence issues raised in previous forums were held in Mexico State. In 2015 this approach was expanded through the application of U-Report to 12,114 children and adolescents. Over 10,000 primary and secondary school children took part in developing Disaster Risk Reduction school plans in Guerrero.

The Country Office (CO) optimized its presence across digital platforms by restructuring messages, increasing frequency of posts and boosting storytelling through insights obtained from metrics and data analysis. As a result of refreshing its online presence on social media platforms, up to 465,000 people are interacting in weekly basis with UNICEF Mexico and over hundred million interactions with digital channels were registered. Work with civil society, other UN agencies and top celebrities---including Mexican singer Thalía and soccer player Chicharito-- was essential to get high-impact messaging online.

In financial terms, the CO reached a local fundraising gross income of US\$ 5,440,737 by the end of 2015 plus US\$ 40,000,000 to support the Global Polio Eradication Initiative. This means an increase of 847 per cent compared to 2014. Additionally, income from Natcoms totalized US\$ 427,121. There were 33,861 active pledge donors. Important Corporate Social Responsibility partnership was established with UK Natcom and Starwood Foundation.

The CO transitioned smoothly to the Panamá Hub in April and the Global Shared Service Centre (GSSC) in August. Several E&E gains were made through analysis of processes and issuing of new Standard Operating Procedure for many of them, the analysis of the office's carbon footprint and relevant energy efficiency gains, the updating of Risk Assessments, Business Continuity Plan (BCP) and Annual Management Plan. In October the last of nine agreed actions deriving from the 2014 Internal Audit was closed. UNICEF Mexico initiated a Harmonized Approach to Cash Transfers (HACT) working group in the United Nations Country Team (UNCT), working with Excom agencies to undertake a Macro-Assessment and a joint Long-Term Agreement (LTA) for Micro-Assessments.

Humanitarian Assistance

In October, the Mexico Office signed UNICEF's first Cooperation Agreement with the Ministry of Interior to support Mexico's National Civil Protection System to expand risk management, involving children in community preparedness and resilience, and to increase capacity to address children's needs in emergencies, for the period 2015-2018. As a result, during Mexico's National Civil Protection Convention in November, 150 professionals from the civil protection system and Mexico's new child rights protection system participated in a workshop to build a network and identify a priority agenda for mainstreaming child-specific issues into preparedness and response activities at federal and state levels. This built on previous regional workshops on Child Protection in Emergencies with 87 civil protection professionals from six states in June and September.

In cooperation with UNICEF, the City of Mexico was equipped to ensure rapid family tracing in the event of a large-scale emergency. UNICEF Mexico worked with city authorities to transfer its Rapid FTR technology, train 300 social welfare staff in its application, develop a family reunification protocol, resulting in 56 community development centres being designated as family reunification centres, and the population being informed of this resource. More than 400 teachers and educational authorities were trained in risk-reduction school plans in Guerrero and Oaxaca, and 33,123 children and adolescents participated in the elaboration of school plans in risk prone municipalities with largely indigenous populations through UNICEF cooperation. As

part of UNICEF Mexico efforts to build capacity for appropriate psychosocial support to children affected by natural disasters, armed violence and migration flows, 72 civil protection, education and social welfare staff from Oaxaca, Tamaulipas and Tabasco states completed a UNICEF Mexico diploma in psychosocial support to children in emergencies and initiated state preparedness plans. A new module on psychosocial support to children in migration was developed together with the Fray Matthias Human Rights Centre for uploading by the Virtual Campus of Chiapas Autonomous University. UNICEF Mexico developed a specialized protocol and a tool kit with an emphasis on the psychosocial aspects of consular assistance to unaccompanied migrant children with the Mexican Ministry of Foreign Affairs. UNICEF Mexico contributed to the training of 250 Mexican, 15 El Salvadorian and 15 Honduran Consular staff on the opportune detection of child protection needs for sensitive case-management and agile referral. The Regional Conference on Migration, comprising 11 countries of North and Central America, is currently considering the adoption of harmonized standards for consular assistance to child migrants, deriving from Mexican and Guatemalan experiences.

On 23rd October Mexico's pacific coast was hit by Hurricane Patricia, which in 24 hours escalated from a Category 1 to a Category 5 hurricane. The preparedness of the population and rapid deployment of Mexico's National Civil Protection System was crucial in saving lives. More than 50,000 people were evacuated from coastal areas including 28,000 tourists. Expected to have catastrophic consequences, the hurricane did not pass through highly populated areas and dissipated rapidly. The importance of investments in emergency preparedness by a national civil protection system, with an emphasis on risk management, was a lesson learned. UNICEF Mexico supported national public service messaging on social media with child-related messages before, during and after the emergency. In cooperation with the states of Jalisco, Nayarit and Michoacán, UNICEF Mexico provided School-in-a-Box supplies for 12,000 children to resume their education in primary and secondary schools that were damaged by the hurricane.

Mid-term Review of the Strategic Plan

The Country Programme (CP) worked to fulfil the 'core business of UNICEF in Latin American and the Caribbean (LAC)', aimed at monitoring the situation of children in all its aspects as well as in monitoring the implementation of recommendations of the CRC and the CEDAW. The role is crucial in all countries, including upper-middle income and high-income countries, to reconfirm the universal mandate of UNICEF. A substantive part of UNICEF-supported actions aim at influencing (sub-) national policies and programmes, complemented with the implementation of model projects at the sub-national level, particularly in selected areas where the most disadvantaged populations live. Further emphasis on the combination of 'upstream' policy work together with sub-national level modelling, for middle income countries, allows for a continuous learning and obtaining evidence from local experiences that could be used in designing and strengthening national policies and programmes.

The programme role of UNICEF Mexico evolved this year in addressing emerging issues that affect the rights of girls, boys and adolescents. Such emerging issues that are not fully mentioned in the Strategic Plan include: a) emerging health agenda including health systems strengthening, non-communicable diseases, obesity, adolescent health; b) integrated ECD; c) secondary education, with particular attention to 'boys education' given high drop-out rates of boys in secondary education as well as sustained attention to enhancing inter-cultural (bilingual) education; and d) prevention of adolescent pregnancy and linking such efforts with addressing (sexual) violence against girls. It is suggested that these areas are better reflected in the Strategic Plan with specific results and indicators. Moreover, it is suggested to review the

programme information data base coding so that such emerging programme issues are adequately reflected. This will also allow for better reporting on results and funding spent.

Several programmes have identified, as part of the analysis of barriers and bottlenecks, the need to address social norms and therefore include a component of behavioural change communication (C4D). This is currently not a specific strategy in the Strategic Plan and it is suggested to consider re-introducing this strategy as a UNICEF corporate strategies. This will also allow to better reflect and report the type of work on-going by using C4D approaches. At the same time, a lot of south-south cooperation (SSC) is on-going with other countries in the region, and beyond. Based on the 2030 Agenda and the evolving changes in the aid environment it is expected that the application of this strategy will only continue to increase. However, so far it has been difficult to demonstrate UNICEF Mexico's value added to obtaining specific results for children through the SSC. Therefore, it is recommended to continue with efforts, also as part of the Mid-Term Review (MTR) of the Strategic Plan, in providing global tools for measuring the results of SSC. Linked to SSC is also the need to strengthen our knowledge management function. Although efforts are made at CO-level, it is also recommended to increase global efforts to strengthen the knowledge management function. This could also include increased emphasis on supporting evaluation of (sub-) national policies and programmes rather than focusing on UNICEF Mexico programmes only. With limited resources available, a shift in attention to the type of evaluations expected is suggested.

Summary Notes and Acronyms

BCP - Business Continuity Plan
C4D - Communication for Development
CCT - Conditional Cash Transfers
CENSIA - National Centre for Child and Adolescent Health
CO - Country Office
CONAPRED - Mexican Anti-discrimination Agency
CONEVAL - National Council for Social Policy Evaluation
CRC - Convention on the Rights of the Child
CSP - Corporate Social Responsibility
DDR - Disarmament, Demobilization and Reintegration
ECD - Early Childhood Development
GPEI - Global Polio Eradication Initiative
GSSC Global Shared Services Centre
HRBA - Human Rights Based Approach
HACT - Harmonized Cash Transfer
IOL – International Organization of Labour
IMEP- Integrated Monitoring and Evaluation Plan
IMJUVE – Mexican Youth Institute
IMSS Mexican Institute of Social Security
INEE - National Institute for Education Evaluation
INEGI - National Statistics Institute
IOM - International Organization on Migration
LACRO - Latin America and Caribbean Regional Office
MDG - Millennium Development Goals
MICS - Multiple Indicator Cluster Survey
MoF - Ministry of Finance
MoH - Ministry of Health
PD – Prospera Digital

PFP – Private Fundraising and Partnerships
PROSPERA – Conditional Cash Transfer Programme
REDIM - National Network for Children’s Rights
SCM - Socioeconomic Conditions Module
SDGs – Sustainable Development Goals
SE - Ministry of Economy
SEDESOL - Ministry of Social Development
SITAN - Situation Analysis
SNDIF - National Welfare Agency
SSC - South South Cooperation
UNCT - United Nations Country Team
UNDP - United Nations Development Programme
UNFPA - United Nations Fund for Population Activities
10x1 - Ten for Children Initiative
LTA - Long Term Agreement

Capacity Development

UNICEF Mexico’s 10x1 Ten for Children Initiative was extended to 18 states covering 71 per cent of the child population. Capacity building focused on establishing monitoring mechanisms to track progress against key indicators. The Child Friendly Cities (CFC) network that includes 82 municipalities was supported as a platform to accelerate implementation of the new comprehensive protection system, with a focus on the role of municipalities.

The CO held three forums with over 100 Civil Society Organisations to build capacity to understand and participate in the new comprehensive protection system, forming a common civil society platform to support the implementation of general law and to activate civil society participation.

Capacity-building with the Ministry of Finance on the General Law raised awareness on child rights and the role of each ministry in the comprehensive protection system. Seven additional ministries incorporated child-spending earmarks in the federal budget. Seven states were trained on the child friendly budgeting methodology.

The CO continues to use new technologies to build capacity for child-sensitive justice nationally: 579 justice operators completed the on-line diploma on children’s access to justice. More than 5,000 authorities, legislators, academics, social workers, lawyers and prosecutors participated in 52 UNICEF workshops organized with the Senate, National Council of Governors and National Human Rights Commission to explain the implications of the General Law. A further 10,000 people were reached through a virtual platform with orientation documents.

Seventy-seven police officers, social welfare and civil protection operators in Tamaulipas, Oaxaca and Tabasco completed a diploma on psychosocial support in emergencies. C4D efforts focused on developing and posting messages in social media to share relevant, action-oriented information in case of disaster. Almost 200 consular staff were trained on protection procedures for migrant children. In Mexico, state teachers were trained on inter-culturalism and gender.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF supported Mexico's first-ever MICS survey in 2015, including information about issues that had not previously benefitted from data collection to support advocacy for improved policies for under-fives. UNICEF Mexico also presented findings regarding the equity of federal spending on children, finding that the most regressive and lowest spending per capita among children and adolescents was on under-fives. These inputs will form the basis for a campaign to create an integrated approach to ECD in 2016.

In 2015, UNICEF Mexico contributed to improved inclusive education practices at state level, by convening forums of indigenous girls in Mexico City, Morelos and Tabasco. Five additional forums on girls' rights were held in Mexico City, during which they discussed ways to improve the school environment. Each presented to the governor of their respective states. Combined with recent research regarding instruction in indigenous languages conducted by UNICEF Mexico in collaboration with INEE (National Institute for Education Evaluation), these actions promote the importance of eliminating gender and ethnic-based barriers and discrimination that limit indigenous girls' access to school and impact on dropout and failure.

In the health arena, UNICEF Mexico presented a study on how well commonly-used obstetric textbooks are aligned with international best practices and WHO/UNICEF recommendations for low-risk births. Findings showed that only 14 out of 26 key manoeuvres were mentioned in the textbooks, and that 40 per cent partially or fully contradicted current recommendations and standards. Based on these results, UNICEF Mexico and partners developed a rapid-reference pocket guide on practices accessible for health personnel, regardless of prior instruction. Both formal sector and public health care providers agreed to make the reference available nationwide in 2016, to be evaluated in several formal sector (IMSS) hospitals.

Partnerships

The CO cooperated with federal line-ministries, state governments, civil society organizations (such as Save the Children, Kilo de Ayuda), and civil society coalitions REDIM and Alianza MX, to implement Mexico's new comprehensive child rights protection system. An important partnership was signed with the National Civil Protection System to work on risk-reduction, community resilience and emergency preparedness, and co-operation was initiated with the Mexican Red Cross for the same.

Fundraising partnerships are reported in the Fundraising and Donor Relations section in Results Assessment Module. Partnerships with companies were built as part of the corporate engagement and Corporate Social Responsibility plan for 2015. Breastfeeding rooms were inaugurated in the headquarters of Grupo Salinas and ECD advocacy materials were distributed in its monthly communication booklet for customers targeted to 150,000 people, mostly women of low socio-economical level.

An innovative internal communication campaign with Laboratorios Liomont was implemented for promoting breast-feeding good practices in their offices and factory. A breastfeeding room was opened for first time in their headquarters and another installation planned in the factory in 2016.

UNICEF Mexico provided technical guidance to SCA for a qualitative study on child labour in the recycling industry, the first of its type in Mexico. The CO worked closely with the Starwood Foundation, UK NatCom and consultants to develop a Human & Children's Rights Impact Study

for the Hospitality and Tourism industries in Mexico. The results will be published next year.

New relationships were built with Banco Compartamos, TV Azteca and Banco Azteca (Grupo Salinas), Kimberly Clark, Banamex, SCA and Distroller.

In the public finance arena, UNICEF Mexico partnered with FUNDAR (NGO) and the Mexican Institute for Competitiveness for better transparency of information on budgets for children at federal and state levels.

External Communication and Public Advocacy

The CO advanced a Communication and Public Advocacy Strategy to integrate guidance and key performance indicators from both the Global M&E Framework in support of the GCPAS and the Private Fundraising and Partnerships (PFP) Communication Framework, with a focus on public advocacy, media relations and digital engagement, as well as fundraising and C4D. Since early 2015, The CO was testing and measuring voice, reach and engagement initiatives to inform the strategy design and likely the next Country programme. The CO worked on analytical studies on both conventional media and digital networks, conducted by market research team in Geneva and local partners.

The CO worked with spokespeople to communicate messages at key moments, namely the UNICEF Mexico Representative, Chiefs of Communication in the Government and Programmes and National Ambassadors. The CO also worked with people of influence who raised visibility and engagements, as well as fostered relationships with public figures who have the reputation, reach and channels to mobilize wide segments of the public. UNICEF Mexico also worked with youth, mainly adolescents participating in U-Report (12,114), and fostered alliances with IMJUVE, Red Cross and Scouts.

In 2015, UNICEF Mexico increased media coverage in traditional media by 60 per cent, reaching 7,500 news stories (98 per cent of key messages were expressed in the stories). Events including: Activate Talks (three were celebrated this year with 600 people and 40,000 interactions online); major exhibitions in hot spots throughout the country reaching 750,000 people; and high impact campaigns (birth registration and breastfeeding) reached over 50 million people. One video on breastfeeding went viral and received over six million views.

The CO optimized its presence across digital platforms by restructuring messages, increasing frequency of posts and boosting storytelling with insights from metrics and data analysis. By the end of year, up to 465,000 people interacted weekly with UNICEF, and over hundred million interactions with digital channels were registered this year. Work with civil society, other UN agencies and Mexican celebrities was essential for these purposes.

South-South Cooperation and Triangular Cooperation

Government representatives from Iran, Tunisia and Morocco visited Mexico to exchange experience on multidimensional measurement of poverty and Conditional Cash Transfers following previous technical exchanges with Mexican counterparts such as CONEVAL and PROSPERA. As a result of the 2014 visit by the National Economic and Social Council (CNES) of Algeria, an MOU was signed by UNICEF, CONEVAL and CNES.

As part of the discussion of SDGs Goal 1 Indicators and Implementation, UNICEF and CONEVAL shared the Mexican Experience of Child Poverty Analysis with participants from 36

countries in the Fifth Conference of the International Society for Child Indicators (South Africa), at the Data for Children Forum (New York) and at the Global Event on Ending Child Poverty (New York).

The Mexican Government's experience in labelling federal resources for children at national and sub-national levels was shared with government and UNICEF staff from 23 Latin-American countries at the international seminar in Ecuador entitled: "Investing in Children in Latin America and the Caribbean: Towards more effective and equitable investment in children". The forum was an opportunity to disseminate results of the joint study by UNICEF and UNDP on equity of spending on children. Mexico was one of three countries invited to present its model for measuring spending on children at a global UNICEF/World Bank meeting in Washington, D.C., with the intention to create a standard methodology for the practice.

UNICEF obtained observer status at the Regional Conference on Migration, a platform for advocacy and discussions on migration issues. UNICEF Mexico collaborated with Latin American and Caribbean Regional Office (LACRO) on advocacy, dialogued with the conference's Ad Hoc Group about children and technical assistance to Northern Triangle countries and shared experiences with unaccompanied migrant children, in particular the Consular Protocol on care and protection of migrant children.

Identification and Promotion of Innovation

The CO implemented U-Report to give youth an opportunity to voice their opinions, concerns and interests. CO has partnered with the Mexican Youth Institute (IMJUVE), the anti-discrimination agency (CONAPRED), the Centre for Digital Culture, the National Electoral Institute, the Red Cross, as well as universities, civic and youth organizations to generate engagement among young people. There were 12,114 U-Reporters in Mexico in 2015 and the number increases by at least 500 U-Reporters a week. The CO did 27 consultations using U-Report on issues such as cyber-bullying and discrimination, youth participation in the SDG agenda, quality of education and public spaces. The average response rate to polls is 51 per cent.

UNICEF Mexico worked on an initiative entitled Prospera Digital (PD) that provided disadvantaged pregnant women with personalized health information through two-way SMS messages. From September 21-28, the CO implemented a pre-pilot in 12 health clinics attending 150 women from more than 30 different localities in the State of Mexico. UNICEF Mexico implemented a pilot programme in partnership with the Office of the Presidency in December 2015 that included 600 health clinics nationwide and 5,000 beneficiaries. The pilot was a randomized control trial to assess its impact on maternal and neonatal health outcomes. The initiative will scale to seven million female Prospera beneficiaries.

In partnership with Ministry of Foreign Affairs, UNICEF Mexico implemented Rapid Family Tracing and Reunification with Mexican Consulates as an entry point to tracking vulnerabilities, child protection concerns and responses to unaccompanied Mexican migrant children and adolescents. UNICEF Mexico partnered with the child welfare agency from Mexico City's government (DIF-DF) to implement RapidFTR for family reunification in the case of an emergency; and trained 300 social workers from DIF-DF to use RapidFTR and implement the reunification protocol in case of emergencies.

Human Rights-Based Approach to Cooperation

In May, Mexico presented its IV and V periodic reports before the Convention on the Rights of the Child. UNICEF Mexico submitted supplementary information. In June, the CRC published its concluding observations. Key authorities announced the commitment to follow-up and established an inter-institutional group, including civil society organisations, that met three times including in October with a committee member. The UN High Commissioner for Human Rights visited Mexico in October, raising issues affecting children among the concerns discussed with the authorities. Mexico will present its report on CEDAW implementation in 2016.

UNICEF Mexico focused efforts on implementation of the General Law on the Rights of the Children and Adolescents. By year end, all 32 states approved local laws. The National System for Comprehensive Protection was installed and is articulated by an Executive Secretariat. The new Federal Child Protection Authority also began its activities.

Based on the law, the National Commission on Human Rights established a specialized unit on children and adolescents and advocated for the development of similar units in all subnational human rights commissions. UNICEF Mexico advocated and provided technical assistance for this purpose.

Mexico currently has an adequate legal framework to develop a national policy on rights of children and adolescents. It is comprehensive, inclusive and articulated at all levels. Within the context of violence of violence in Mexico, concerns about disappearances and extrajudicial executions were raised by human rights organizations. One year after the disappearance of 43 student teachers from Ayotzinapa, the UN in Mexico called for clarity and for those responsible to be brought to justice based on information of the Interdisciplinary Group of Independent Experts of the Inter-American Commission of Human Rights.

As of October 2015, more than 26,000 persons were registered as disappeared since 2007; of these, at least 5,000 are children. In December, the Federal Government introduced two bills to prevent and sanction torture and disappearances. UNICEF Mexico will participate in the analysis of both initiatives to ensure they include a child rights perspective.

Gender Mainstreaming and Equality

UNICEF Mexico and UNWOMEN led a campaign to highlight the harmful impact of child marriage and early unions, promoting legal and policy reforms to prevent them. As a result, senators exhorted local congresses to reform state civil codes to harmonize with the new Child Rights Law, which sets 18 as the minimum age for marriage for both sexes. Each of the 32 governors received a letter with the same exhort. Policy and protection sections developed the contents (disseminated by Communications) based UNICEF Policy and Protection Programmes developed the contents (disseminated by Communication Programme) based on survey analysis, recommendations from human rights treaty bodies, and national and state-level laws.

Prospera Digital (PD) is an initiative that provides disadvantaged pregnant women with personalized health information through two-way SMS messages (using RapidPro and U-Report tools). UNICEF Mexico implemented a pre-pilot in 12 health clinics with 150 women from the State of Mexico (to be followed by an eight month pilot implementation in partnership with the Office of the President in 600 clinics nationwide and 5,000 beneficiaries) to assess the impact of PD on maternal and neonatal health and its possibilities among the 30 million beneficiaries of

Prospera. With a decreasing prevalence of breastfeeding in Mexico, UNICEF Mexico developed a strategy to promote breastfeeding and overcome barriers faced by women in the workplace. With the Ministry of Labour, INMUJERES and ILO, the CO dialogued with the private sector, unions, SCO and lawmakers to discuss proposals to enhance the legal protection of maternity and breastfeeding in the workplace, in line with ILO Convention 183 (not yet been ratified by Mexico).

Based on 2014 experience, UNICEF Mexico has identified barriers to girls education and promoted indigenous girls' participation to overcome them with activities on gender mainstreaming and inclusive education in Mexico City, Morelos and Tabasco.

Environmental Sustainability

UNICEF Mexico started to adopt measures to reduce its environmental footprint. The CO did its first greenhouse gas emission inventory (for 2014) in July 2015. The CO continued to reduce printing as a step to a paperless office. In the effort to reduce the carbon footprint, UNICEF Mexico initiated regular monitoring (twice a day) of water and electricity consumption on the compound. The analysis of two months' monitoring records showed that the office consumed large quantities of water and electricity after office hours. In early December the office launched a technical assessment of water and electricity installations. The preliminary reports showed potential flaws in water and electricity systems. A quick-fix implemented for the water system reduced 3-4 cubic meters of water per day. Awaiting the final reports of electricity assessment, the CO started to replace traditional bulbs and fluorescent lamps with LED lights and switches controlled by movement sensors. The next phase will likely be the installation of new pipes and cabling networks.

Effective Leadership

During 2015 all nine recommendations from the 2014 Internal Audit were satisfactorily closed. This involved strengthening HACT assurance planning and implementation. UNICEF Mexico led the establishment of an inter-agency ad hoc Harmonized Approach to Cash Transfers working group in the UNCT, resulting in common LTAs for Micro-Assessments across Ex-Com Agencies and the realization of a joint Macro-Assessment. With the support of the Regional Office, an office-wide workshop was also held to review the application of MORES, sharpen programme logic and choice of indicators, and develop theories of change for each output. The CO's Enterprise Risk Management was updated in April and more comprehensively in November, with two additional risks included in the risk management library, and six risk levels changed following an office-wide reassessment of risk management strategies. The Business Continuity Plan (BCP) was updated in July.

The CO operated a weekly committee or "front desk" to review the political context of programme implementation and brand risk management in relation to upcoming events. All sectors participate in the committee, bringing perspectives from programme, PFP, Communications and Operations. The CO can thus identify strategically important opportunities, such legislative harmonization of state child rights laws (all 32 states are now harmonized) and expansion of the Ten Points for Children (18 states now implement the agenda). It also prepares for and mitigates potentially controversial issues.

Deriving from risk management assessment, the CO raised its Contracts Review Committee ceiling from US\$ 20,000 to US\$ 50,000, reducing an unnecessary call on staff time, and put in place an effective preparation and mitigation strategy for the transition to the GSSC. A new

cooperation agreement with the National Civil Protection System increased UNICEF Mexico's engagement with and contributions to Mexico's robust emergency risk reduction strategy.

Financial Resources Management

UNICEF Mexico continued to improve systems and procedures to ensure efficient and effective management of its financial resources. Financial KPIs monitored via VISION's Manager Dashboard in each CMT include contributions management, budget control, bank reconciliations, accounting, DCT status, implementation of audit recommendations and donor reporting.

Monthly updates of income projections prepared by PFP provided critical input for a better cash flow planning and management. The continuous cash-flow monitoring system ensured the timely recording and allocation of income.

In April, UNICEF Mexico strategically joined the Panama HUB and in September was part of the first batch of countries joining the Global Shared Services Centre (GSSC) pilot. While in GSSC, Mexico piloted Business Continuity Management platform in mid-November and in early December graduated to BCM production. These successes were possible due to strategic plans carefully crafted and executed, coupled with continuous analysis of weak points and incorporation of lessons learned to further strengthen the system. Due to these transitions, the office bank reconciliations were done at three different locations during the year – Mexico, Panama and Budapest---but all in a timely manner.

The CO is HACT compliant. The macro-assessment for the next five years is underway. All active implementing partners that received more than US\$100,000 were micro-assessed with risk levels ranging from low to medium. A comprehensive HACT quality assurance plan was developed to address risk level of each implementing partner. By the end of the year, the total DCT was US\$ 754,373.00: 74 per cent (zero to three months), 24 per cent (three to six months), two per cent (six to nine months). Zero per cent were over nine months.

The utilization rate at the end of December was as follow RR 99 per cent OR 100 per cent, ORE 100 per cent and BMA 100 per cent.

Fund-raising and Donor Relations

During 2015, UNICEF Mexico progressed towards the medium-term fundraising plan 2014-2018.

Face to Face (F2F) stands as the major driver of pledge acquisition. Changes were operated in its implementation by restructuring the network of suppliers. Although pledge volume was still limited, retention rates improved significantly. Operation was expanded to DF, Guadalajara, Puebla, Queretaro, Leon and Playa del Carmen.

Several events supported pledge acquisition and sponsorships from companies. A special multimedia campaign was implemented with Communications to promote breastfeeding in April. Promotional stands were mounted in shopping malls to show virtual reality of Syrian refugee camps in November, and to celebrate Christmas with the Blue Santa Campaign in December.

The digital channel was re-vamped after launching a new website and implementing a digital

media plan with specialized suppliers. The emergency campaigns on Nepal and the Migration Crisis were thus implemented, as well as digital activities about breastfeeding, the 30th anniversary of Mexico's earthquake, polio eradication and the Christmas Campaign.

An innovative pilot fundraising approach "Angeles por los Niños" (Angels for Children) was developed for pledge acquisition through direct sales forces. A network of 5,000 salespeople was mobilized in support of breastfeeding. There were 250 donors who pledged.

Corporate partnerships with Santander and Laboratorios Liomont were renewed. Global partnerships were implemented locally with Privalia, Meliá and NH Hotels. New relationships were built with Banco Compartamos, Banco Azteca, Kimberly Clark, Scotiabank, Banamex, SCA and Distroller. The partnership with Instituto Carlos Slim para la Salud raised US\$ 40,000,000 for the Global Polio Eradication Initiative (GPEI).

In financial terms, the CO reached a local fundraising gross income of US\$ 5,440,737 by the end of 2015 plus US\$ 40,000,000 to support the GPEI. This was an increase of 847 per cent since 2014. Income from Natcoms was US\$ 427,121. The number of active pledge donors reached 33,861.

Evaluation

The 2015 Integrated Monitoring and Evaluation Plan (IMEP) was a key tool to plan and implement studies and research in key programme areas. Internal quality control mechanisms were used to review TORs and clear reports.

2015 was the second year of the Country Programme Action Plan (CPAP) and the IMEP focused on the elaboration of sub-national SITANs. It also focussed on pending studies from previous years, such as the Out-of-School Children (OOSC) study and mapping Early Childhood Development (ECD) services in low human-development municipalities, both intended to inform programming and advocacy efforts. The CO presented a joint study with UNDP on the equity of spending on children that revealed that spending on children is regressive and relatively lower per capita for under-fives. Given that early childhood is an area with less statistical information and fewer federal programmes, the findings were relevant to propose a focus on early childhood, particularly the most disadvantaged children, in 2016.

This year, the Global Evaluation Report Oversight System (GERO) system returned feedback on the evaluation: Protecting Children from Violence: A Comprehensive Evaluation of UNICEF's Strategies and programme Performance - Mexico Country Report. It was prepared by independent consultants recruited by Development Researcher's Network (DRN). HQ Evaluation's Office commissioned, led and managed the evaluation process in collaboration with UNICEF Mexico. GEROS overall rating resulted as "mostly satisfactory". Specific areas of concern included the description and analysis of stakeholder contributions, mitigation strategies for evaluation limitations, missing lessons learned and a weak executive summary. A management response was prepared and submitted for the seven recommendations proposed by the evaluation.

During the year, terms of reference were prepared for three evaluations to be implemented in 2016: a Disney-UNICEF pilot project on C4D actions to change nutrition habits; a Sesame Street-UNICEF project and a process and impact evaluation on the implementation of a protocol to protect unaccompanied migrant children.

Efficiency Gains and Cost Savings

In 2015, efficiency gains and cost savings were achieved in Information and Communication Technology, procurement, and transaction processing via Panama Hub and GSSC.

When UNICEF Mexico joined the Panama Hub there was substantive reduction in the workload for finance. Moving to the GSSC, part of the gains was reversed. Despite this, the GSSC brought efficiency gains to Programmes and Operations. Transactions processed by Programmes were reduced. In finance, efficiency was gained with BCM production, and time saved was invested in quality assurance. Turnaround time for transactions submitted to the GSSC was on average 48 hours. To ensure perfect sync, some SOPs were redesigned to match GSSC's SOPs. Among others, the CO standardized a procedure for digitalization and documentation quality assurance of any transaction uploaded in Mycase.

In supply, UNICEF Mexico increased the number of Long Term Agreements (LTAs), resulting in significant transactional cost savings. The CO partnered with other UN agencies with significant cost savings and efficiency gains. In 2015 there were five joint LTAs. The Ex-com agencies and UN Women shared the macro-assessment cost and, in at least one case, UNICEF shared micro-assessment cost. All 23 UN agencies in Mexico cost-shared the functioning of UNDSS and its sub-unit, UN Security Operations Centre (COSNU).

The 100 per cent increase in bandwidth allowed for faster and better quality of voice and data that increased productivity for the CO.

Mexico improved risk management. As a result of a comprehensive RCSA the CO updated its risk profile and risk control library. Consequently, the CO adjusted the CRC ceiling from US\$ 20,000 to US\$ 50,000. Likewise, the LTA was changed from amount-bound to time-bound. Both changes reduced the number of CRC, increased productivity and reduced time and cost. The standard time required to process a contract was reduced by a quarter.

Supply Management

There was a heavy workload generated by the intensification of advocacy activities and a more aggressive fundraising strategy, as reflected in the 2015 work plan.

The 2015 Supply value input in total procurement had a value of US\$ 3,685,730 and operational supplies and services amounted up to US\$ 222,912. Procurement collaboration with other UN agencies is of an operative nature more than actual transaction value. There were no PS partners as this is not in the CO strategy. UNICEF Mexico does not control the value of inventory in warehouse, and there is no current value of emergency pre-positioned stocks or other. The office initiated the renewal and maintenance of the premises for efficient management of office space and to create space for a larger call centre. Procurement and contracting of goods and services was a key support element in fundraising and communications operations. More channels and subcontracting services were added to achieve the ambitious goals that accounted for US\$ 2,002,351 (54.30 per cent of the total budget) allocated to supply of goods and services in 2015. This procurement strategy increased capacity with the investment of FDP funds for face-to-face activities, direct mail and seasonal campaigns. Administrative support was 6.04 per cent of the total procurements volume.

Deputy Director for Operations, Supply Division, visited Mexico to meet and discuss with UNICEF counterparts, the ProMexico and the Civil Protection, possible collaboration. The

Deputy Director visited several projects sites and accompanied the Mexico MICS team to verify supply in action.

Security for Staff and Premises

UNICEF Mexico security was strengthened with the installation of an electronic-fingerprint door access system and deployment of additional internal and external CCTV. Fire extinguishers and emergency exits were regularly checked to ensure functionality and the generator was tested every Monday.

For the first time ever, the UN in Mexico was issued a license to operate VHF and UHF radios. (The installed radio system works on duplex, only between bases.) Although the radio transmission is limited to Mexico City, radio signals from the bases reach the residences of almost all staff. UNICEF invested over US\$ 27,000 to buy and install a base, three mobile units and 19 hand-held radios. All wardens have radios to facilitate emergency communication with the agencies bases, including UNDSS. UNICEF Mexico conducted three radio checks since the system was installed in August. The CO put in place a communication tree, complemented with the use of mobile phones and WhatsApp. The communication tree was effective during drills and Hurricane Patricia. All vehicles are fully MOSS compliant.

At UNICEF Mexico's request UNDSS conducted three trainings. The first was on the standards for fire and seismic evacuation targeted to wardens, but all staff participated in the drill. The second was on personal security for dependents over 12 years old; and the third was on the use and management of VHF radio and radio check protocols.

The BCP was updated in July and tested in September. The emergency power supply and fixed satellite communication was tested on a weekly basis. The Early Warning Early Action (EWEA) was updated in August.

All new staff received security briefings from UNDSS. A proposal to address additional security gaps was submitted to RO.

Human Resources

UNICEF Mexico has 77 employees: 67.5 per cent are Fixed Term/Permanent, 17 per cent are Temporary Appointment and 32 per cent are individual contractors. The CO advocated for and supported gender balance, the CO had 55 per cent female and 45 per cent male international professional staff members; 72 per cent female and 28 per cent male national officers; 56 per cent female and 44 per cent male general service staff.

Vacant positions were filled according to KPI's, reporting 100 per cent with an average of 84 per cent NO and GS and 100 per cent IP within 60 days.

The CO established a monitoring system to ensure compliance with deadlines to complete PAS in the three stages, reporting 100 per cent completion of End Year Review PAS 2014 by March 2015. Regarding PAS 2015, by September 2015, the CO reports 93 per cent completion of the Mid-year review.

HR managed the on-boarding of 7 staff members and 8 individual contractors. Including two sessions of group orientation/induction and HR first day orientation.

Regarding the 2014 GSS, the CO took different actions to maintain a good environment, such as time management courses. Also, the long standing agreements promoted social activities open to staff and their families (Book Club, Hiking, commemorative parties, etc.)

In terms of Office Effectiveness & Efficiency (E&E), all business processes are being reviewed, workflows widely circulated and time-frames for each made clear and monitored. In 2015 The CO proposed six staff for the Regional Emergency Roster and offered its Senior ICT Assistant to join the GSSC for 3 months. The National Communication's Officer was selected to participate in a one-month stretch assignment in LACRO.

The learning and development plan was established at the beginning of the year. Eighty per cent of the plan was achieved, including training sessions on wellbeing (i.e. time management), programmes (i.e. MORES), gender awareness, and staff security sessions by UNDSS.

Effective Use of Information and Communication Technology

In 2015, the ICT unit continued to enhance the efficiency and effectiveness of ICT systems and infrastructure to meet programme, PFP and communications demands. Besides the implementation of all corporate system upgrades and server installations, the ICT also responded to specific requests from PFP and Communications for non-standard software installations.

The upgrades implemented to expand the remote access of core ICT resources reduced the process time and cost as well as the carbon footprint while increased efficiency and effectiveness. For instance, the use of One Drive by HR for the Central Review Body resulted in 80 per cent reduction in paper and 20 per cent reduction in processing time. By the same token, the installation of a new IP Switchboard improved the quality of voice service and reduced the need of cabling and all the cost and inconveniences it represents. Mobile phone data package was re-negotiated from 500MB to 2GB at no additional cost.

The office experienced a bandwidth bottleneck between mid-September and mid-August that severely impacted on the quality of VOIP and forced the office to temporarily relocate PFP call centre. The network diagnosed revealed the root-cause was linked to expansion of IP devices and increased number of users with access to large amounts of data. To solve the problem the bandwidth was increased by 100 per cent.

A new UHF infrastructure was implemented according to the MOSS, allowing the essential and emergency staff to be in permanent communication with UNDSS, UNICEF Office and vehicles in case of an emergency.

The office invested very heavily to update of its ICT equipment. At the beginning of the year more than 75 per cent of ICT equipment were out of standard ICT and nearly half were replaced this year

The office continued to ensure business continuity following the update of BCP and testing of its various components.

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Effective and efficient programme management and operations support to programme delivery.

Analytical Statement of Progress:

UNICEF Mexico continued to improve systems and procedures to ensure efficient and effective management of its financial resources. The CMT played its role of central management body advising the Representative on policies, strategies, programme implementation, and how to keep human and financial resources focused on the planned results. KPIs generated via VISION Manager's Dashboard were monitored in each CMT.

Monthly updates of income projections prepared by PFP provided a critical input for a better cash flow planning and management while continuous cash-flow monitoring system ensured the timely recording and allocation of income.

Efficiency and effectiveness were gained through development and deployment of business processes, workflows and time-frames for some key processes and trainings to relevant staff members.

During the reporting period the CO successfully closed and sustained all nine Audit 2014 recommendations.

In April 2015 Mexico CO strategically joined the Panama HUB and in September was part of the first batch of countries joining the GSSC pilot. While in GSSC Mexico piloted BCM platform in mid-November and in early December graduated to BCM production. This shift resulted in some efficiency gains in terms of time and quality assurance.

CO is full HACT compliant. A comprehensive HACT quality assurance plan was developed and deployed. All active implementing partners (IPs) that received more than US\$ 100,000 was micro-assessed with risk levels ranging from low to medium. By the end of the year, the total DCT stands at US\$ 754,373.5, of which 74 per cent (0-3 months), 24 per cent (3-6 months), 2 per cent (6-9 months) and 0 per cent over nine months.

The utilization rate at the end of December was as follows: RR 99 per cent OR 100 per cent per cent, ORE 100 per cent and BMA 100 per cent.

Mexico CO conducted a full Risk Control Self Assessment and Risk Control Exercise, which came out with seven medium and four low risk areas respectively. The Early Warning Early Action (EWEA) was updated in August while BCP was updated in July and tested in September, and following the introduction for the first time of VHF and UHF radio by the UNDSS in September 2015 UNICEF office premises and vehicles became MOSS-compliant.

In response to the GSS a comprehensive workshop was delivered to all staff, consultants and individual contractors by a provider of time management training and assessment services for organization to address the time/stress – management.

OUTPUT 1 Effective and Efficient Governance and Systems

Analytical Statement of Progress:

Governance structures and systems approved in the CO Annual Management Plan (AMP) were fully functional and ensured proper risk management in programme implementation and achievement of results. The structure of the statutory committees and the Table of Authority were reviewed and updated on a regular basis to reflect changes – within the office, from joining Panama Hub and later the GSSC and the segregation of duties.

CMT meetings were convened monthly to review management indicators, monitor progress towards achieving the AMP objectives and other standing items in the agenda. CMT has also reviewed and deliberated on management issues associated with business processes, security, staff well-being, learning and development. CMT deliberations were communicated to staff. As approved in the PBR of April 2013, Mexico CO joined the Panama Hub in April 2015. This was a transitory period that allowed the CO to strategically and tactically prepare itself to join the GSSC. In September Mexico CO was part of the first batch of countries that joined the GSSC pilot. The SOD and the workflow for transactions transferred to the GSSC were updated in line with the GSSC SLA and SOPs.

The ICT infrastructure, especially the bandwidth was increased by 100 per cent to ensure continuous and smooth communication and transaction processing between the office and the GSSC.

All recommendations from 2014 audit were satisfactorily closed in September and consistently sustained throughout the year. Now the CO is HACT compliant. All Implementing Partners (IP) receiving more than US\$ 100,000 were macro-assessed with risk level ranging from low to medium. The macro-assessment for the next five years is in progress, through the UNICEF global LTA. A comprehensive HACT assurance plan according to IP risk level is in place to ensure UNICEF funds are utilized for the intended purpose, as per the agreed work plan.

The EWEA was updated in August while BCP was updated in July and tested in September. The updated BCP strengthens the CO operational response capacity during crisis situations impacting on its operational capacity. The CO continued to maintain a standing level of readiness for emergency and emergency communication system, radio communication, security information and structure, emergency evacuation, zone warden system, and security incident management.

OUTPUT 2 Financial Resources and Stewardship

Analytical Statement of Progress:

Effective and efficient financial management systems continue to be in place. Financial KPIs from VISION Manager's Dashboard, including contributions management, budget control, bank reconciliations, accounting, DCT status, implementation of audit recommendations and donors reporting were monitored in each CMT.

Robust cash flow planning and management processes were maintained to ensure adequate liquidity for programme implementation. A critical input to the success of cash flow management

was the monthly updates of income projections prepared by PFP. Besides, continuous cash-flow monitoring system ensured the timely recording and allocation of PFP incomes.

All nine 2014 audit recommendations were successfully closed.

In April Mexico CO joined the Panama HUB and September joined the GSSC pilot. As part of the process, the vendor's details were updated to include 1) 18-digit bank key for e-banking, 2) email address for automated notification and Tax ID. The centralized transaction processing enhanced the quality assurance and saved programme staff time and efforts in transaction processing. The implementation of BCM – an e-banking platform, by GSSC in November brought further efficiency gain. It replaced the banknet, an e-banking that requires manual input, freeing the time of staff who upload the payment data and signatory and reduced the payment transfer time.

By the end of the year, the total DCT stands at US\$ 754,373.5, of which 74 per cent (0-3 months), 24 per cent (3-6 months), 2 per cent (6-9 months) and 0 per cent over nine months.

The utilization rate at the end of December was as follows: RR 99 per cent OR 100 per cent, ORE 100 per cent and BMA 100 per cent.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:

UNICEF Mexico delivered HR services in a timely and effective manner.

The CO proactively addressed human capacity gap from a results-based approach, taking into account the right staffing mix. Out of 77 employees, 68 per cent are Fixed Term/Permanent, 17 per cent Temporary Appointments (TA) and 32 per cent individual contractors. Mexico CO continues to advocate and support gender balance, currently the CO is 55 per cent female and 45 per cent male.

Vacant positions were timely filled according to KPI's, reporting 100 per cent with an average of 84 per cent National Officer and General Staff below the benchmark and 100 per cent international professional staff within 60 days. During the year, Human Resources managed the on-boarding of seven staff members and eight individual contractors, including HR first day orientation and two office-wide sessions of grouped orientation/induction.

CO has established a monitoring system to ensure everybody complies with deadlines to complete PAS in the three stages. 100 per cent of performance appraisals (ePAS and PAS) for 2014 were completed within the required time frame and the 2015 planning phase and mid-year discussions reported 93 per cent completion rate by September.

The Learning and Development (L&D) plan was established at the beginning of the year. The training and learning plan was achieved in 80 per cent including training sessions on wellbeing (i.e. time management), programme (i.e. MORES), Gender Awareness, and staff security sessions by UNDSS.

In 2015, the CO proposed six staff for the Regional Emergency Roster, offered its Senior ICT Assistant to join the GSSC pilot phase I for three months and encouraged one national staff

member from communication to support a Regional Communication project through a stretch assignment.

Regarding the GSS, the CO took different actions to maintain a good environment, such as time management courses. A workshop on time/stress management was delivered to all staff, consultants and individual contractors. Also, the LSA promoted social activities open to staff and their families (a book club, hiking, commemorative parties, etc.).

In terms of Office Effectiveness and Efficiency (E&E), business processes were reviewed, workflows widely circulated and time-frames for each one made clear and monitored. In 2015 the CO proposed six staff for the Regional Emergency Roster and sent the Senior ICT Assistant to join the GSSC for three months.

OUTCOME 2 Support the creation of a national integrated protection system

Analytical Statement of Progress:

Throughout the year, UNICEF Mexico focused on promoting the implementation of the General Law on the Rights of Children and Adolescents. UNICEF Mexico has provided technical assistance and has advocated for the harmonization of the Law in all 32 states. Harmonization of the principles of the General Law into the legal framework will need to be promoted in 2016.

A key milestone was the establishment of the National System for Comprehensive Protection in December. The System ensures coordination of efforts for children across public institutions. It envisions the development of a public policy on children, as well as data, monitoring and registration systems. It is an unprecedented opportunity to place children high in the political agenda and to make them a matter of concern for all sectors. UNICEF Mexico has provided cutting edge support to the Executive Secretariat of the System to initiate coordination.

The Law brings in a new child rights paradigm that requires further sensitization and capacity building of authorities and the general public at all levels. UNICEF Mexico established a virtual platform with information and documents on the Law which was accessed by 10,000 visitors.

Advocacy was promoted to ensure allocation of resources to the system. Unfortunately, for this year a few resources were reserved only for the Secretariat. Further advocacy will be ensured to expand allocation of resources in the future.

A Child Protection Authority was established at federal level towards the end of the year. The Authority is in charge of coordinating special protection measures for children whose rights have been violated in coordination with relevant bodies. Technical assistance to develop initial procedural guidelines and related training were provided. It is key to orient future cooperation towards decentralizing these guidelines as well as other SOPs and to build capacities at federal and state level.

Articulated response to the issue of migrant children has gained momentum. Key public institutions as well as civil society and international agencies (UNICEF in coordination with UNHCR and IOM) worked together to strengthen procedures to identify unaccompanied migrant children, prompt care and rescue, consular assistance, identification of international protection needs, and options for care in semi-open shelters. This year (until end of August) authorities recorded approximately 18,000 repatriation events of unaccompanied Mexican migrant children and approximately 14,000 of Central American children. UNICEF Mexico has supported other

offices in Central America to share the Mexican Protocol on Consular Protection of Unaccompanied Migrant Children.

OUTPUT 1 By the end of 2018, Mexico's legal framework defines the coordination mechanisms between sectors and levels of government to guarantee children's rights in an integrated manner.

Analytical Statement of Progress:

On the basis of the General Law on the Rights of Children and Adolescents, the national system of comprehensive protection, chaired by the President, was launched on December 2, 2015. The Executive Secretariat which articulates the system was established. The system now needs to be created in each state and municipality. So far, only the State of Quintana Roo has officially established the system. UNICEF Mexico held 52 workshops on the General Law and the national system for comprehensive protection at the federal and local level, reaching an audience of 3,100 people including authorities, legislators, civil society actors and academics. All 32 local laws have been harmonized with the General Law. For such purpose, 18 States received technical inputs from UNICEF.

UNICEF Mexico provided cutting edge technical assistance for the drafting of the Regulations of the General Law, which include key information on child rights information systems at all levels, participatory mechanisms and dedicated budget for children's rights. In December 2015, the Regulations were officially approved.

UNICEF Mexico developed a unique on-line platform as part of a distance counselling strategy on the General Law directed to key actors. Since its launch in March, 10,000 visitors have accessed the page.

UNICEF Mexico provided technical support to the Mexican Government while defending its fourth and fifth periodic report on the implementation of the provisions of the Convention on the Rights of the Child. Also UNICEF Mexico submitted a confidential report and updates to comments to the Committee on the Rights of the Child, and the Representative accompanied the public session in Geneva in May

OUTPUT 2 By the end of 2018, adolescents in conflict with the law have access to specialized justice systems that promote their reintegration in society, in line with international standards.

Analytical Statement of Progress:

The General Law on the Rights of Children and Adolescents establishes a Child Protection Authority at federal, state and municipal levels to detect and respond to violations of children's rights. The Child Protection Authority was established at the federal level. Several guidance documents on procedures for the Federal Authority and the creation of the local authorities have been developed. The common national procedure to address child protection concerns introduced in the law was explained in 44 workshops given by UNICEF Mexico at federal and local levels, reaching 2,022 participants: social workers, lawyers, psychologists, doctors and state procurators. In June, UNICEF Mexico supported the establishment of specialized areas on children's rights within the 32 autonomous human rights bodies of each state.

In May 2015, UNICEF Mexico and Ministry of Foreign Affairs jointly launched a consular protocol and a tool kit to provide care and protection to children migrating alone. Almost 300 consular staff members (new entries, consuls and consular staff) were trained to implement it, ensuring appropriate care for nearly 18,000 children each year, and 30 consular staff from El Salvador and Honduras were also introduced to this approach. Rapid FTR was adapted for quick registration of children.

Five hundred and seventy nine justice system operators successfully concluded the virtual course “Access to Justice for Children”; 517 welfare system operators and 100 justice system members were trained in special protection measures.

UNICEF Mexico provided technical assistance to Mexican Commission for Refugee Aid (COMAR) to develop a protocol to detect Central American children and adolescents that may require international protection. Twenty-eight COMAR staff members were trained in specialized interview techniques.

Five hundred authorities and justice operators were trained in Oaxaca to implement a Protocol to administrate specialized justice to children, launched by UNICEF Mexico with the State Attorney General.

UNICEF Mexico participates with NGOs and academia to pilot a foster care programme in DF. UNICEF Mexico has contributed with technical assistance and advocacy for political support to the initiative.

OUTPUT 3 By the end of 2018, adolescents in conflict with the law have access to specialized justice systems that promote their reintegration in society, in line with international standards.

Analytical Statement of Progress:

Derived from the constitutional reform published on July 2, 2015, which mandates the creation of a new national law that unifies the juvenile justice system through the country, two initiatives have been presented in Congress: one submitted by the President of the Human Rights Commission of the Senate and the other one by a group of senators, who took up a proposal prepared by an inter-sectorial group including civil society organizations and academia.

UNICEF Mexico analysed and reviewed these proposals, and provided specific comments to promote their integration and ensure that the final draft is consistent with international standards and principles in this matter and harmonized with the General Law on the Rights of Children and Adolescents. UNICEF Mexico also supported and participated in advocacy activities to promote the dialogue between the actors involved in the legal reform process and to place the juvenile justice system on the national agenda. UNICEF Mexico’s advocacy and technical assistance during the next year will be key for the approval and implementation of the juvenile justice national law.

UNICEF Mexico contributed to the training and specialization of 200 operators from the Federal District juvenile justice system by supporting the course offered by the Judiciary on this matter by providing a specific module on international standards and principles of juvenile justice.”

UNICEF Mexico initiated efforts in Oaxaca and Chihuahua to implement a model that promotes the application of non-custodial measures for adolescents in conflict with the law with the

participation of civil society organizations and other support networks.

Finally UNICEF Mexico published, in coordination with the Ministry of Interior, a *Diagnosis of the adolescents who commit serious crimes in Mexico*, which makes the situation of this population in four Mexican states visible and provides recommendations to develop a comprehensive social reintegration policy in the country.

OUTCOME 3 By the end of 2018, monitoring mechanisms for child rights are created and functioning with the production of high quality disaggregated data and through the analysis of policies and programmes related to children.

Analytical Statement of Progress:

In 2015 the CO's role changed from one of pure advocacy to support for the new child rights system unveiled this year. The gaps defined in the current CPD related to this outcome are twofold: the equity of programmes for children, given that specific groups of children continue to lag behind their counterparts in more urban, wealthier and less indigenous municipalities, and the integrity of the set of policies that exist in terms of the groups of rights fulfilled, given that in terms of number of programmes for children and the resources allocated, the bulk of attention to children and adolescents is mainly via health and education programmes. The CO has attributed this reality to two prevailing bottlenecks: The first is related to the enabling environment, in part due to the lack of a legal framework to define the collection and integration of information regarding child rights realization, a constraint to identifying the most disadvantaged children. The second is related to demand in the form of the lack of a legal and institutional framework to define the responsibilities of all actors with respect to all child rights, with a vision beyond health and education.

As a contribution to improve the equitable distribution of programmes for children, the CO published information regarding the distribution of the federal budget, both by population as well as group of rights, and has presented a joint study with UNDP on equity of spending on children that shows the degree to which spending on children is regressive, and relatively lower per capita for under-fives. Given that early childhood is an area of the life cycle with relatively less statistical information available and a more limited supply of federal programmes in Mexico, this finding is relevant to proposing a focus on early childhood, particularly the most disadvantaged children, in 2016. Support to child-friendly budgets continued at federal level and in seven states.

Given the information gaps detected with respect to early childhood as well as many areas of child protection, the CO introduced Mexico's first MICS in partnership with the National Institute of Public Health (INSP) this year. Many of the identified information gaps will be filled with the results of the survey, also providing a baseline for the new SDG framework. The CO has already begun actively advocating with government partners to ensure inclusion of indicators previously unavailable in existing survey instruments beyond 2015.

OUTPUT 1 By the end of 2018, disaggregated, quality information exists where thematic gaps have been identified and public policies are more equitably targeted.

Analytical Statement of Progress:

The CO continued providing substantive technical assistance related to the implementation of the General Law on Children's and Adolescents Rights, thus addressing the bottleneck of lack of coordination among contributing entities/enabling environment. This assistance included providing inputs to the official guidelines for the operation of the National System for

Comprehensive Protection that were approved in December. The CO also co-organized workshops with the Ministry of Social Development (SEDESOL) and the Ministry of Finance, as well as the Federal Senate and the National Conference of Governors (CONAGO) to present the Law's implications for federal and local government institutions. Also, in follow-up to the kick-off meeting with key government counterparts to analyse the necessary steps towards building a child rights information system, as stipulated by the Law, announced the creation of a child rights information specialized technical committee.

The CO continued to support international exchanges to share the Mexican experience of design and measurement of child poverty under a multidimensional, rights-based methodology. Iran, Tunisia and Morocco carried out technical missions to Mexico in 2015 and a cooperation agreement was signed among UNICEF, CONEVAL and the National Economic and Social Council (CNES) of Algeria, following a technical mission to Mexico held in 2014. The Mexican experience of child poverty analysis was shared by UNICEF and CONEVAL with participants from 36 countries in the 5th Conference of the International Society for Child Indicators (Cape Town, South Africa, September 2015), as well as in the Data for Children forum and the global event on Ending Child Poverty as part of the discussion of SDGs Indicators and Implementation for Goal 1.

OUTPUT 2 By the end of 2018, mechanisms to monitor public investment in children exist at all three levels of government and actions have been implemented to improve distribution across all groups of child rights.

Analytical Statement of Progress:

In order to ensure adequate equitable resources to realize child rights, the CO collaborated with the Ministry of Finance to quantify investment in children and ensure that spending reductions not impact child rights, achieving the incorporation of seven new ministries' programmes in the annual budget earmark, fulfilling the right to protection. Mexico was one of three countries invited to present its model for measuring spending on children at a global UNICEF/World Bank meeting in Washington, D.C. to create a standard methodology for the practice.

UNICEF and UNDP co-published *Equity in Public Spending on Children and Adolescents*, a report presenting the level of human development among children and adolescents as well as an analysis of equity in public spending in the dimensions of health, education and income. The report found that spending on children overall is regressive, and more so for under-fives, providing an important input to planned advocacy to create a national early childhood policy in 2016.

The CO provided technical assistance to create child-spending earmarks to Finance Ministries in the states of Mexico, Hidalgo, Jalisco, Morelos, Oaxaca, Puebla and Yucatán. State level Situation Analyses were prepared in Chihuahua, Hidalgo and Jalisco; the first two were presented publically while the latter is being updated for presentation in 2016.

The CO and INSP conducted Mexico's first-ever MICS survey this year in order to fill identified information gaps. An equity lens was ensured by oversampling rural areas where child survival is most threatened and convincing the Mexico City government to fund the survey expansion to realize city-level indicators. The survey process involved widespread participation of government counterparts and will provide previously unavailable information on ECD and discipline in the home, as well as modules on disability and mental health that were extended beyond the standard MICS template.

OUTCOME 4 By the end of 2018 children 0-5 years old, especially the 1.6 million living in extreme poverty, have their rights to survival, development, protection and participation guaranteed through comprehensive early child development policies, and children 6-11 years old have equitable access to quality primary school, with special attention to indigenous girls and boys.

Analytical Statement of Progress:

The national campaign for timely universal birth registration continued. The CO identified experiences and good practices to ensure that all new-borns are registered before their first year of life, focusing on the most excluded populations. CO trained state authorities and developed communication strategies to mobilize efforts at the subnational and federal levels. More than a million people have been registered between 2013 and 2015.

UNICEF Mexico completed the study “Mapping of ECD services for children zero to five years in municipalities with lowest human development index in Mexico”, socializing and validating the results with federal and state counterparts. Adopting the study recommendations, inter-institutional ECD working groups have been established in Oaxaca and Quintana Roo. ECD strategies and materials for parents and caregivers of children aged 0-5 years were produced and distributed (by the CCT programme PROSPERA and by the National Centre for Child and Adolescent Health) in order to improve parenting practices and to identify development milestones.

Focusing on the most vulnerable children and adolescents, UNICEF Mexico completed an educational overview of indigenous population, to contribute to improve the planning of indigenous education (with the National Institute for Education Evaluation, INEE). Regarding children with disabilities, UNICEF, UNDP and PAHO have started a joint programme to design an inclusive strategy in Ministry of Social Development (SEDESOL) day care centres nationwide.

To improve access and quality education with children and adolescents’ participation, girls’ forums in DF, Morelos and Tabasco took place, with the participation of main state authorities. Final recommendations made by the girls, included topics such as inclusion, inter-cultural issues, gender and participation. In response to the recommendations, workshops with teachers, principals and supervisors were organized in State of Mexico.

Considering emergency preparedness, educational authorities of Guerrero and Oaxaca were trained. More than 33,000 children participated in RR school plans.

Regarding the health and nutrition programme, UNICEF Mexico convened partners to design a Rapid Clinical Pocket Reference Guide for low risk obstetric care and ensured a commitment from the IMSS, to distribute and use it, attending nearly 40 per cent of low-risk births in Mexico. CO promotes breastfeeding through capacity building of health personnel, C4D materials and massive dissemination campaigns. In terms of legislation, the CO, International Labour Organisation and the Steps to Successful Breastfeeding, convened counterparts to discuss a proposal to increase paid maternity leave from 12 to 14 weeks in the interest of promoting breastfeeding among working mothers. In order to address the bottleneck of social norms in nutrition, UNICEF Mexico is implementing C4D materials and activities to promote healthy habits and nutrition, in collaboration with Disney Junior.

OUTPUT 1 By the end of 2018, every baby born will be registered before his or her first birthday and the under-registration of children older than one year will be reduced, through mobilization and awareness-building of families and institutions.

Analytical Statement of Progress:

UNICEF Mexico conducted a national study to identify experiences and good practices to promote birth registration throughout the country. This report has identified 41 public programmes in 15 states that promote the right to an identity and increase birth registration coverage, focusing on marginalized and excluded populations. This report will be published next year in order to influence Government to implement and expand these good practices.

UNICEF Mexico launched a communication plan in Chiapas to strengthen the capacity of the Civil Register Institution to provide effective messages on free and timely birth registration services. This initiative included the design of communication materials taking into account the cultural context, a child rights based approach and the training of civil servants.

At the end of the year, eight workshops to coordinate actions between federal, local and municipal authorities were carried out to promote the right of identity and the increase of birth registration. In these workshops authorities participated in the municipalities of Chiapas, Guerrero and Oaxaca with very low birth registration coverage. As result of these workshops UNICEF Mexico raised awareness of more than 240 authorities who will change the situation of almost 19,000 children who live in these states and were not registered at birth.

It was possible to continue disseminating the National Campaign for Universal and Timely Birth Registration, in alliance with the National Welfare Agency (SNDIF), Ministry of Interior (SEGOB) and UNICEF. Spots produced by UNICEF were broadcasted all year, mainly on the radio. As a result of the campaign, 1,127,490 persons were registered between April 2013 and September 2015 with special brigades and extraordinary activities done by local social welfare institutions and local civil registry offices.

OUTPUT 2 By the end of 2018, families and institutions are mobilized and trained to guarantee early education of children under the age of 5 (especially indigenous) through integral, gender-sensitive public policies at federal, state and municipal levels with gender perspective.

Analytical Statement of Progress:

In order to contribute to improve services for children under five, through the coordination and articulation of different sectors and actors involved, UNICEF and Fundación Idea completed the research “Mapping of ECD services for children 0-5 years in municipalities of lowest human development index in Mexico”. The document was socialized and validated by Federal and State counterparts. Additionally, the presentation of this research is being used as an initial step to consolidate inter-institutional ECD working groups at the local level. During 2015, such working groups were established in Oaxaca and Quintana Roo.

Over 11 million cards have been produced and over 7.8 million have been delivered to all 32 states to promote the role of caregivers in ECD through the identification of key milestones that allow for the timely identification of developmental delays. This card, reaching the entire under-five population in Mexico, was designed as an insert to the national vaccine card, in order to promote constant growth and development check-ups as is the case with vaccines. The intervention enjoyed unprecedented support from the different health care/insurance schemes (all 32 state level child health focal points and the *Prospera* focal point were trained on how to explain the card to their patients) that participated in the project and distributed the inserts to

their respective beneficiaries.

In order to support *Prospera* (CCT programme) on its Regional ECD Centres' initiative, 14,700 flipcharts and hanging early stimulation materials were reproduced to support health workers during their parents training sessions, and to be delivered to 14,700 families to strengthen their knowledge.

OUTPUT 3 By the end of 2018, families and the education system are mobilized and trained to guarantee the access, learning and permanence of girls and boys (especially indigenous) from 0 to 6 years of age living in most excluded rural and urban areas.

Analytical Statement of Progress:

Mexico still presents coverage gaps in all the SEN. In spite of positive primary enrolment figures, indigenous children and adolescents, and children and adolescents with disabilities have problems to access and conclude their education. Focusing on these groups, CO has updated one study, concluded another one and initiated a joint programme.

In collaboration with the MoE, the Out of School Children Study was updated. It will be used at state level to focus the gaps of coverage and completion, and design more appropriate strategies. Regarding indigenous children and adolescents, in collaboration with the INEE, a study on their educational situation was concluded, providing information to advocate for a necessary deep review of indigenous education policies and programmes. As for children with disabilities, UNICEF, UNDP and PAHO began a joint programme with Ministry of Social Development (SEDESOL) to design an inclusive strategy in 120 day-care centres nationwide for the adequate attention of 5,400 children with disabilities. The initial assessments have been completed; the design of a training strategy will be UNICEF's responsibility.

Continuing with the strategy of forums as spaces of participation and to improve education policies to increase access and completion, forums in DF, Morelos and Tabasco were organized. One hundred and eighty girls and adolescents, 180 mothers and 90 teachers and supervisors discussed and made proposals on inclusion, inter-culturality, participation and CFS approach. Final recommendations were presented to states authorities. For example, in response to the bottlenecks identified in the State of Mexico, training with 140 teachers was conducted, sensitizing them in topics such as inter-culturality, gender and participation with a potential to reach 4,200 children.

Regarding emergency preparedness, CO promotes a culture of prevention, DRR and resilience. Thus, more than 400 teachers and educational authorities were trained in RR school plans in Guerrero and Oaxaca, and 33,123 children and adolescents participated in the elaboration of school plans.

OUTPUT 4 By the end of 2018, girls and boys, especially indigenous, benefit from optimal levels of health and nutrition through improved public policy design and implementation.

Analytical Statement of Progress:

To ensure more consistent quality of care, the CO convened partners to design a Rapid Clinical Pocket Reference Guide for low risk obstetric care. The CO ensured a commitment from the Mexican Institute for Social Security (IMSS), including the IMSS *Prospera* programme targeting poor communities, to distribute and use the guide among their 14,000 doctors nationwide and healthcare personnel, attending nearly 40 per cent of low-risk births in Mexico. In light of the report presented by the CO this year summarizing the inconsistencies of obstetric textbooks

used in Mexico with respect to best practices in obstetrics, the guide is a necessary component to improve maternal healthcare.

The CO partnered with TV Azteca to produce a campaign to promote breastfeeding in Mexico to address the bottleneck of social norms, generating more than 54 million media impressions and more than 65 million hits in social media. To address the quality of service bottleneck, the CO negotiated with partners to pilot the 'Caring for the Newborn at Home' curriculum to provide breastfeeding support through home visits in the first week immediately post-partum in the states of Veracruz and Mexico City. In terms of legislation, the CO, ILO and the Ministry of Labor convened industry leaders, trade unions and congress people to discuss a proposal to increase paid maternity leave from 12 to 14 weeks in the interest of promoting breastfeeding among working mothers.

In order to address the bottleneck of social norms in nutrition, the CO is implementing two C4D pilots to provide healthy messaging for under-fives: materials created by Disney Junior that have been distributed to 8,000 children in the Prospera programme, and the creation of Sesame Street episodes, local TV spots and supporting media materials; both promoting healthy habits and nutrition. Both projects include evaluations that are underway and will conclude in 2016.

OUTCOME 5 By the end of 2018 positive opportunities for adolescent development and participation are expanded in more inclusive school and community environments, increasing educational access, inclusion and achievement, and adolescents' resilience and capacity to protect themselves from violence, exploitation and crime, and to prevent early pregnancy.

Analytical Statement of Progress:

To open up more positive opportunities for adolescent development and participation and to enhance visibility of adolescents in the political agenda, UNICEF Mexico participated in several advocacy spaces on youth and adolescents.

One of these platforms is *Juventudes 2030* (Youths 2030), a network of 21 organizations and think tanks, which focused on sharing good practices in public policies on youth through an international summit and a virtual library. UNICEF Mexico is also a member of the *UN Technical Advisory Committee to the Mexican Youth Institute*, through which advocacy and technical assistance is provided to the Government. Further, UNICEF Mexico participated in the *Technical Committee on Information on Youth*, promoting greater collection and disaggregation of data on rights issues affecting adolescents.

The General Law on Girls', Boys' and Adolescents' Rights provides opportunities to ensure the right of participation for all children and adolescents. The CO has sought to expand opportunities for adolescent participation, particularly in the context of accessing quality education. One of the tools used is U-Report.

Towards the end of the year, the CO signed an agreement with the National Electoral Institute. The latter has recently conducted an opinion poll for 2.9 million children to express their opinion on different issues affecting them.

The CO promoted, jointly with Education Authorities, the elimination of gender and ethnic based barriers and discrimination that prevent the access of indigenous girls' to the school and have an impact on dropout and failure in four states. The strategy included forums with, follow-up actions to previous forums, capacity-building activities and planning sessions attended by

indigenous girls and women, multicultural teachers, governmental authorities and civil society organizations.

A special focus was placed on barriers to education for Afro-Mexican children. U report and participation spaces were an important tool to better understand the difficulties faced by this group of children.

Limited efforts were promoted on strengthening resilience of adolescents given the overwhelming agenda generated by the implementation of the General Law on Girls', Boys' and Adolescents' Rights and the establishment of the Child Protection System. This area of work will receive greater attention in the coming year.

OUTPUT 1 By the end of 2018, adolescents, especially indigenous, have access to and participate in the construction of their educational plans, ensuring quality education.

Analytical Statement of Progress:

UNICEF Mexico continued advocating for educational inclusion, particularly for indigenous girls, and strengthening adolescent participation. Indigenous girls face multiple barriers in accessing education such as: lack of teaching in their own language, poor education quality, early pregnancy, poor infrastructure, discrimination and violence. To address these issues, UNICEF Mexico worked with state authorities developing “forums” and monitoring recommendations issued in previous years- in Chihuahua, Oaxaca, State of Mexico and Yucatán-, to support capacity building efforts with teachers and to develop suitable and culturally sensitive educational models; as well as other governmental authorities for raised issues such as health, early pregnancy, discrimination and gender violence. Additionally, new forums engaging indigenous girls were organized on 2015 in Mexico City, Morelos and Tabasco. Five additional participation spaces on girls' rights were held in Mexico City. Also a specific participation space was held with children and adolescents aimed to shape the human rights agenda through Mexico City's Human Rights Action programme.

UNICEF Mexico contributed to national efforts related to the International Decade for People of African Descent building an agenda to improve access and quality of education for Afro-Mexican children. With the National Council to Prevent Discrimination (CONAPRED), UNICEF Mexico coordinated participation spaces and used U Report to obtain adolescents' views on school drop-out and what is required to address and eliminate barriers.

In total, participation spaces and tools have engaged 4,687 adolescents.

Jointly with the Mexican Youth Institute (IMJUVE) and UNFPA, UNICEF Mexico has provided technical assistance for the development of the National Strategy to Prevent Adolescent Pregnancy (ENAPEA), particularly by putting emphasis on the education consequences of early pregnancy (high rates of school drop-out in secondary level education). The Inter-Census Survey released this year suggests that the fertility rate of the age group 15-19 has showed a more dramatic increase (10 per cent) compared to the other age groups

OUTPUT 2 By the end of 2018, adolescent girls and boys participate actively in their communities, including through sports and cultural activities, creating groups that build life-skills for respectful co-existence, non-discrimination, self-protection and resilience in the case of adverse circumstances.

Analytical Statement of Progress:

UNICEF Mexico participated in inter-institutional spaces to place adolescents high in the political agenda and to advocate for a comprehensive response to issues faced by them. UNICEF Mexico is part of the network *Juventudes 2030*, which includes 21 organizations and think tanks. In August, the Network, jointly with IMJUVE, the Ministry of Interior, AMEXCID (Mexico's International Cooperation Agency) and IDEA Foundation organized an international Summit: *Good Practices in Public Policies on Youth*. This was accompanied by the launch of a virtual library on good practices. Together with the Network, UNICEF Mexico provided technical assistance to design the mentioned activities. A special event using U Report with CONAPRED as well as the Office of the Presidency was held on the International Day of the Youth (Ideas Jovenes por México)

UNICEF Mexico is permanent member of the *Specialized Technical Committee on Youth Statistics* chaired by IMJUVE. The Committee provides inputs to the development of the 2016 National Youth Survey. UNICEF Mexico has provided technical assistance in the definition of indicators on participation and citizenship, families, schools and physical and economic well-being. Further, UNICEF Mexico has advocated for the break-down of the data on adolescents (ages 12-17).

UNICEF Mexico is also a member of the *UN Technical Advisory Committee to the IMJUVE*, which was created this year. The objective of the Committee is to support the development and implementation of public policies on youth. On the International Day of Youth, the Committee and IMJUVE launched an initiative to raise awareness on the concept of youths as agents of change 30-20-30 Initiative.

Work on resilience of adolescents was limited given the overwhelming agenda generated by the implementation of the General Law on Girls', Boys' and Adolescents' Rights and the establishment of the Child Protection System. This area will be strengthened in the coming year.

OUTCOME 6 Fundraising

Analytical Statement of Progress:

UNICEF Mexico developed a Joint Fundraising Assessment (JFA) for 2014-2018 that frames a medium term strategic plan for local fundraising. In parallel, it is finalizing a Communication and Public Advocacy Strategy for 2016-2018.

While the JFA is mainly focused on prioritizing sustainable, predictable and non-conditioned sources of funding for the Country Programme Document (CPD) mainly through pledge, pathways to pledge and corporate fundraising, the Communication and Public Advocacy Strategy is designed to integrate guidance and KPIs from both the Global M&E Framework in support of the GCPAS and the PFP Communication Framework, with a focus on public advocacy, media relations and digital engagement, as well as fundraising and communication for development.

Local fundraising was mainly driven in 2015 by pledge acquisition through Face to Face and digital tools that reached 33,861 pledge donors. Corporate Fundraising kept expanding the network of partners, and several test were made to upscale the operation through corporate pathways to pledge and emergency appeals. As a result, local fundraising gross income was US\$ 5,440,737 dollars. In addition US\$ 40 million was raised to support the Global Polio Eradication Initiative.

With regards to Communications, UNICEF Mexico was testing and measuring voice, reach and engagement initiatives that informed the strategy design and will also inform the next CPD. Specifically noteworthy is the Mexican breastfeeding campaign that reached over hundred million people with messages for raising awareness on this issue. During 2015, UNICEF Mexico had over 60 million potential impressions on social media. The Facebook page increased its followers from 108,000 to over 154,000 people. On Facebook alone, UNICEF reached almost 30 million people and engaged over 1.2 million people (likes, comments and shares). On Twitter, UNICEF Mexico secured 120,000 new followers and had good results with Instagram, with more than 3,000 followers by the end of 2015.

OUTPUT 1 By the end of 2018, child rights are a priority in the public agenda and UNICEF is positioned as the authority in this issue, through the communication of gender-sensitive messages that mobilize people and resources.

Analytical Statement of Progress:

Recognizing that digital communication must be at the heart of our work, UNICEF Mexico began optimizing its presence across digital platforms by restructuring messages, increasing the frequency of posts and boosting storytelling through insights obtained from metrics and data analysis. As a result of refreshing its online presence on social media platforms, up to 465,000 people are interacting in weekly basis with UNICEF and over hundred million interactions with our digital channels were registered this year. The work with civil society, other UN agencies and top celebrities –including Mexican singer Thalía and soccer player Chicharito---was essential for getting high impact messaging online.

UNICEF Mexico also increased over 60 per cent media coverage in traditional media, reaching up to 7,500 news stories in radio, tv and press (98 per cent key messages). Events like Activate Talks (three celebrated this year for over 600 people and 40,000 interactions online), major exhibitions in hot spots throughout the country reaching over 750,000 people, and high impact campaigns like the birth registration and breastfeeding initiatives with leading media partners allowed UNICEF Mexico to reach over 50 million people (a viral video on breastfeeding produced by UNICEF had over 6 million views).

C4D initiatives also played a key role in our strategy, reaching 8,191 children (between three and five years), with health and nutrition messages for changing their habits as part of a pilot campaign with Disney Junior.

In 2015, 15 publications were produced including three situation analysis of Mexican states (Jalisco, Chihuahua, Hidalgo) and one specific report focused on Equity in Public Spending on Children and Adolescents.

OUTPUT 2 Fundraising

Analytical Statement of Progress:

Along 2015, UNICEF Mexico progressed towards the medium term fundraising plan 2014-2018.

Face to Face (F2F) was the major driver of pledge acquisition. Changes were operated in its implementation by restructuring the network of suppliers. Although pledge volume acquired is limited, retention rates improved significantly. Operation was expanded to DF, Guadalajara, Puebla, Queretaro, Leon and Playa del Carmen.

Several events were implemented to support pledge acquisition and channelling sponsorships from companies. A special multimedia campaign was implemented with Communications to promote breastfeeding (April); promotional stands were mounted in shopping malls to show virtual reality on Syria Refugee Camps (November) as well as celebrating Christmas with the Blue Santa Campaign (December).

The digital channel was re-vamped after launching a new website and implementing a digital media plan through specialized suppliers. This allowed implementing emergency campaigns on Nepal and the Migration Crisis as well as digital activities about Breastfeeding, the 30th Anniversary of Mexico's Earthquake, Polio Eradication and Christmas Campaign.

An innovative pilot fundraising approach *Angeles por los Niños* (Angels for Children) was developed for pledge acquisition through direct sales forces. A network involving 5,000 sales people is now mobilized in support of breastfeeding. To be expanded in 2016.

Corporate partnerships with Santander and Laboratorios Liomont were renewed. Global partnerships were implemented locally with Privalia, Meliá and NH Hotels. New relationships were built with Banco Compartamos, Banco Azteca, Kimberly Clark, Scotiabank, Banamex, SCA and Distroller. The partnership with Instituto Carlos Slim para la Salud fundraised US\$40,000,000 for the Global Polio Eradication Initiative (GPEI).

In financial terms, the CO reached a local fundraising gross income of US\$ 5,440,737 by the end of 2015 (2 per cent over 2014) plus US\$ 40,000,000 to support the GPEI, totalling US\$ 45,440,737 (748 per cent over 2014). Additionally, income from Natcoms totaled US\$ 427,121. The number of active pledge donors reached is 33,861.

OUTPUT 3 Corporate Social Responsibility

Analytical Statement of Progress:

Non-financial partnerships with companies were built as part of the corporate engagement and CSR plan for 2015. As part of the partnership with Grupo Salinas, breastfeeding rooms were inaugurated in their offices and ECD advocacy materials were distributed through their monthly communication booklet for customers targeted to 150,000 people, mostly women of low socio-economical level.

UNICEF Mexico also launched an innovative and exhaustive internal communication campaign with Laboratorios Liomont for promoting breast-feeding good practices in their offices and factory. A breastfeeding room was opened for first time in their headquarters and another installation in their factory is planned for 2016.

As part of its CSR strategy, UNICEF Mexico elaborated a Practical Guide and documented best cases of companies and institutions in Mexico that promote maternity and breastfeeding in the workplace in innovative manners.

UNICEF Mexico also provided technical guidance to SCA for a qualitative study on child labour in the recycling industry, the first of its type in Mexico.

Finally the CO worked closely with the Starwood Foundation, UK NatCom and consultants to

develop a Human & Children's Rights Impact Study for the Hospitality and Tourism industries in Mexico. The results will be published next year.