Executive Summary

This past year was a turning point in UNICEF’s work in Mexico. Not only did 2016 represent the midpoint of the current country programme, but it was also a year in which UNICEF adjusted to support the creation of a child rights protection system in the country for the first time. Consequently, the most important result was supporting the creation of a child rights protection system in each of the country’s 32 states and in 835 out of 2,456 municipalities, bringing the country one step closer to turning the recent Child Rights Law into a reality for children.

UNICEF Mexico also supported the development of operating procedures and guidelines for this system and the creation of a National Child Protection Programme (PRONAPINNA). Additionally, UNICEF Mexico provided direct technical assistance to 17 states to help operationalize their local systems. Given that the creation of this system was a cross-cutting objective of the current country programme, it was revised through the midterm review to establish new objectives for the two remaining years.

The partnership with the Executive Secretariat of the national child rights system remains central to UNICEF’s work. In the context of this new paradigm, UNICEF Mexico positioned the importance of focusing attention on a few key priorities.

The first is the lack of an integrated national policy to promote early childhood development (ECD) for children under age 5. Given the identification of early childhood as the group least represented in the national budget and facing the greatest levels of poverty, UNICEF Mexico made efforts to improve the allocation of public resources to children under 5. One national-level advocacy result was the creation of the Intersectoral Committee for Early Childhood as part of the National Comprehensive Child Protection System (SIPINNA), which will define normative guidelines for a national policy. At the same time, UNICEF Mexico has designed models and provided training to service providers to the under-5 population to expand the focus in the health sector beyond clinical work to promoting positive care practices with parents.

Strategic partnerships, such as those with television giant Televisa and Sesame Network, reached families and children with information about child development and nutrition in accessible and friendly formats. In partnership with the National Institute for Public Health, UNICEF Mexico also published key findings for the first national survey in Mexico to focus on children under 5, Multiple Indicator Clustery Survey (MICS) 5. Another group requiring focused policy attention is children and adolescents who are not in school. UNICEF Mexico published the Out-of-School Children report, outlining the profiles of the more than 5 million children who do not attend school or who are more than two years behind their normative grade level. Children with disabilities and indigenous children and adolescents are the most likely to be out of school, pointing to the need to improve and update the current pedagogy, to improve inclusion in practice and to adapt curricula to different cultural and linguistic environments. However, because the emphasis of the Government of Mexico on education reform, focused mostly on negotiations with teachers’ unions, there has been less space for traction within areas such as teacher training and pedagogy.
In addition, an opportunity to engage a range of actors to reduce all types of violence against children, a phenomenon further quantified by the MICS, emerged through the Government’s commitment to be one of four ‘Pathfinder’ countries in the Global Alliance to End Violence against Children. UNICEF Mexico also achieved important results in mobilizing different sectors of society in favour of child rights. In 2016, US$5,757,567 was raised (plus US$20,000,000 from the Carlos Slim Foundation to support the Global Polio Initiative). Local fund-raising was driven by pledges, representing 79 per cent of the total income, and providing a sustainable base of funding for the second half of the Country Programme as well as increased regular resources contributions in the future. The Face-to-Face fund-raising operation reached 1.3 million people, mainly on the streets and in shopping malls, and digital fund-raising campaigns reached and communicated UNICEF’s work to 111,408,185 people.

Corporate partnerships allowed UNICEF to reach 16,500,000 people with messages related to UNICEF, strengthening brand exposure. Lastly, social mobilization was achieved through an increasingly agile and innovative communications strategy. Digital outreach was strongly supported by increased messages on UNICEF Mexico channels (551,460 followers, an increase of 31.49 per cent compared with 2015), resulting in a need to formulate more ambitious goals for the remaining year of the country programme. Nationwide, communication efforts achieved 5,514,867,954 impacts, including initiatives aimed to promote ECD, migrants’ rights and the impact of poverty on children.

**Humanitarian Assistance**

N/A

**Emerging Areas of Importance**

**Migrant children and adolescents.** In 2016, the number of Central American migrant children travelling through Mexico remained high based on detention data (the number of children detected in 2015 was 35,000 and in the first 10 months of 2016, it reached almost 31,000). Children are migrating for family reunification purposes, are in search of new social and economic opportunities, or are running away from increased violence in their countries of origin.

Mexico’s Children’s Law (December 2014) has opened new opportunities for the protection of migrant and refugee children through the creation of special protection mechanisms like the Child Protection Authority at federal, local and municipal levels. UNICEF Mexico developed different strategies to assure special protection to these children, with the protection approach prevailing over the migration approach.

With the National Welfare System, UNICEF Mexico trained the Child Protection Authorities of 27 of the country's 32 states. These authorities are responsible for the protection and restitution of the rights of all children, including migrants and refugees.

To strengthen access to international protection for migrant children, UNICEF and the Mexican Commission for Refugee Aid (COMAR) developed a protocol and tools to detect cases of migrant children that may require international protection. One thousand kits were printed and distributed, while 300 staff members of the National Migration Institute, COMAR and the Child Protection Authority were trained in interview techniques. Some 1,600 public officers from different institutions were trained through the National Migration Institute virtual platform.
UNICEF Mexico continued to support the effective implementation of the Consular Protocol for Children with the Ministry of Foreign Affairs. The highlights of this partnership are the ownership and steps taken for sustainable implementation of the protocol by the Ministry of Foreign Affairs through training of trainers and the translation of the protocol into an online course (to be launched in 2017) in the diplomatic school of the Ministry. The protocol generated interest in neighbouring countries and 40 consular staff from Central America participated in two regional training workshops organized by UNICEF, the Ministry of Foreign Affairs, the non-governmental organization (NGO) CAMMINA, the Regional Conference on Migration and the Centre for Research and Teaching in Economics.

Additionally, UNICEF Mexico provided inputs to harmonize the Migration Law with the Children’s Law in Congress.

The creation of specialized shelters for migrant adolescents as an alternative to detention has become a priority. UNICEF Mexico worked with international specialists to develop this model based on good practices from other countries. In November 2016, UNICEF and the Office of the United Nations High Commissioner for Refugees (UNHCR) implemented a training for the open-door shelter for migrant and refugee children, ‘Colibri’, in Tabasco, which has a maximum capacity of 28 children. Besides, UNICEF is working with the Protection Authorities of Tabasco and at the federal level to develop a foster-care programme that will eventually receive migrant and refugee children and adolescents.

**Early childhood development (ECD).** The past year was crucial in implementing a comprehensive ECD advocacy strategy in Mexico. The recently installed Comprehensive Child Protection System provided a new framework which enhanced the opportunity to advocate towards a comprehensive early childhood protection system. As a result, the creation of a National Committee for ECD was announced in August and installed in November to coordinate ECD interventions implemented among various sectors and institutions in the country. The committee will allow the creation of a national ECD policy that will aim to fulfil the rights of all children in Mexico under 5 years old, guaranteeing a set of quality interventions which converge in the optimal development of children in the early years.

Additionally, UNICEF continued to strengthen ECD interventions within the health sector. A capacity-building strategy was developed to train health professionals on ECD and sensitize personnel on the necessity to advocate for nurturing care and safe environments. A package of child-rearing practices along with early stimulation was developed to be used within the health sector, taking advantage of direct contact with caregivers. Interventions are currently being implemented for which results in terms of child development are expected in 2017.

Finally, UNICEF Mexico has developed a communication strategy to reach most families in Mexico with key messages on ECD. An important alliance formed this year was one with Televisa Foundation, with whom the campaign Empieza Temprano (Start Early) was launched. The initiative consisted of television and social network spots giving practical advice on quality nurturing care. Similarly, UNICEF updated the existing ECD website (<desarrolloinfantiltemprano.mx>) as a platform in which information on both child-care counselling and academic research is shared to ensure a better investment and quality of care for children in the early years.
Summary Notes and Acronyms

C4D  communication for development  
CMT  Country Management Team  
COMAR  Mexican Commission for Refugee Aid  
CONEVAL  National Council for Social Policy Evaluation  
CRC  Convention on the Rights of the Child  
ECD  early childhood development  
ICT  information and communication technology  
NGO  non-governmental organization  
PAHO  Pan American Health Organization  
PRONAPINNA  National Child Protection Programme  
SIPINNA  National Comprehensive Child Protection System  
SCA  Svenska Cellulosa Aktiebolaget  
UNDP  United Nations Development Programme  
UNFPA  United Nations Population Fund  
UNHCR  Office of the United Nations High Commissioner for Refugees

Capacity Development

To contribute to the implementation of the Children’s Law, capacity building focused on strengthening child protection systems at different levels. A key achievement was the development of standard operating procedures and an implementation toolkit as well as their translation into a course officially certified by the National Welfare System.

Guidelines to strengthen the role of Mexico’s Ombudsperson (National Commission on Human Rights) in the implementation of the Children’s Law were developed and will be the basis for intensified capacity building efforts with State Commissions in 2017.

UNICEF Mexico has been working on strengthening capacities to implement the Children’s Law at the sub-national level together with the Executive Secretariat of SIPINNA to develop and deliver an induction training to staff of child protection systems in 17 states. To ensure a more thorough approach to the development of child rights policies in the framework of the Law, a training course was designed and delivered to six states in coordination with the NGO GESOC.

To ensure better sustainability of training efforts for consular staff on migrant children, 15 consular staff of the Ministry of Foreign Affairs were trained to replicate knowledge across Mexican consulates.

UNICEF Mexico continues to rely on new technologies to build capacity for child-sensitive justice nationally, with 900 registered justice operators completing the new version of the online diploma on children’s access to justice this year.

UNICEF Mexico continued to strengthen capacities of health professionals, particularly focused on early childhood health. In partnership with World Vision, UNICEF trained Community Health Workers to monitor maternal and newborn health and to promote breastfeeding prenatally and the first week post-partum.

UNICEF Mexico continued its work on educational inclusion, adolescent participation and girls’ empowerment; 12 states held participative forums with indigenous girls and adolescents. Currently this strategy is being developed in close collaboration with SIPINNA at federal and state levels.
Evidence Generation, Policy Dialogue and Advocacy

Continuing its role in knowledge and data generation, UNICEF Mexico supported SIPINNA to build the first national information system for children in Mexico, as mandated by the Children’s Law.

To monitor the situation of children, UNICEF Mexico initiated Situation Analyses in 4 states during 2016, summing 11 in 2017. The MICS 2015 Key Findings Report was finalized, providing new data on the situation of children and filling data gaps on ECD, breastfeeding and child discipline.

Two studies were elaborated to highlight Mexico’s gaps in education rights: the Out-of-School Children Initiative and the Overview of Indigenous Education. Results of both are being used to increase engagement and build government capacity at federal and state levels.

Based on evidence regarding ECD in Mexico, UNICEF Mexico carried out advocacy with Ministry of Finance and SIPINNA to create a national ECD commission to outline a new integrated policy.

To raise awareness and involve government stakeholders and civil society in the prevention of violence against children, UNICEF Mexico provided a liaison between the Alliance’s Secretariat and national authorities to launch Mexico as a ‘Pathfinder’ country of the Global Alliance to End Violence.

Given that participation of adolescents is not systematic, UNICEF Mexico has prioritized support to the institutionalization of adolescent participation assisting SIPINNA in the development of National Guidelines on Children and Adolescent Participation.

In 2014, the Constitution was amended to include the right to identity and ensure universal, free and timely birth registration. However, some states have not legislated accordingly. UNICEF Mexico advocated for legal harmonization and provided technical assistance to the National Institution for Human Rights to file a legal case on the matter to the Supreme Court of Justice to consider the unconstitutionality of local laws that establish unfair fees. Based on this, the Supreme Court of Justice declared fees unconstitutional.

Partnerships

UNICEF Mexico strengthened existing partnerships and established new ones with public and private entities.

Partnership with the National Council for Social Policy Evaluation (CONEVAL) allowed UNICEF to measure and analyse child poverty for 2014. With the Mexican Institute for Competitiveness, a think tank, UNICEF advocated for the importance of greater and better budgetary allocation to childhood through the analysis of state budgets. With GESOC, UNICEF designed and implemented a technical assistance strategy for eight states to elaborate public policies from a child-rights perspective.

A collaboration agreement was signed with the Mexican Institute of Social Security (IMSS) to improve maternal and neonatal health, as well as breastfeeding and ECD. UNICEF Mexico also worked with the National Digital Strategy office, from the Office of the Presidency, for the implementation of Prospera Digital – a mobile health initiative to improve the health of women during pregnancy and their babies' health during the first two years of life.

Strategic partnerships to strengthen SIPINNA included capacity-building efforts focused on
the new Child Protection Authority through a National Welfare System-certified course developed and delivered jointly by UNICEF and the National Welfare System. With SIPINNA, emphasis was placed on establishing procedures and operational mechanisms.

Partnership with the Supreme Court of Justice expanded the number of justice operators who registered and completed the course on access to justice for children in the framework of the Children’s Law.

Partnerships were also important to expand UNICEF’s social and resource mobilization capacity. With Televisa, the campaign Empieza Temprano was launched to promote the involvement of parents and caretakers in ECD activities. As of December 2016, 69 spots aired, reaching 303,766,471 viewers.

Corporate partnerships fund-raised US$1,204,686 and mobilized 600,000 clients and employees. The Children's Rights and Business Principles were supported by key partners. With the Mexican Human Resources Director’s Association, UNICEF Mexico promoted breastfeeding in the workplace among 1,200 affiliated companies. A partnership with the Business Coordinating Council was reached to promote Children's Rights and Business Principles among its members and implement an auto-diagnosis toolkit to help companies identify impacts on children’s rights.

**External Communication and Public Advocacy**

UNICEF’s Mexico communication plan integrates guidance and key performance indicators from the Global Communication and Public Advocacy Strategy (aligned with the Global Monitoring and Evaluation Framework) and the Private Fundraising and Partnerships Communication Framework, which outlines actions of public advocacy, media relations and digital engagement, as well as fund-raising and communication for development (C4D). The communication strategy grounded the main objectives of the Global Strategy in the country’s reality.

Nationwide, communications efforts reached more than 5,514,867,954 impacts, including initiatives aimed at promoting ECD (Empieza Temprano), emergencies, raising awareness on violence, migrants' rights (Vidas en tránsito) and the impact of poverty on children.

¡Listos a Jugar!, a regional C4D multiplatform initiative, was launched in Mexico to improve the health and nutrition of children, aged between 3 and 6, by Sesame Street with UNICEF support. So far it has reached more than 1 million children through a child-friendly television series that is being broadcast on Canal Once, a public channel with national coverage.

Also in 2016, 8,191 children (aged 3 to 5) and their families received educational materials as part of a communication pilot in partnership with Disney Junior, aiming to improve their knowledge and habits with respect to health and nutrition. The initiative’s assessment found that participating children were more able to classify foods according to their food groups and mothers were more prone to include fruits and vegetables and less likely to give them junk food after participating in the project.

More than 6 million people living in indigenous communities in seven southern states at greater risk of being affected by Zika are being reached by daily community radio spots with prevention messages. The two spots produced by UNICEF Mexico and previously validated and culturally adapted by the local communities are being broadcast through indigenous radio, megaphoning and local radio stations, in partnership with National Commission for Indigenous People and the National Institute for Indigenous Languages.
**South-South Cooperation and Triangular Cooperation**

UNICEF Mexico continued promoting South-South cooperation, sharing Mexico’s best practices to improve child well-being. During September, UNICEF facilitated the travel to Iran of a delegation of high-ranking officials from CONEVAL and the conditional cash transfer programme (*Prospera*) to share good practices in social protection and multidimensional poverty analysis.

UNICEF Mexico also facilitated the international exchange of government agencies’ capacities to protect child rights. Through the ‘Regional Seminar on Public Expenditure for Children’ organized with SIPINNA and the UNICEF Latin America and Caribbean Regional Office, UNICEF Mexico brought 300 experts from 22 countries to share recent innovations and challenges on public investment.

To identify international best practices on the fulfilment of the right to education of adolescents deprived of their freedom, UNICEF Mexico organized an international seminar that opened possible collaboration with the Ministry of Education, to eventually cover this population.

As part of the regional initiative to guarantee the rights of Central American migrant children, a regional forum and training on international standards for consular assistance was organized with the Ministry of Foreign Affairs. In addition, UNICEF Mexico, in alliance with the Regional Conference on Migration, trained 30 consular staff from Central America to better assist migrant children.

In September, UNICEF Mexico, jointly with the UNICEF Latin America and Caribbean Regional Office, the National Population Registry, Inter-American Development Bank (IDB), the Organisation of American States and Plan International, organized a regional meeting on birth registration. There, the Governments of Mexico and the United States announced the formalization of the exchange of the civil registration databases to facilitate the access of children born of Mexican parents in the United States to free and speedy registration upon their return to Mexico.

UNICEF Mexico signed a cooperation agreement with Latin American Foster Care Network to provide technical assistance to the Government on alternative care, bringing experts to support the implementation of three pilot foster-care programmes. Within this agreement, UNICEF supported the National Welfare System and the Child Protection Authority in the organization of the first national meeting regarding foster care, with panellists and experts from South America.

**Identification and Promotion of Innovation**

UNICEF Mexico continued using three phone-based technology tools to advance results for children. U-Report was used to learn about adolescents’ views on specific issues in real time, and to include these voices in policy discussions with government partners. UNICEF had 24 consultations using U-Report, where 19,347 adolescents exercised their right to participate and expressed their opinions on teenage pregnancy, Zika awareness, bullying and violence against children. Results were disseminated, generating up to 38,000 impressions on Twitter per month and reaching an audience of more than 7,500 people through Facebook. Top decision makers – such as SIPINNA’s Executive Secretary – are U-Reporters, and are using the tool to acknowledge adolescents’ opinions through social media. All 52,576 Mexican U-Reporters interact with the tool through direct messages in social media.
UNICEF Mexico continued implementing Prospera Digital. Its contents, originally targeted to pregnancy and puerperium, were extended to provide health information for disadvantaged mothers with children from 0 to 2 years. Prospera Digital has reached 3,186 pregnant women in 326 health clinics in Chiapas, Guanajuato, Hidalgo, Estado de México and Puebla. Prospera Digital sent 529,044 behaviourally informed SMS messages that nudge women towards healthy habits during their pregnancy and post-partum; help them establish and maintain exclusive breastfeeding; send tips to prevent Zika transmission; identify red flags in their pregnancy or baby's health; and remind them to attend check-ups and complete babies' immunization schemes. Prospera Digital received 179,077 response messages from mothers, which helped tailor the intervention to their personal needs. Information from administrative records will be collected starting in May 2017, to assess impact on babies' health.

Fifty-one Mexican consulates in the United States are using RapidFTR to register the causes of migration among unaccompanied Mexican migrant children and adolescents. There are 3,727 cases registered in RapidFTR; Child Protection specialists are analysing this information to generate advocacy and protection strategies.

**Support to Integration and cross-sectoral linkages**

UNICEF Mexico has made inter-sectoral work a priority in the current country programme, organizing its outcomes cross-sectorally since its initiation. While such an organization allowed the office to improve communication and cohesion across areas, the number of issues covered by each group was too broad to allow for detailed coordination and planning. A new strategy that the office has begun to implement in the second half of 2016 has been working in smaller, inter-sectoral, issue-based working groups that are more agile than the larger outcome groups. This allows them to meet with greater frequency, on cross-cutting issues such as prevention of violence, promotion of a national ECD policy, or coordination of training and capacity-building work. UNICEF will continue to test this modality as an input to the next country programme document, given that its ability to organize work across various sectors is critical to demanding the same from the Government.

In light of the recent creation of a multisectoral child rights system as mandated by the General Law on Children’s Rights, Outcome II of the Country Programme Document was reformulated through the midterm review process in order to support the effective operation of SIPINNA, providing an opportunity to improve cross-sectoral modalities in the office, for example in the promotion of ECD and the implementation of the law itself and of SIPINNA. In the case of ECD, UNICEF Mexico has insisted that the focus of the new SIPINNA Commission on Early Childhood go beyond the health sector, as initially proposed, and promote violence prevention as part of parenting practices, also drawing on improved data collection in this area. To support the implementation of the General Law, a cross-sectoral training package was developed to bring together SIPINNA members at state level to define priorities and implement cross-sectoral programmes.

**Human Rights-Based Approach to Cooperation**

As a follow-up to the IV and V periodic reports of the Committee on the Rights of the Child (CRC), in October, the National System for Comprehensive Child Protection installed the committee to implement the Committee’s recommendations. UNICEF Mexico supported the development of a matrix to guide the implementation of the recommendations identifying respective duty bearers. In November, the System’s Committee ECD was created with the objective of developing a national comprehensive early childhood policy. In December, a committee to end violence against children and adolescents was established to strengthen a coordinated approach to prevent and respond to violence against children in the framework of the Global Alliance to End Violence against Children.
UNICEF Mexico contributed to the draft of the General Comment No. 19 on Public Budgeting for the Realization of Child Rights. The visit of Jorge Cardona, member of the Committee on the Rights of the Child and main editor of the General Comment, was instrumental for UNICEF to position the recommendations to the federal government on the importance of ensuring a sufficient budget for children.

In collaboration with the National Social Welfare System, UNICEF Mexico developed two key documents on standard operating procedures for special protection and an implementation toolkit. The procedures mainstream the best interest determination to develop an assessment of child rights violations and issue a restitution plan.

In response to an appeal to the Supreme Court to declare constitutional judicial exceptions to marry below the age permitted by law, UNICEF Mexico joined forces with UNHCR, the United Nations Population Fund (UNFPA) and UN Women to advocate with the Supreme Court at high level and elaborate an *amicus curiae* brief to justify fixing the minimum age for marriage at 18 without exceptions. These arguments will support the Supreme Court decision in 2017.

Also, UNICEF Mexico advocated for legal harmonization on birth registration and provided technical assistance to the National Commission on Human Rights to file a legal case on the matter with the Supreme Court of Justice so it could consider the unconstitutionality of local laws that establish discriminatory fees for birth registration. Based on these legal actions, the Supreme Court of Justice declared such fees unconstitutional.

**Gender Equality**

Given high adolescent pregnancy rates in the country, persistently high drop-out levels in upper secondary, and the ongoing national debate on how to uphold the national minimum age for child marriage at local level, UNICEF Mexico focused its work on the first three targets from the above list. Advances by target are outlined as follows:

**Target 1:** UNICEF established a partnership to promote adolescent positive development messages using sanitary towels of a teenager’s brand ‘Saba Teens.’ The C4D campaign addresses school drop-out, adolescent pregnancy and prevention of violence, and the potential direct impact is to reach 8 million girls. With the Ministry of Health of Tabasco, UNICEF developed a manual for peer capacity-building activities and trained 150 indigenous adolescents on the prevention of early pregnancy, with intercultural and youth perspectives.

**Targets 1 & 2:** UNICEF, as part of the inter-institutional governmental group to prevent adolescent pregnancy, provides substantive technical support to the implementation of the National Strategy on the matter, participating in the subgroups: 1) pregnancy of girls under 15; 2) indicators development and 3) sub-national coordination. Within these subgroups, UNICEF participated in the elaboration of guidelines and the review of 52 indicators, advocating especially for the introduction of indicators that link school drop-out and adolescent pregnancy.

**Target 2:** Ensuring quality, inclusive lower-secondary education remains a challenge in Mexico. UNICEF work has focused on capacity building with 415 teachers and education authorities in four states (Coahuila, Guerrero, Morelos and Sonora), particularly focused on improving pedagogical participatory approaches, inclusive education, and gender mainstreaming and violence prevention.

**Target 3:** As part of the 16 Days of Activism initiative and the commemoration of the International Day for the Elimination of Violence against Women, UNICEF and UN Women launched a campaign called From A to Z, Mexico without child marriage, on the law and the
practise. This initiative promotes changes in the laws to eliminate all legal exceptions to the minimum age for marriage.

**Effective Leadership**

A biannual Rolling Office Management Plan 2016–2017 was a participatory process spearheaded by the country management team (CMT). The plan was completed on time and shared with the UNICEF Latin America and Caribbean Regional Office. Governance structures and systems, including composition of the statutory committees and their terms of references, were reviewed, updated and approved by the country management team and incorporated in the plan. They were reviewed and updated on a regular basis to reflect the movement of staff, transactions transferred to the Global Shared Services Centre and internal process simplification.

Country management team meetings were convened monthly to monitor and review InSight scorecard, management indicators, Rolling Office Management Plan 2016-2017 implementation and other standing agenda items. The team analysed and deliberated on management issues associated with private fundraising and partnerships resource mobilization, business process improvement, cost-efficiency, security enhancement, staff well-being and learning and development. CMT deliberations were communicated to all staff through the minutes.

The joint consultative committee convened five times to debate and deliberate on issues concerning staff, including the Global Staff Survey, working conditions and programme budget review.

Risk management and controls were an integrated part of the business planning and review. Thus, the risk library and mitigation measures were well thought out and streamlined in preparation of Rolling Office Management Plan 2016-2017 and Mid-term Review.

Key staff was provided with data-enabled smartphones that can be used as WiFi hotspot to connect their laptops. To improve business resilience in response to last year’s challenge, the office triplicated the bandwidth of the secondary Internet link. Long-term agreements were signed for the education and protection of emergency supplies and master records of key suppliers were updated. To further improve disaster recovery and business continuity resilience, early next year, the office will implement cloud disaster recovery and will sign new long-term agreements.

The overall safety and security as well and the working environment were improved with the implementation of security and environmental projects.

**Financial Resources Management**

Effective and efficient financial management systems continue to be in place. Financial key performance indicators from the Manager’s Dashboard are monitored in each country management team meeting.

The other resources component of UNICEF Mexico is almost fully funded by the in-country private-sector fundraising. To ensure adequate liquidity for programme implementation, robust cash flow planning and management processes were maintained and synchronized with the cash flow projections prepared monthly by private fundraising and partnerships. Besides, to improve the predictability of availability of funds, a system was put in place to continuously monitor cash flow, timely recording and allocating incomes generated by private fundraising and partnerships. Through strategic expansion of private fundraising and partnerships channels and gateways, the office mobilized US$5,757,567, representing an
increase of 15 per cent compared with the previous year.

Improved process efficiency and greater focus on result-based financial management led to cost and time savings and better value for money. There were also cost-saving and efficiency gains from transactions transferred to the Global Shared Services Center. The time saved is invested in more value-added tasks.

UNICEF implemented 90 per cent of activities in its Harmonized Approach to Cash Transfers (HAET) assurance plan and the office closed the year with no direct cash transfers more than nine months old. New standard operating procedures for internal business processes were developed, approved by the CMT and targeted staff were trained. Cash forecasting processes were maintained to ensure adequate liquidity for programme implementation while complying with the bank optimization guidelines. Finally, the office reports a healthy financial implementation rate of 94 per cent with the following breakdown: BMA 100 per cent, regular resources 99 per cent, and other resources 93 per cent.

Implementation of a security project resulted in energy savings and better working environment.

**Fundraising and Donor Relations**


Local fund-raising was mainly driven by pledges, which represented 79 per cent of the total income share. This gives a sustainable basis of funding for the second half of the country programme as well as an increased expectation of regular resources contribution for the forthcoming years. Corporate fund-raising also showed a significant increase of 104 per cent compared with the previous year.

Face-to-Face was diversified on three companies operating across six cities. Tests were undertaken in five new cities. Additionally, virtual reality stands were set in 48 shopping malls to increase the number of donors acquired. Some stands were sponsored in a promissory synergy with corporate fund-raising.

The digital channel showed important improvements by redesigning and incorporating new payment gateways. A robust digital channel allowed the emergency response activation to support Ecuador within 24 hours after the earthquake.

The telemarketing channel improved results by doing one-off and lead conversion into pledges as well as cold telemarketing to rented lists. Negotiations with Scotiabank, Santander, BBVA and American Express are ongoing to acquire donors from its credit card holders.

Pledge optimization allowed significant improvements and more than 12 million retention rates, as well as an increased average donation compared with previous years.

Corporate partnerships showed results through CRMs (Santander, Privalia, Melia, Cabify, Svenska Cellulosa Aktiebolaget (SCA) and a cash-giving programme in Chedraui Supermarkets). Philanthropic giving was increased (Banco Compartamos, Yakult, Mota-Engil, Laboratorios Liomont and the International Zinc Association). The corporate pipeline was nurtured with new partnerships under negotiation (AXA Seguros, Coppel, Farmatodo, Rotoplas and Samsung).
In addition, the Carlos Slim Foundation made its third donation of US$20,000,000 to support the Global Polio Initiative.

Complementing local fund-raising, US$177,040.95 was received from the Spanish National Committee.

**Evaluation and Research**

Implementation of the plan for research, impact monitoring and evaluation (PRIME) in 2016 served as a useful tool to plan and monitor activities. The following evaluations started this year:

(1). Evaluation of Achieving Results in Increasing Access in Early Childhood Education: In July, UNICEF hosted external evaluators from Diego Portales University that came to collect field information. This evaluation was implemented in five countries, led by the UNICEF Latin America and Caribbean Regional Office. A final report is expected in 2017.

(2). Randomized control trial of Prospera Digital: Preventive Health Care Messages for Cash Transfer Beneficiaries. This evaluation is managed by the Office of the Presidency and conducted by an external consultant (QFD). Administrative records from 326 clinics of intervention were collected. The protocol is complete and will be registered in the American Economic Association Randomized Control Trial Registry. QFD also performed a qualitative assessment, and the results were used to increase women’s engagement, as well as retention rates and knowledge.

In 2016, UNICEF engaged in several C4D activities, which require the design of different forms of assessment and/or evaluation. Because several planned PRIME evaluations did not meet the criteria to be classified as evaluations at the end of the year, the office acknowledged the need to establish a clearer procedure in 2017 to ensure compliance with evaluation requirements.

The following C4D projects are at different stages of being developed:

- Disney Junior and UNICEF project to improve children’s and families’ knowledge about health and nutrition habits.
- Listos a Jugar! with Sesame Street – a multiplatform initiative was launched with messages to improve the health and nutrition of children 3–6 years old.
- ECD Strategy with IMSS Prospera: workshops on child-rearing practices for children 0–5 years old and their caregivers in rural hospitals.
- Promotion of birth registration in Chiapas and Guerrero.
- Improvement of health, nutrition and child-rearing practices of children 0–5 years old in Guadalajara and Mexico City.

**Efficiency Gains and Cost Savings**

The past year was a solid year for UNICEF Mexico in terms of gains and savings. The implemented operational improvements and cost-saving initiatives made the office more efficient and cost-effective. The total cost savings exceeded US$21,000.

UNICEF Mexico implemented seven out of eight opportunities to streamline practices in accordance with existing UNICEF guidance. In addition, the office developed new and revised existing standard operating procedures, resulting in streamlined processes and efficiency gains. Contract review committee (CRC) meetings were reduced by 60 per cent, despite an increase in the number and volume of contracts. The increase in CRC ceilings and improved quality of submissions were the driving forces of this gain.
To support the UNICEF’s green initiative, two pilot projects in water and electricity were implemented in the office with clear gains in efficiency, reduction in cost and environmental footprint. Tube lamps and bulbs were replaced with LEDs, normal switches with movement sensors and high-volume flushing cisterns with low-flow ones. The consumptions of water and electricity were reduced by 8 per cent and 25 per cent, respectively, representing a savings of more than US$7,000.

Cost savings and efficiency gains were also recorded in other fronts. A new contract for the secondary Internet service tripled the connection speed and will save US$2,000 per year. A corporate wireless and improved guest hotspot project implemented in December was set to improve staff mobility and productivity. The adoption of Uber service reduced the cost of staff transportation by 50 per cent. Finally, by working jointly with other United Nations agencies, the office saved an estimated US$12,036.38 in staff time in procurement. Plans are in progress to install a solar power system, aiming to decrease the office’s carbon footprint, dependency on the power grid, and its electricity bill, and providing an effective alternative backup power supply for the office Business Continuity Plan.

Supply Management

The total volume of procurement for the UNICEF Mexico Country Programme and operations needs in 2016 reached US$4,103,763.83, which is 11 per cent less than in 2015. This change is due to the devaluation of the Mexican peso as well as to savings in operating expenditures. Procurement was 100 per cent local, with 93 per cent institutional contracts. The major procured services to support programme implementation and fund-raising interventions included printing materials, video production, events and equipment, Face-to-Face activities and services related to fund-raising ‘calls to action’.

<table>
<thead>
<tr>
<th>UNICEF Mexico 2016 Procurement</th>
<th>Value in US dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Fundraising and Partnerships</td>
<td>1,944,608.87</td>
</tr>
<tr>
<td>Programme</td>
<td>1,762,958.92</td>
</tr>
<tr>
<td>Operations</td>
<td>396,196.04</td>
</tr>
<tr>
<td>Grand total</td>
<td>4,103,763.83</td>
</tr>
</tbody>
</table>

In response to the call for reducing operational transaction costs and duplication of the operational support to programme delivery, UNICEF continued to use common United Nations long-term agreements, some of which were led by UNICEF. Long-term agreements used included travel, cleaning services, printing, security and harmonized approach to cash transfers (HACT) macro-assessment. In addition, UNICEF established four long-term agreements to support Private Fundraising and Partnerships activities, particularly for services related to donor relations and fund-raising.

Following last year’s visit of the former Deputy Director of Operations from the Supply Division, it was concluded that the Government of Mexico has a fairly solid procurement process and supply chain mechanism. Thus, the UNICEF Supply Division is considering the possibility of having Mexico as a virtual hub for regional emergency response. As part of the process, a high-level delegation from the Mexican Government visited the Supply Division in April 2016.
Security for Staff and Premises

In coordination with United Nations Department of Safety and Security, UNICEF Mexico continued to assess potential threats and maintained a standing level of readiness for security and emergency response. Major security activities included civil works, purchase of materials and equipment, review, updating and testing of key documents and drill exercises.

To avoid risk of injury caused by shattered glass during incidents, the office replaced all old metal window frames with standard glass windows for aluminum window frames fitted with double-glazing tampered glass, coated with high-quality anti-blast film.

The business continuity plan, the disaster response centre (DRC) for information and communication technology (ICT) and office security plan were updated and tested. The bandwidth of backup Internet service was tripled and the business continuity plan resilience strengthened. The zone warden list was updated and a call tree was tested with a 98 per cent response rate in less than an hour. One evacuation drill and one real evacuation activated by seismic alarm were conducted. In both, 100 per cent of staff reported at designated point within one minute. All staff were equipped with UHV radio communication. The call signs were updated, and staff members were trained in management of radio and on-radio check protocol. The access control was further improved and the entire CCTV camera recording device replaced. These actions comprehensively mitigated the risks and improved the overall security of staff and premises.

To enhance programme delivery, all new staff and consultants benefited, in their first two weeks at UNICEF Mexico, from security orientation provided by the United Nations Department of Safety and Security. Security clearances were obtained from the United Nations Department of Safety and Security for all travels outside of Mexico City and activities outside UNICEF premises.Updated security from the United Nations Department of Safety and Security is circulated to all staff almost daily. The contact information of key suppliers was updated and the emergency readiness and response was strengthened with the establishment of long-term agreements with providers for approved protection and education kits (School in a Box).

Human Resources

Aiming to strengthen UNICEF’s presence and visibility, the office has taken a results-based approach in defining its human resources needs. Recruitments were triggered by office needs and staff movement. The process considered staff and skills and competency mixes. In total, 33 recruitments were completed (10 posts, 23 non-staff). The staffing mix was: 59.46 per cent fixed term/permanent, 9.46 per cent temporary appointments and 31.08 per cent individual contractors. The gender balance is 27 females (58 per cent) and 20 males (42 per cent).

UNICEF Mexico established an internal reporting and monitoring system through the country management team to ensure compliance with deadlines for each stage of the performance appraisal system. The office achieved 100 per cent completion rate for the system in 2015.

As part of its commitment to UN Cares, UNICEF Mexico participated in a United Nations inter-agency session on HIV and AIDS in the workplace held by UNFPA. This face-to-face session was a complement to Agora’s online course.

The action plan to respond to the Global Staff Survey results was developed jointly by the staff association and management team. Three most critical actions identified and prioritized by UNICEF Mexico from the 2014 Global Staff Survey are:
• **Work-life balance**: Further to the time management workshop provided in 2015, the office introduced a flexible work schedule in November.

• **Office efficiency and effectiveness**: New and simplified business processes and workflows were introduced during the year.

• **Career and professional development**: The learning and development plan was established in March and monitored along the year. Staff are given the opportunity to take part in technical workshops, focal point meetings, and where relevant, trainings on office priorities and career development.

The peer support volunteer figure was reactivated with a gender and diversity focus; and UNICEF Uruguay supported the two declared regional emergencies with two staff members travelling to Ecuador and one to Haiti.

**Effective Use of Information and Communication Technology**

The office continued to further the implementation of the standard cloud-based Office automation tools. The Internet service provider for backup link was changed. The new link increased the bandwidth from 6 Mbps to 20 Mbps while the cost went down 50 per cent. With this new backup link, Internet access was improved and the quality of services prone to loss of data like VoIP (Skype) is working flawlessly. This also gives the office the ability to improve access to Sharepoint and OneDrive resources.

The new WiFi service to access to UNICEF’s WAN and guest access was designed and implemented. This new service will enhance collaboration capability of stakeholders and visitors and empower the use of new web collaboration technologies.

Other users’ needs and requirements to improve efficiency and effectiveness were met creatively. A Microsoft wireless display adapter was installed in meeting rooms, allowing staff and guests the ability to transmit video from any Miracast-enabled device. In addition, wiring was revamped and multiple connections were provided, and new versatile video and audio equipment suitable for several scenarios, from face-to-face meetings, to meetings via Skype and others, was installed.

To reduce ICT footprint, a comprehensive analysis of printing volume, pattern and related cost was undertaken to inform the strategy to adopt. As of December, the office has moved to rented printers. Apart from a cost reduction, the printing service was improved. The timing and quality of service and response in case of failure is expected to improve.

The server infrastructure was updated, the new WSUS service was deployed in Windows 12 Server and the new VEAAM Backup Server version 9.0 was also implemented in Windows Server 2012. With this new backup service, the office can implement a backup strategy based on the Cloud to improve the response time for the Business Continuity Plan.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1**: Support the creation of a national integrated protection system.

**Analytical Statement of Progress**:
In 2016, significant progress was made towards the effective implementation of SIPINNA and the special protection mechanisms defined in the General Law on the Rights of Children and Adolescents (Children’s Law).
32 states and 835 out of 2,456 municipalities established comprehensive protection systems (SIPINNAS) at their respective levels. Standard operating procedures and guidelines for the operation of the systems were developed and working committees were created. UNICEF provided technical assistance for the development of key documents and participated in the installations. The PRONAPINNA was also developed and approved. UNICEF provided technical assistance to 17 states to help them operationalize the system.

Capacity strengthening strongly focused on the special protection mechanisms. In total, 30 out of 32 states established the new Child Protection Authorities. Some 1,500 municipalities display a child protection referral to the respective state child protection authority. The Children’s Law introduces a new child rights-based procedure to assess child rights violations and develop a restitution plan through a best-interest determination and multidisciplinary approach. In this respect, a key achievement of the year was the development of standard operating procedures and an implementation toolkit, as well as their translation into a course officially certified by the National Welfare System. The course was jointly provided by UNICEF and the National Welfare System to 24 state child protection authorities, reaching 350 child protection officers. The Child Protection Authorities are designed to be a very effective response to violence against children.

Migration has been another area of advocacy and technical capacity focus. The strengthening of the Child Protection Authorities is strategic to ensure that migrant children are attended through a special protection procedure rather than a migration procedure. In view of the increasing number of unaccompanied children, including some with profiles that would qualify for international protection, UNICEF worked with COMAR to train their personnel on interview techniques and establish ways to better detect cases for international protection.

Detention of children, and especially adolescents who are migrating from Central America, remains common practice. As part of ensuring solutions for unaccompanied and migrant children that do not violate their rights, UNICEF is supporting the state government of Tabasco, in collaboration with UNHCR, to design and implement a model open-door space for asylum-seeking and migrant children, which could inspire other states and feed into the national care model for migrant children.

Despite the limited attention provided by the public and political agenda to Mexican migrant children, UNICEF continued working with the Ministry of Foreign Affairs to further disseminate the standards of consular assistance and protection of children and support the appropriate referral of children that may have experienced rights violations in their journey. The same knowledge has been disseminated in regional forums with consular staff from Central America to harmonize standards.

UNICEF has become a leading advocate in favour of alternative care and de-institutionalization. The partnership with the Latin American Foster Care Network has contributed to placing the issue higher on the agenda, especially through the organization of a national seminar with the National Welfare System and through the implementation of three pilot programmes. Several states have expressed interest in developing foster-care programmes, a new care option in the country.

The juvenile justice law was approved, allowing for a dramatically positive change, since the system will now be harmonized and deprivation of liberty will be applied for a maximum of five years across the country. Emphasis is also being placed on non-custodial sentencing.

Key challenges remaining are:
Capacity building, in particular of the SIPINNAS to operationalize child rights policies; of the Child Protection Authorities to operate as per the procedures; and of other institutions that also need to play a role.

Budget: despite advocacy efforts, in the economic crisis, Congress did not approve an additional budget for either the systems or for the Child Protection Authorities. Without adequate funding required, personnel cannot be recruited to implement the legally mandated procedures.

Institutional resistance to the new child rights paradigm and to the new coordination mechanisms and procedures.

Resistance to attend to migrant children as children in need of care and protection, from a rights perspective.

To address the above, strategies envisioned for the coming year include: a) supporting the Executive Secretariat of SIPINNA to develop a capacity-building strategy for the states; b) continuing to strengthen the capacities of Child Protection Authorities; c) working with the justice sector, which needs to collaborate with Child Protection Authorities; d) showcasing a model for open shelters and reception of migrant children; and e) partnering with universities to disseminate and expand knowledge, training and research on child rights.

During the midterm review, some changes were agreed as the outcome had focused on the approval of the child rights law and the installation of the child protection system. The changes needed to show the shift in focus from approval of the General Law to its implementation and required making emerging issues visible in the new context. Therefore, the following were agreed: 1) a rewording of output 2.1 to reflect the implementation of the law according to established standards; 2) the visibility of issues such as migration, violence and alternative care in output 2.2; and 3) the expansion from juvenile justice to a broader concept of access to justice in output 2.3.

**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:**

In the first semester of the year, the comprehensive protection systems (SIPINNAS) and their executive secretariats were installed in the 32 states. Of the 2,456 municipalities, 835 also installed systems at the municipal level. UNICEF advocated to promote the prompt installation of the local systems and to ensure that budgetary requirements were met. While states responded positively with the installations, the budgetary needs were not met, as in the economic crisis Congress did not approve an additional budget for the comprehensive system and for the Child Protection Authorities.

UNICEF Mexico provided technical support in the establishment of the standard operating procedures for the comprehensive system, in particular the review of the guidelines to promote the participation of children, the guidelines to implement the system’s agreements and to regulate its working committees. All these documents were approved in the second session of the system convened by the President of the Republic in August.

Technical assistance was provided to eight states in the development of the State Rules required to implement the Law. UNICEF provided a basic training on child rights, the General Law on the Rights of Children and Adolescents, the protection mechanisms and child rights policy development to the personnel of the comprehensive systems of 17 states.
In collaboration with the Executive Secretary of SIPINNA at the federal level, UNICEF developed guidelines to assist municipalities in developing their municipal rules in compliance with the Children’s Law. Technical assistance and advocacy led to the development and approval of a standardized set of Rules for the metropolitan area of the large city of Monterrey in Nuevo Leon.

In addition, UNICEF reviewed and gave inputs for the design of the draft National Plan of Action and the Agenda 25 by 25, a vision document linking government priorities for children to the Sustainable Development Goals (SDGs); both documents were adopted in the second session of the system in August.

In the second semester, the following working committees were established as key structures of SIPINNA: executive secretariats, violence elimination, special protection, ECD and implementation of the CRC recommendations. UNICEF provided technical support to develop each committee’s workplan.

An important area that requires further work is the secondary legal harmonization in conformity with the Children’s Law. With regard to the reforms of the migration law and of the Children’s Law on the issues of adoption and education, technical inputs were provided, but both bills are still under discussion in the Senate.

**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:**
Based on the General Law on the Rights of Children and Adolescents, 30 states have established their respective Child Protection Authorities.

In collaboration with the National Welfare System, UNICEF developed two key documents containing the standard operating procedures (SOPs) and a toolkit for the implementation of special protection procedures. 3,000 printed copies were distributed to Child Protection Authorities and other institutions across the country.

Based on these key documents, in June 2016, UNICEF and the National Welfare System jointly launched a training strategy for the implementation of the protection and rights restitution procedure. The course was recognized by the National Welfare System as an official certification requirement. Eight trainings were organized in situ in Baja California Sur, Chiapas, Colima, Guerrero, Jalisco, Mexico City, Michoacán and Nuevo León. Two regional trainings were organized for the Child Protection Authorities of 16 states and at the federal level. In total, 350 officers of the Child Protection Authorities were trained.

The focus on migrant children has remained a priority. In November, UNICEF and UNHCR implemented a training for the open-door shelter for migrant and refugee children, ‘Colibri’, in Tabasco. The shelter will be further supported to become a good practice model providing alternatives to detention.

To strengthen access to international protection for migrant children, UNICEF and COMAR developed a kit including a protocol and tools to detect cases of migrant children and adolescents that may require international protection. One thousand kits were printed and distributed, while 300 staff members of the National Migration Institute, COMAR and staff of
the Child Protection Authority were trained in specialized interview techniques. In addition, 1,600 public officers from different institutions were trained online.

A regional forum and training on international standards for consular assistance were held in collaboration with the Ministry of Foreign Affairs. In coordination with the Centre for Research and Teaching in Economics, 30 consular staff from Central America were also trained to better assist migrant children. To ensure sustainability of the Consular Protocol on Attention and Care of Unaccompanied Migrant Children, a group of 15 trainers of the Ministry of Foreign Affairs were prepared to replicate training to Mexican consular authorities in the United States. Next year, the training will be made available on the virtual platform of the diplomatic school (Matias Romero) of the Ministry of Foreign Affairs.

In 2016, UNICEF and the Supreme Court of Justice jointly launched a virtual course, ‘Forensic Psychology Specializing in Children and Adolescents’, and the second part of the virtual course ‘Access to Justice for Children’. So far, more than 900 justice professionals have completed the course.

UNICEF has advocated for the importance of alternative care in different forums and has organized a national forum on alternative care, with emphasis on foster care within the National Welfare System. In partnership with the Latin American Foster Care Network, UNICEF and the National Welfare System are implementing pilot foster care families at the Federal level, in Mexico City and Tabasco.

**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:**
The new National Juvenile Justice Law, mandated by the Constitution, was approved by the Federal Congress in June 2016. The adoption of this law represents an important milestone to establish a unified criminal justice system for adolescents nationwide, in line with the principles of the CRC. UNICEF participated in the review and analysis of the various initiatives that were presented to Congress and provided technical support to ensure that the bill met the highest international standards and was consistent with the General Law on the Rights of Children and Adolescents. UNICEF also facilitated the dialogue between actors and advocated for the final approval of the law. The new law reduces the maximum time of deprivation of liberty for adolescents to three years for 14–16-year-olds and to five years for 16–18 year-olds, and strengthens the application of alternative justice and non-custodial measures to promote adolescents’ reintegration.

UNICEF is now supporting the implementation of the law, providing technical assistance and building awareness among system operators and authorities at the federal and local level, and emphasizing the links between the child protection system and the juvenile justice system. Further support will be required in the coming year.

In August, a new agreement was signed between UNICEF, its implementing partner Reintegra and the judicial and administrative authorities from Mexico City, to reactivate the interinstitutional network created to support the implementation of non-custodial measures for adolescents in conflict with the law. In September, with UNICEF’s support, six organizations signed new agreements with Mexico City authorities and in November two delegations of the city (Iztapalapa and Tlalpan) also joined the project to expand their programmes and services to adolescents who were convicted of committing a crime.
The development of similar projects continued in the states of Chihuahua and Oaxaca, where organizations and local authorities were trained by UNICEF and Reintegra to support the implementation of non-custodial measures. In addition, based on the experience developed in Mexico City, in November, UNICEF and Reintegra published a manual on the necessary steps and tools to create interinstitutional networks and programmes promoting the social reintegration of adolescents in conflict with the law.

UNICEF Mexico also supported the UNICEF Latin America and Caribbean Regional Office in the development of a study on the educational situation of adolescents deprived of liberty, conducted by Diego Portales University. In coordination with the authorities of Mexico City, a forum was organized to place the issue of education of adolescents in conflict with the law on the national agenda and to support the development of an educational model for this population.

In March, a situation analysis of adolescents who commit serious crimes in Mexico was published by UNICEF and the Ministry of the Interior. The document illustrates the situation of this population in four states and provides recommendations to develop a comprehensive social reintegration policy in the country.

OUTCOME 2: 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:
As the second year of implementation of the General Law on the Rights of Children and Adolescents (Children’s Law), UNICEF work in 2016 was focused on providing technical assistance to SIPINNA to develop three mechanisms relevant for progressing and monitoring of child rights: the creation of a National Information System (<infosipinna.org>), the elaboration of PRONAPINNA and the design and launch of 25 for 25, a national agenda of 25 targets to be accomplished by 2025, aligned to the 2030 Agenda for Sustainable Development. UNICEF’s assistance in building the National Information System to monitor the child rights situation in the country is related to one of the two gaps defined by this outcome: the identification of groups of children and adolescents whose rights are not fulfilled in order to improve the targeting of social programmes.

Through MICS undertaken in 2015, significant advances were made in filling information gaps on child rights, particularly those related to ECD, where MICS information will constitute a baseline to track progress in future years, and in the case of 15 indicators, to monitor Mexico’s progress towards the commitments of some of the goals of the 2030 Agenda for Sustainable Development. The Key Finding Report on MICS was finished this year and presented to key counterparts that are part of the survey’s Directive and Technical Committees. In order to enhance the enabling environment for data collection on child rights realization, UNICEF started conversations with the National Statistics Institute and the National Institute for Public Health to include MICS modules on ECD and disabilities in future rounds of already established household surveys, such as the National Health and Nutrition Survey, to be conducted in 2018.

As part of the efforts to strengthen national capacities to measure child functioning and disabilities, UNICEF Mexico participated in a regional workshop on the measurement of disability (New York, October 2016) together with government and civil society counterparts and in the First Regional Seminar on the International Classification of Functioning, Disability and Health organized by the Working Group on Disability from the Statistical Conference of the Americas.
The development of situation analyses for four new states – totalling 11 states by 2017 – together with the elaboration of the national situation analysis, will provide a solid base of information and analysis for monitoring the exercise of child rights and the identification of the most disadvantaged children. These reports were developed in 2016, but will be presented publicly in 2017.

During 2016, UNICEF provided technical assistance to SIPINNA for the elaboration of a National Child Protection Programme, an effort more oriented to address the second gap identified for this outcome: the integrality of social protection towards a wider exercise of child rights besides the traditional health and education sectors. Through a permanent interaction with the Executive Secretariat of SIPINNA, UNICEF provided technical assistance to support its role in coordinating the National Protection System.

The inclusion of a comprehensive perspective was also advocated by UNICEF at the sub-national level, fundamentally in view of the Children’s Law’s mandate to states to elaborate Local Child Protection Programmes. For this, UNICEF designed and implemented strategies to strengthen technical capacities of public institutions that belong to SIPINNAS at state level. UNICEF, in the framework of its alliance with the think tank the Mexican Institute for Competitiveness, also participated in capacity-building workshops on the use of a human rights-based approach in the budgetary cycle to public servants at state and municipal levels. The training of public officials and decision makers at the sub-national level, particularly from the sub-national SIPINNAS, is expected to continue throughout 2017.

UNICEF continued to advocate for improved distribution of public investment in children. Besides the cuts in the federal budget towards social public programmes, UNICEF also identified budget allocation as a bottleneck for the implementation of the Children’s Law, in view of the importance of accompanying legislative and institutional advances with corresponding financial resources. In this scenario, during 2016 UNICEF contributed significantly – through specialized media and in alliance with civil society – to raise public awareness on the importance of not reducing public expenditure on children. The Regional Seminar on Public Expenditure for Children was an instrument to mobilize public discussion on the impact of budget cuts, especially in the light of a nationwide context of increasing needs of financial resources for the implementation of the Children’s Law, and the release of General Comment No. 19 (on public budgeting for the realization of child rights) by the Committee on the Rights of the Child.

Given the identification of early childhood as the least represented group in the national budget and the group facing the greatest levels of poverty, UNICEF made efforts to improve the allocation of public resources to this population group, bringing to the national public discussion the experience and good practices of other countries in the region. One of the results of UNICEF’s advocacy at the national level was the creation of the Intersectoral Committee for Early Childhood as part of SIPINNA.

UNICEF continued to support the sharing of Mexico’s experience and good practices on measurement of multidimensional child poverty, the institutionalization of public spending markers in public budgets, and the assessment of social policies.

**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:
UNICEF continued to provide substantive technical assistance to SIPINNA to proceed with the implementation of the Children’s Law. A major assistance was the technical support in the design and development of the information system in childhood (<infosipinna.org>), a mechanism mandated by the Children’s Law. UNICEF transferred its child rights DEVInfo database (Infoniñez) to serve as the system’s initial database and participated in the review process of the indicators that the final database will include. UNICEF’s technical assistance to SIPINNA was also directed to technically strengthen its Data and Information System Area in order to build up technical skills on the use and management of children and adolescent statistics and indicators.

UNICEF was also invited to participate in the newly created Child Rights Information Technical Committee, led by the National Statistics Institute.

UNICEF provided technical assistance to SIPINNA’s Executive Secretariat in the elaboration of the Child Rights National Programme (PRONAPINNA); firstly, by providing technical inputs for its situation analysis of children and adolescents – a requirement established by the Law’s Regulation – and secondly, through technical comments on the structure and the indicators. UNICEF also provided technical support to SIPINNA’s Executive Secretariat in the definition of a nationwide long-term goals scheme for the fulfilment of child rights, named Agenda 25 by 25, and consisting of 25 targets aligned with the SDGs.

UNICEF continued its alliance with CONEVAL and together they presented 2014 child poverty figures and trends since 2008, the third in the series of joint publications on this topic. Given the stagnation of poverty reduction, UNICEF used the new figures as a platform to highlight the impact of poverty in early childhood on the entire life cycle, noting that poverty rates remain higher among children under 5 than among any other age group in the country. As part of the global initiative for defining global indicators for Agenda 2030, UNICEF sponsored the participation of CONEVAL, as a leading global institution in the practice of measurement of child poverty, in the technical discussions at UNICEF New York headquarters for the definition of the child poverty indicator corresponding with Goal 1 of the SDGs.

In view of lags in the practice of programming with a child-rights approach at the sub-national level, UNICEF designed and delivered two training strategies to strengthen technical skills at the sub-national level. First, a one-day course was designed and delivered to 17 states and a second one, a comprehensive training strategy designed and implemented in partnership with the NGO GESOC, focused on 8 states and was oriented not only to train local protection systems, but also to assist them technically in the design of their Local Child Protection Programmes.

During 2016, UNICEF prepared in-house a National Situation Analysis, which is expected to be presented in the first quarter of 2017. The report uses the most recent statistical information on children included in several national household surveys, and new data from MICS.

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:
UNICEF and the National Institute of Public Health finalized fieldwork for the extension of Mexico’s first-ever MICS survey to Mexico City. In 2016, UNICEF and the National Institute
for Public Health worked on the validation of the data and the elaboration of the Key Findings Report of both the national and Mexico City’s MICS. Final reports and databases of both surveys will be released in 2017. MICS is the first childhood-specific survey conducted in Mexico that contains nationally representative data on ECD and violence against children, as well as updated information on child health rights and disabilities. Also, 15 indicators from the MICS will be useful to track progress of some of the SDGs. On the measurement of disability, Mexico was one of the pioneer countries to include the Module on Functioning and Disability in MICS, raising the first data in the country on this issue for children.

UNICEF responded strongly in national newspapers, editorials and media specialized in economic affairs to proposed budget cuts for 2017, of which an estimated 7 per cent involve programmes that benefit children, including national health care for children under 5 and day-care services, whose primary beneficiaries are in early childhood. Building on the media attention, UNICEF sponsored an international forum to discuss the creation of a national public policy for early childhood, taking advantage of the creation of a new child rights oversight body, the generation of MICS baseline indicators on ECD, the inclusion of ECD in the SDGs, and the worrying poverty and spending equity data on children under 5 presented in 2015–2016. The forum’s key outcome was that the Ministry of Finance would consider spending improvements for children under 5 and the creation of an early childhood commission within SIPINNA.

Also to promote investment in children, UNICEF organized, with SIPINNA and the UNICEF Latin America and Caribbean Regional Office, a regional seminar on public investment with the participation of more than 300 regional experts from 22 countries and local officers from the federal administration. The ‘Regional Seminar on Public Expenditure for Children’ created a space to discuss recent innovations and challenges with respect to public investment and complemented UNICEF advocacy efforts on the importance of not cutting social spending, particularly in the light of General Comment No. 19, ‘Public Budgeting for the Realization of Children’s Rights’, to which UNICEF Mexico provided technical inputs. As a result of the dialogue and reflections over the two days, a draft road map was presented with progress and challenges shared across the region in terms of public investment in children.

At state level, UNICEF continued providing technical assistance to the state governments of Chiapas, Estado de Mexico, Jalisco, Michoacán, Morelos, Oaxaca and Yucatán to maintain and refine their public spending markers in their annual budgets for 2017.

In addition, during 2016, UNICEF continued its work to identify gaps to encourage evidence-based decision-making at the sub-national level in four new states: Guanajuato, Guerrero, Mexico City and Tabasco. All of them are scheduled to complete their situation analysis of child rights during the first quarter of 2017.

OUTCOME 3: 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 ECD 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:
Based on the data from the Intercensal Survey (2015), UNICEF estimated that 21 per cent of children under 1 year old have not been registered, and 57 per cent of persons without birth registration are children and adolescents. With the objective of improving coverage and service quality, UNICEF Mexico continued strengthening the capacities of public servants
(498) in charge of birth registration. Workshops were organized at federal, state and municipal levels, particularly in the 143 municipalities with the lowest coverage. Participants provided useful information on barriers and difficulties, suggested alternatives to address them, and made commitments to increase birth registration. All the information was documented in state reports. The Third Regional Conference on birth registration that took place in Mexico was organized with international allies, providing an important space to analyse and share best practices. In order to guarantee free registration, technical assistance was provided to the Supreme Court of Justice, including arguments, principles and international legal standards of human’s rights of children on the right to identity.

To advocate for comprehensive policies and coordinated services for children 0–5 years old at federal and state levels, UNICEF continued the presentation of the ‘Mapping of ECD Services for children 0–5 Years in Municipalities with Lowest Human Development Index in Mexico’, concluded in 2015. The main result was the installation of the National Early Childhood Development Commission, under the responsibility of the Ministry of Health. To contribute to the improvement of public services by strengthening capacities, UNICEF maintained its support to workshops for IMSS Prospera and IMSS Ordinario health-care professionals, and continued disseminating information related to child-rearing practices through the UNICEF ECD website and a media campaign. UNICEF is also contributing to generate new strategies to reinforce child-rearing practices and an inclusive model for the adequate care of children with disabilities, through a joint programme with the United Nations Development Programme (UNDP) and the World Health Organization (WHO)/Pan American Health Organization (PAHO). UNICEF continued the implementation of the joint programme, training caregivers and responsible staff from 500 Secretariat for Social Development (SEDESOL) day-care centres in nine states.

UNICEF Mexico published two studies regarding children and exclusion in education (Overview on Indigenous Education and Out-of-School Children), presented and distributed at federal and state levels, to contribute to the analysis and design of policies better-suited to indigenous children, including those in urban contexts.

Regional congresses and workshops with teachers, principals and supervisors were organized with the Ministry of Education in 16 states, reaching almost 1,400 teachers and covering topics such as out-of-school children, indigenous education, multiculturalism, child rights, participation, resilience and violence prevention. Proposals for urban indigenous education and training in reading and writing in indigenous languages are being prepared with the Ministry of Education. In terms of emergency preparedness, teachers and educational authorities were trained in Guerrero, and materials for schools were prepared to prevent Chikungunya, dengue and Zika transmission.

Mexico raised the rate of exclusive breastfeeding at six months from 14.4 per cent in 2012 to 30.4 per cent in 2015 nationally, with an important contribution from UNICEF, through advocacy, capacity building, generation of materials and C4D strategies. Training and materials were prepared to improve services regarding delivery, new-borns and breastfeeding, including innovations such as Prospera Digital, a programme that reaches pregnant women and new mothers with health and parenting tips by cell phone. In alliance with other relevant national and United Nations actors, studies and events were organized to promote healthy and nutritional habits. UNICEF continued and concluded its C4D pilot with Disney, and the final evaluation is under discussion with implementing partners in the health sector to scale up the intervention in 2017.
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 1 year will be reduced, through mobilization and awareness-building of families and institutions.

Analytical Statement of Progress:
To strengthen capacities on birth registration and the right to an identity, UNICEF held a series of workshops to coordinate actions between federal, local and municipal authorities with the participation of 498 public servants from the civil registry office, health sector, local welfare system, municipal officials and the Commission for Indigenous Rights, who work in the 134 municipalities with the lowest coverage in birth registration in Chiapas, Guerrero and Oaxaca. The potential impact of this project is 130,000 children and adolescents without birth registration who live in these states.

In addition to strengthening capacities, UNICEF produced three state reports on workshops and interinstitutional meetings for promoting universal and free birth registration that gather and summarize the experiences and contributions of workshop attendees. Issues covered include problems and obstacles related to birth registration at local levels, as well as plausible alternatives and collaboration strategies to address under-registration. The reports also contain short- and midterm commitments assumed by local authorities that will facilitate monitoring.

From the Intercensal Survey 2015, UNICEF made statistical estimates of birth registration among children at national, sub-national and municipal levels, which were shared and agreed with the National Statistics Institute. Accordingly, it has been established that 79 per cent of children under 1 year of age have completed birth registration, while 1,300,702 persons who live in Mexico still do not have guaranteed their right to an identity, 57 per cent of whom are children and adolescents.

As part of an advocacy strategy conducted by UNICEF, which involved lobbying of and technical assistance process to the National Human Rights Commission, the Commission submitted before the Supreme Court five legal actions against 17 laws approved by the states of Baja California, Chihuahua, Morelos, Nayarit and San Luis Potosí. Derived from these legal actions, the Supreme Court of Justice declared 17 local laws and legal precepts unconstitutional, as they establish fees for birth registration. In this context, UNICEF also submitted an amicus curiae to Supreme Court of Justice and held meetings with judges to provide them arguments, principles and international legal standards of the human rights of children.

The Mexican Government, supported by UNICEF, Organisation of American States, the Inter-American Development Bank and Plan International, hosted the Third Regional Conference on the Right to Identity and Universal Birth Registration. This conference provided countries in Latin American and the Caribbean a place for sharing best practices and knowledge, as well as for finding different ways to close regional gaps in the matter of universal right to an identity, especially among the most marginalised populations in line with the SDGs, particularly target 16.9.

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:
Significant results have been achieved in the three areas of intervention (advocacy, capacity building and generation of methodologies).

In the field of advocacy, UNICEF has continued with the presentation of the study of the ‘Mapping of ECD Public Programmes and Services’ in five states to promote the creation of interinstitutional spaces for the discussion of ECD programmes and targets at the local level. At the federal level, UNICEF has worked closely with the Ministry of Finance and SIPINNA to promote the creation of a cross-sectoral approach, resulting in the newly installed National Early Childhood Development Commission which was inaugurated this year. UNICEF is supporting the technical chair of the new commission in defining its workplan and milestones necessary to provide the foundation of a national policy in 2018.

Regarding the strategy of capacity building to enhance families’ knowledge of child-rearing practices and to promote ECD services, UNICEF trained 150 operative personnel from IMSS to deliver comprehensive ECD interventions in 23 rural hospitals in 23 states (through IMSS Prospera) and in all family health clinics in all 32 states (through IMSS Ordinario), benefiting more than 2.6 million children under the age of 5. UNICEF has also reactivated its ECD website (<desarrolloinfantiltemprano.mx>) to deliver child-rearing counselling to families and to function as a reference place for academics and decision makers who wish to consult best practices, statistics and bibliography on ECD.

Also this year, UNICEF has actively collaborated with Fundacion Televisa on the Empieza Temprano campaign, which disseminates child-rearing messages and advice on television and radio spots. The value of this media coverage is estimated to be US$9.9 million.

Finally, UNICEF developed an innovative, new methodology for communal workshops to be delivered in rural hospitals to families regarding child rearing practices. The methodology is currently being piloted in 23 rural hospitals and implemented by nurses and psychologists trained by UNICEF with UNICEF materials. The child-rearing practices methodology is the foundation to improve the Well-Child Visits by the branch of the health sector operated by the Mexican Institute for Social Welfare (IMSS Ordinario) and will begin a pilot phase in 2017. UNICEF also continued to work along PAHO and UNDP on an inclusive model for the adequate care of children with disabilities in child-care settings. UNICEF’s role has consisted of training of 30 trainers from 9 states to replicate this capacity-building strategy for the Secretariat for Social Development (SEDESOL) day-care centres (Estancias Infantiles). The pilot programme has now begun in 500 day-care centres and will conclude during the first semester of 2017.

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:
UNICEF generated information regarding out-of-school children and indigenous children’s education, and two challenges were prioritized: there are no mechanisms to detect children at risk of dropping out the school, or to take them back if they are already out of school; and, the right to a quality education with cultural pertinence is not fulfilled for indigenous children. UNICEF achieved results in advocacy and capacity building in both challenges. Regarding advocacy, the educational overview of indigenous education and the Out-of-School Children Initiative study were presented at national level. Hard copies were distributed to federal and state Ministries of Education, academics, etc., to contribute to the analysis and design of policies better-suited to indigenous children, including those living in
urban contexts.

The Out-of-School Children Initiative study was presented with disaggregated data to state counterparts in Chiapas, Colima, Guerrero, Hidalgo, Jalisco, Michoacán, Nuevo León and Quintana Roo. The Ministry of Education at the federal level requested UNICEF’s support for a seminar for policymakers and educational authorities. Six states requested support from UNICEF to strengthen their authorities’ capacities to improve quality and relevance of educational contents. Guerrero requested technical assistance to develop its own Early Warning System to detect children and adolescents at risk of dropping out, within the School at the Centre initiative. The system is under construction and took the indicators into account as suggested by UNICEF.

Regarding capacity building, UNICEF developed three modalities: regional seminars, state-level workshops and master conferences for teachers.

With federal and state governments, UNICEF co-organized two regional seminars (South-Southeast and West) on oral and written language acquisition. Seminars reached 450 teachers from 16 states (Aguascalientes, Campeche, Colima, Chiapas, Guanajuato, Guerrero, Jalisco, Michoacán, Nayarit, Oaxaca, Querétaro, Quintana Roo, Tabasco, Veracruz, Yucatán and Zacatecas). Additionally, workshops on violence prevention, multiculturalism, gender approaches and on participation took place in Estado de México, Guerrero, Jalisco, Michoacán and Morelos (1,006 teachers and 130 parents). These processes reached more than 1,000 teachers, which a potential indirect impact in more than 29,120 students.

UNICEF participated in academic events with topics around children’s rights, out-of-school children and indigenous education in Chiapas, CDMX, Guanajuato, Jalisco and Nuevo Leon, reaching more than 1,000 teachers (Internacional de Psicopedagogía, Foro Pacto Mundial, Parlamento Nacional del Magisterio Indígena, among other congresses).

In collaboration with the Ministry of Education, UNICEF elaborated guidelines and didactic tools to support indigenous children in urban contexts. Additionally, in Jalisco, UNICEF is developing a medium-term training with the NGO Cañuela and the University of Guadalajara to strengthen indigenous teachers’ capacities in reading and writing in Wixárika, and strategies to develop these skills with children.

Regarding emergency preparedness and disaster risk reduction, more than 62 teachers and educational authorities were trained in risk-reducing school plans in Guerrero. A Guide for Chikungunya, dengue and Zika prevention was elaborated and distributed through the National Council for Educational Reinforcement and the Ministry of Health, reaching more than 34,000 families. Electronic versions were sent to the Ministry of Education for distribution to Participation Councils.

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

Analytical Statement of Progress:
In response to low breastfeeding rates, UNICEF contributed with diverse strategies: advocacy, capacity building and materials. UNICEF and partners convened a Congressional Forum to advocate for greater resources for breastfeeding promotion in the 2017 federal budget. At the forum, legislators signed a letter committing to guarantee a budget for breastfeeding in 2017. During International Breastfeeding Week, UNICEF organized several events, targeting decision makers, the private sector and the public. PAHO and UNICEF
presented a study monitoring the implementation of the International Code of Marketing of Breast-Milk Substitutes in Mexico, exposing persistent bottlenecks in the health sector in implementing the code which will be the basis for joint work with the Ministry of Health to improve breastfeeding support. UNICEF also signed an agreement with the Federal Commission for Protection against Health Risks to monitor the code. Addressing bottlenecks to support breastfeeding post-partum and in the workplace, UNICEF supported training of 30 Community Health Workers from IMSS Prospera in the 'Caring for the Newborn at Home' methodology to monitor newborn and maternal health and promote breastfeeding prenatally and the first week post-partum. UNICEF Mexico also convinced IMSS to distribute UNICEF’s guide to promote breastfeeding in the workplace to 2,000 companies with large numbers of women of reproductive age.

To improve maternal and newborn health, IMSS and IMSS Prospera distributed 14,000 Practical Pocket Guidelines for Low-Risk Birth Care.

Given persistently high levels of child obesity alongside chronic malnutrition, UNICEF continues to promote strategies to improve regulation of processed food that is marketed to children while engaging in information campaigns directed at children regarding healthy practices and nutrition. UNICEF organized the presentation of the regional study ‘Review of Current Labelling Regulations and Practices for Food and Beverage Targeting Children and Adolescents in Latin America Countries’ to legislators, academics and the Federal Commission for Protection against Health Risks, ensuring the latter’s commitment to improve the front-of-package labels that are easier for people to understand.

Continued testing of C4D models that promote healthy habits among preschool-age children were undertaken, with the implementation of the healthy nutrition outreach with training for health-care professionals and the distribution of Disney materials for 8,191 children aged 3 to 6 in the Prospera programme through Seguro Popular in the state of Mexico and Puebla. The evaluation reported potential in working with health-care professionals to speak directly to children about nutrition, rather than only to caregivers. Currently, Seguro Popular is considering how best to scale up in 2017. Also, Prospera Digital has advanced its pilot to include up to 24-month-old babies, currently reaching more than 3,000 mothers with health-related messaging, and with the potential to reach more than 350,000 pregnant women covered by the programme if scaled up as planned. The Sesame Street series ‘Listos, a Jugar!’ was launched on public television channel 11, consisting of 26 episodes, a mobile app and 12 television spots to promote health habits in nutrition. An assessment will be carried out in 2017.

Prevention of Zika virus transmission emerged as a priority, with UNICEF producing locally relevant materials.

OUTCOME 4: 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: During the UNICEF midterm review discussion, priority areas to work with adolescents were identified: violence prevention, access and completion of quality secondary education and early pregnancy/child marriage. Participation remains an important area of work, but should transition towards effective, institutionalized spaces within SIPINNA.
Work to prevent violence among adolescents has progressed in 2016. Currently, UNICEF’s strategy on violence prevention and response aims to prioritize this area of work as a key cross-cutting programme area in the programme, since violence is pervasive and affects children in different contexts. The involvement of different sectors is key to strengthen detection, referral and response in a holistic way. A strategy document has been developed to identify and map out key interventions across sectors, and a task force has been established in the office, with members from all sections.

In July 2016, Mexico officially announced its commitment to join the Global Alliance to End Violence against Children as one of the four pathfinding countries. UNICEF played a cutting-edge role in raising awareness and involving key government stakeholders and civil society, providing a liaison between the Alliance Secretariat and the country’s authorities. Technical support was provided to design the road map and to start the process of the national action plan that will be completed in 2017. The alliance provides a unique opportunity to place violence high on the political agenda and to expand commitment across sectors.

UNICEF is working with the National Institute of Psychiatry to pilot a model on violence prevention and peace building in one rural community of the state of Guerrero (with high prevalence of violence). The model envisions activities at different levels: family, school and community. The model is low-cost and aims to be replicated through the engagement of the key state’s ministries (Health, Education and Social Welfare). Mobilization of key ministries has already been initiated to pave the way for replication.

The #EndViolence campaign was launched. The first phase of the campaign focuses on violence against children in the household. Further, a partnership with SCA, a company that produces sanitary products for women, was established to promote adolescent positive development messages using the sanitary towels of their teenager brand Saba Teens.

Ensuring quality, inclusive lower-secondary education remains a challenge. This is key to ensure retention and effective learning. In 2016, UNICEF’s work focused on capacity-building activities with teachers and education authorities in four states to improve participatory approaches, inclusive education, gender mainstreaming and violence prevention. Nevertheless, during the midterm review it was highlighted that more emphasis should be placed on the quality of learning, including by developing models for adolescent-friendly schools in 2017.

Participation of adolescents continues to be sporadic, and when implemented it is in tokenistic ways. For this reason, UNICEF prioritized support to the institutionalization of adolescent participation spaces through SIPINNA and the National Electoral Institute by developing national child-friendly participation guidelines. Moreover, UNICEF led five participatory spaces (Coahuila, Guerrero, Mexico City, Nuevo Leon and Sonora) mainly addressing indigenous and Afro-descendant girls. Conclusions will be incorporated into the SIPINNA state policy programmes, to be developed in 2017.

As a tool to foster participation, U-Report has been very important but needs to expand further; currently 52,000 young people are U-Reporters in Mexico.

At the sub-national level, and in response to a request from the Ministry of Health in the state of Tabasco, UNICEF developed a manual for peer capacity-building activities and trained 150 indigenous adolescents on the prevention of early pregnancy, with an intercultural and youth perspective.

To open up more positive opportunities for adolescent development and participation and to enhance visibility of adolescents in the political agenda, UNICEF participated in several
advocacy spaces on youth and adolescents: Juventudes 2030 (Youths 2030), a network of 21 organizations and think tanks; the United Nations Technical Advisory Committee to the Mexican Youth Institute, and the Technical Committee on Information on Youth. As part of regional youth initiatives, UNICEF and the Latin American Campaign for the Right to Education had a seminar in Mexico City in November. Conclusions aim to empower participants, mainly adolescent’s leaders of secondary education movements in Argentina, Brazil, Colombia, Honduras and Mexico. Also, UNICEF led the inclusive education, adolescent health and public policy action plan workshops at the International Summit on Public Policies on Youth and Inequalities in Latin America, held in Mexico City in November and December.

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:
Quality and inclusive lower-secondary education remains one of the main challenges in Mexico. UNICEF’s work focused on capacity-building activities with 573 teachers and education authorities in four states improving participatory approaches, inclusive education, gender mainstreaming and violence prevention. These were identified as bottlenecks in previous participatory spaces with girls and adolescents. These initiatives aim to improve the quality of education and lower drop-out rates in upper-secondary school.

To generate alternative secondary education options, an 'International Seminar on the Right to Education of Adolescents Deprived of their Liberty' was organized by UNICEF jointly with the government of Mexico City. The objective was to identify gaps in educational services for adolescents in conflict with the law, given that there are 56 detention centres in the country with an overall population of 4,734 adolescents deprived of liberty. The seminar opened the possibility to work on the fulfilment of this right with the Ministry of Education, which currently does not address this population.

UNICEF continued working on educational inclusion, adolescent participation and girls’ empowerment; now in close collaboration with SIPINNA. Five participatory spaces (Coahuila, Guerrero, Mexico City, Nuevo Leon and Sonora) were held mainly addressing indigenous and Afro-descendant girls. Conclusions will provide inputs to SIPINNA’s state policy programmes. Mexico’s successful participatory experiences were presented by UNICEF headquarters’ Human Rights Unit at the United Nations Permanent Forum on Indigenous Peoples in 2016.

UNICEF assisted in the development of the National Guidelines on Children and Adolescent Participation, which SIPINNA approved in August. Currently UNICEF is working with SIPINNA and the National Electoral Institute on the elaboration of child-friendly participation guides. U-Report has proven a critical tool to raise awareness and gather real-time information on issues such as adolescent participation, violence prevention and adolescent pregnancy. Currently there are 52,000 U-Reporters in Mexico.

UNICEF provided substantive technical assistance to the implementation of the National Strategy to Prevent Adolescent Pregnancy, in particular to design the mechanisms for its local operation. Further, it participated in the elaboration of the strategy’s indicators and the dissemination of a C4D campaign at the national level, Como le Hago? (How do I do it?). Within the interinstitutional group to prevent adolescent pregnancy, UNICEF participated in subgroups on pregnancy for girls under 15, on indicators and on sub-national coordination. Moreover, with the Ministry of Health of Tabasco, UNICEF developed a manual for peer
capacity-building activities and trained 150 indigenous adolescents on the prevention of early pregnancy, with intercultural and youth perspectives.

**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:**
Progress was made to enhance work on adolescent resilience, especially on violence prevention. The office's strategy on violence prevention and response aims to prioritize this as a key cross-cutting area. The involvement of different sectors is key to address detection, referral and response in a holistic way. A strategy document was developed to identify and map out key interventions across sectors, and a task force was established.

In July, Mexico joined the Global Alliance to End Violence against Children as one of four pathfinding countries. UNICEF played a cutting-edge role in raising awareness and involving key government stakeholders and civil society, providing a liaison between the Alliance Secretariat and national authorities. The first visit of the Alliance Director to Mexico was facilitated by UNICEF Mexico. Technical support was provided to design the road map and to develop the national action plan to be completed in 2017. For that purpose, UNICEF recruited a consultant to support the Government in the process. The task force that will work on the action plan and its implementation was installed as a Special Committee of SIPINNA on 15 December.

Opportunities were created for new partnerships with the Red Cross and the Ministry of Education’s ConstruyeT programme on life skills and the National Programme on Bullying Prevention. Despite having opened doors and having identified key areas of collaboration, the joint programmes did not take off due to changes in leadership and conflicting agendas of the counterparts. These partnerships will be pursued in 2017 and other fronts will be explored to work with youth-oriented institutions and networks.

UNICEF is working with the National Institute of Psychiatry to pilot a model on violence prevention and peace building in one rural community of Guerrero (with high prevalence of violence). The model envisions activities at different levels: family, school and community. It is low-cost and aims to be replicated through the engagement of key state's ministries (Health, Education and the National Welfare System). For the purpose, a state institutional network has already been initiated to monitor the implementation of the project and envision possibilities of replication. The Ministry of Education of Guerrero has demonstrated great interest in replicating the model in 2017. A C4D strategy will also be implemented for monitoring and evaluating change in beneficiaries of the model.

The #EndViolence campaign was launched. Its first phase focused on violence against children in the household. The first activity was an interactive session and media conference to raise awareness on corporal punishment at home and how to replace this practice with positive discipline. It included the Executive Secretariat of SIPINNA, the Head of Child Protection Authority, the National Electoral Institute, the NGO Tech Palewi and the private sector (SCA). The impact of the session in media included: 1,099 engagements on Twitter, 252,448 Facebook reach and 42 media notes.

A partnership with SCA was established to promote positive adolescent development messages using the sanitary napkins of their Saba Teens brand. The potential direct impact is to reach 8 million girls.
OUTCOME 5: New Element

Analytical Statement of Progress:
UNICEF Mexico progressed towards its Private Sector Fund-Raising Strategic Plan 2014–2018 by fund-raising US$5,757,567 in 2016 (plus US$20,000,000 from the Carlos Slim Foundation to support the Global Polio Initiative). In addition, the non-financial engagement with the private sector through corporate social responsibility rapidly advanced on different fronts throughout the year, mainly through the promotion of Children's Rights and Business Principles and positive changes in business practices as well as the implementation of child-friendly business practices with emphasis on facilitating breastfeeding in the workplace.

Local fund-raising was mainly driven by pledges, which represented 79 per cent of the total income share with US$4,552,881. This provides a sustainable basis of funding for the second half of the Country Programme as well as an increased expectation of regular resources contributions for the coming years. Corporate fund-raising also showed a significant increase of 104 per cent compared with the previous year, reaching US$1,204,686.

The total income fund-raised was distributed as follows: US$3,760,999 (65.32 per cent) for the Country Programme (other resources – regular); US$1,439,392 (25 per cent) for Private Sector Fund-Raising-related costs (other resources – P), US$466,416 (8.10 per cent) for global regular resources and US$90,760 (1.58 per cent) for the Ecuador Earthquake and Hurricane Matthew that mainly affected Haiti (other resources – emergency). On top of these contributions, US$20,000,000 was sent to support the Global Polio Initiative as a result of the Carlos Slim Foundation donation.

Besides the financial results, the local fund-raising and central review body operation had an important contribution on UNICEF Mexico brand awareness and positioning among the general public. The Face-to-Face operation reached 1.3 million people mainly on the streets and in shopping malls. Digital fund-raising campaigns reached and communicated the work done by UNICEF to 111,408,185 people. School fund-raising conducted in 59 private schools reached 64,000 people both directly and indirectly. Corporate partnerships with seven key allies also allowed UNICEF to reach 16,500,000 people with messages related to UNICEF, strengthening brand exposure and positioning.

Content development related to the work done by UNICEF in Mexico and worldwide was also strongly driven by fund-raising and central review body activities. The main areas of development were the production of two virtual reality films about emergency risk prevention in schools; the implementation of 10 different fund-raising campaigns mainly broadcast through digital fund-raising means of communication; the production of materials related mainly to breastfeeding in the workplace aimed to strategic central review board partners and stakeholders, and the development of a positive adolescents development advocacy campaign communicated through Saba Teens, a top leading brand in feminine hygiene in Mexico. In addition, the work done with the International Zinc Association allowed the launch in Mexico of the Zinc Save Kids initiative.

In 2016, UNICEF Mexico implemented the second phase of the Communication and Public Advocacy Strategy to integrate guidance and key performance indicators from both the Global Monitoring and Evaluation Framework in support of the Global Communication and Public Advocacy Strategy and the Private Fund-Raising and Partnerships Communication Framework, with a focus on public advocacy, media relations and digital engagement, as well as fund-raising and C4D.
In order to sustain and expand UNICEF’s leadership as a credible and trusted voice for children, UNICEF Mexico worked with leading media groups (Notimex, Televisa, Canal ONCE, El Universal and Reforma) and top Mexican celebrities (Thalía, CD9, Julieta Venegas and Aleks Syntek) to build on UNICEF’s current strengths and comparative advantage. UNICEF Mexico also used its voice to reach more than 5,514,867,954 impacts with UNICEF’s message about the rights and well-being of children through mass media, major events (exhibitions, launch of reports, press conferences and conferences) and digital channels; and with that expanded reach engaged more than 2 million citizens to take action and demand change for the world’s most vulnerable, excluded and disadvantaged children.

In 2016, UNICEF Mexico increased more than 15 per cent in terms of media coverage in traditional media (television, radio and press) from the previous year.

From June to December 2016, more than 6 million people who live in indigenous communities in seven southern states of Mexico which are at a greater risk of being affected by Zika were reached with community radio spots with prevention messages.

Prospera Digital, an SMS-based information reminders project for pregnant women and mothers running on RapidPro, reached 3,017 pregnant women in 326 health clinics located in 5 states of Mexico: Chiapas, Estado de México, Guanajuato, Hidalgo and Puebla. The project has helped women who live in the most disadvantaged communities to safely deliver 1,870 babies so far. The remaining 48 per cent of births are expected in the next seven months. The overall response rate to the programme’s messages is 85.7 per cent.

U-Report has reached more than 51,000 young Mexicans who have participated in 20 consultations during 2016. UNICEF Mexico is currently working on a Youth Advisory Board integrated by more than 300 U-Reporters who volunteered to participate in this task.

RapidFTR has been successfully integrated to the Mexican Ministry of Foreign Affairs’ information system and 52 Mexican consulates in the United States have been using it, along with the protocol for the protection of unaccompanied migrant children, to register vital information for children’s protection. As of October 2016, there are 3,182 cases of unaccompanied migrant children registered in RapidFTR.

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:
To maximize reach and impact, UNICEF Mexico focused on convening new partnerships (Bloomberg TV, Pictoline, National Commission for Indigenous People, the National Institute for Indigenous Languages, Canal Once, Fundación Televisa), working more closely with corporations in communications initiatives (SCA, Privalia, Santander) alongside with Goodwill Ambassadors (Thalía and Aleks Syntek were appointed during 2016) and influencers.

Digital outreach was strongly supported by increased messages on UNICEF Mexico channels (551,460 followers, an increase of 31.49 per cent compared with previous year).

Nationwide, communications efforts reached an audience of over 5,514,867,954 impacts, including initiatives aimed to promote ECD (Empieza Temprano), migrants’ rights (Vidas en tránsito) and the impact of poverty on children.
¡Listos a Jugar!, a regional C4D multiplatform initiative, was launched in Mexico to improve the health and nutrition of children between the ages of 3 and 6 years old, by Sesame Street with UNICEF support. It has reached more than 1 million children through a child-friendly television series that is being broadcast on Canal Once, a public channel with national coverage; and 6.6 million people through related social media.

Also in 2016, a total of 8,191 children (aged 3 to 5) and their families received educational materials as part of a communication pilot for the development project of Disney Junior and UNICEF Mexico with the aim of improving their knowledge and habits Health and nutrition. The impact assessment found that participating children were more able to classify foods according to their food groups and mothers were more prone to include fruits and vegetables and less likely to give them junk food after participating in the project.

More than 6 million people living in indigenous communities in seven southern states of Mexico at a greater risk of being affected by Zika are reached by daily community radio spots with prevention messages. The two spots produced by UNICEF were previously validated and culturally adapted by the local communities are being broadcasted through indigenous radios, megaphoning and local radio stations.

UNICEF Mexico Annual Report was launched through digital channels alongside a press conference and a series of eight videos explaining the main results of UNICEF’s work in Mexico, reaching more than 370,000 impressions on social media. Also a special e-mailing was sent to 23,000 donors.

Prospera Digital, an SMS-based information reminders project for pregnant women and mothers running on RapidPro, reached 3,017 pregnant women in 326 health clinics located in 5 states of Mexico: U-Report has reached more than 51,000 young Mexicans who have participated in 20 consultations during 2016 and RapidFTR has been successfully integrated to the Mexican Ministry of Foreign Affairs’ information systems and 52 Mexican consulates in the United States have been using it, along with the protocol for the protection of unaccompanied migrant children, to register vital information for children’s protection. As of October 2016, there are 3,182 cases of unaccompanied migrant children registered in RapidFTR.

**OUTPUT 2: New Element**

**Analytical Statement of Progress:**

Regarding individual giving, the Face-to-Face operation was diversified to include three companies operating across six cities: Guadalajara, Leon, Mexico City, Playa del Carmen, Puebla and Queretaro. Tests were also undertaken in five new cities: Aguascalientes, Mérida, Morelia, San Luis Potosí and Veracruz; with the main end to geographically expand to promising locations in 2017. Additionally, an increased number of stands were set in 48 shopping malls and special venues to increase new donor acquisition. Some of them were sponsored by Banamex and Samsung in a promising synergy with corporate fund-raising to be scaled up in 2017. As a result, the Face-to-Face operation was stabilized in terms of productivity reaching 9,497 new pledge donors in 2016.

The digital channel showed important improvements with the redesign of the Web page <donaunicef.org.mx> and the incorporation of new payment gateways. A search engine marketing and search engine optimization (SEM & SEO) strategy, fix tracking, Facebook ads and lead generation were implemented. Different campaigns were developed: Winter/Refugee, Migration, Children’s Day, Mothers’ Day, Breastfeeding Week, 1985 Mexico
Earthquake Anniversary, Education and Global Polio. A robust digital channel allowed activating the emergency response in support of Ecuador within 24 hours after the earthquake. Haiti was also supported with an ad-hoc campaign once public awareness of the emergency was generated in the Mexican media. As a result, the digital channel acquired 725 new pledge donors as well as 3,820 one-off donations and 20,000 leads.

The telemarketing channel started showing results. Main progress was the incorporation of three call centres performing one-off and lead conversion into pledge, as well as cold telemarketing through rented databases. As a result, 290 new pledge donors were acquired through this channel.

Negotiations with Scotiabank, Santander, BBVA, Banca Afirme, Banca Mifel and American Express are ongoing to acquire donors from their credit card holders’ database.

Pledge optimization by improving fulfilling, saving, reactivating and upgrading campaigns resulted in an increase from existing pledges. Improvements over 12 million retention rates were achieved, from 76 per cent in 2015 to 77 per cent in 2016, as well as the average donation that increased from MX$201 (US$10.7) in 2015 to MX$218 (US$ 11.6) in 2016.

School collection was relaunched through the Trick-or-Treat programme, renamed as Calaveritas, Ayudando a Niños como Yo. As a result, 16,000 students from 59 private schools participated in this initiative sponsored by Banco Santander.

Corporate partnerships generated results through CRM activities with Banco Santander, Privalia, Hoteles Melia, Cabify, SCA and an innovative cash-giving programme implemented in Chedraui Supermarkets. Philanthropic giving was increased through partnerships with Banco Compartamos, Yakult, Mota-Engil, Laboratorios Liomont and the International Zinc Association. The pipeline of activities with companies was nurtured with new partnerships currently under negotiation: AXA Seguros, Coppel, Farmatodo, Rotoplas and Samsung.

Moreover, the Carlos Slim Foundation made its third donation of US$20,000,000 to support Global Polio Initiative.

OUTPUT 3 Corporate Social Responsibility

Analytical Statement of Progress:

Regarding the promotion of Children’s Rights and Business Principles and positive changes in business practices, the Starwood Human Rights Impact Assessment on Hospitality in Mexico was finished, finding that the strongest impacts of hospitality regarding children rights are the risk of child labour as well as the hours, schedules and the income of hospitality workers, especially single mothers. A meeting with representatives of major hotel chains including Accor, City Express, Crowne Plaza, Four Seasons, Grupo Posadas, Hilton, Hyatt, JW Marriot, Meliá and Starwood was organized in October to share and discuss the outcomes of the assessment. In addition, UNICEF Mexico is promoting the consistent inclusion of Children’s Rights and Business Principles into the National Action Plan on Business and Human Rights.

Also, a partnership with the Mexican Human Resources Directors’ Association was launched to promote breastfeeding in the workplace among its 1,200 affiliated companies.

In addition to the above results, a partnership with the Business Coordinating Council that joins all the business chambers of Mexico was reached in order to promote the Children’s Rights and Business Principles among its members as well as implement an auto-diagnosis toolkit to help companies identify their impacts on child rights. This partnership will help to simultaneously reach a wide and heterogeneous group of companies and organizations
belonging to the following chambers: Cámara Nacional de la Industria de la Transformación (CANACINTRA), Asociación Mexicana de Intermediarios Bursátiles (AMIB), Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnologías, Asociación Mexicana de Tiendas de Autoservicio y Departamentales (ANTAD), Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN), Confederación Nacional de Cámaras de Comercio, Servicios y Turismo (CONCANACO/SERVYTUR), Confederación Patronal de la República Mexicana (COPARMEX), Asociación de Bancos de México A.C. (ABM), Consejo Mexicano de Negocios (CMN), Consejo Nacional Agropecuario y Asociación Mexicana de Instituciones de Seguros (AMIS).

Another area of progress was related to the implementation of child-friendly business practices. According to the strategy agreed with the Programme Section, breastfeeding was the thematic focus area. As a result, the final publication of the Practical Guidebook for Breastfeeding in the Workplace, co-published with IMSS, was developed and distributed to 3,000 companies nationwide. A partnership with ESRAWE, a well-known architect and design studio, was reached to design breastfeeding rooms in shopping malls. The implementation in three to five shopping malls belonging to Grupo GICSA will take place in 2017.

Finally, two initiatives were negotiated to support UNICEF programmes through corporate social responsibility partnerships. A partnership with SCA was launched to promote adolescent positive development messages using the sanitary towels of their teenager brand Saba Teens. A partnership with the International Zinc Association was also launched in support of the global initiative Zinc Saves Kids in order to increase the use of zinc to reduce the severity of diarrhoea.

Public quarterly newsletters describing the above progress and results were also sent to a database of about 1,000 corporate stakeholders.

OUTCOME 6: Cross Sectoral

Analytical Statement of Progress:
UNICEF continued to strengthen systems and procedures to effectively support efficient and effective management of its financial, human, technological and material resources. A biannual Rolling Annual Management Plan (2016–2017) was prepared through a participatory process, approved by the CMT and shared with the UNICEF Latin America and Caribbean Regional Office in May. Later in the year, as part of the process, the governance structures and systems, including composition of the statutory committees and their terms of references, were reviewed, updated and approved by the CMT and incorporated in the plan.

The completion of the midterm review process and the Strategic Moment of Reflection were two of the milestones of the year. The preparatory work began in June with the internal meetings by outcome groups followed by consultation with implementing partners and other stakeholders. The Strategic Moment of Reflection took place in August 2016, with the participation of UNICEF staff in Mexico and a range of local partners. The Midterm Review Report concluded that in two-and-half years, UNICEF Mexico has recorded substantive advances in all outcomes, having fully achieved one of them. In view of this positive result, UNICEF had to reorganize and refocus its priorities and office structure for the rest of the cycle. To support the process, a results-based management workshop was organized in cooperation with the UNICEF Latin America and Caribbean Regional Office.
A Harmonized Approach to Cash Transfers assurance plan was prepared and approved by UNICEF Mexico and shared with the UNICEF Latin America and Caribbean Regional Office. The feedbacks from the Latin America and Caribbean Regional Office led to a lighter plan. UNICEF Mexico achieved an implementation ratio of 90 per cent (100 per cent programme visits and 80 per cent spot-checks and audit).

Technology enhancement for increasing business productivity and greater execution on strategic goals has been one of the office’s priorities. The bandwidth of the back-up Internet connection was increased by more than 300 per cent. UNICEF Mexico also developed and deployed a universal wireless access to all corporate resources within the building. Public and corporate WiFi services were upgraded. Meeting rooms were fitted with Bluetooth devices that allow instant projection from any Bluetooth-enabled device. These innovative initiatives increased staff mobility within the office as well as their productivity.

UNICEF Mexico continued to pursue cost-savings measures, especially those associated with the reduction of its carbon footprint. Environmental and financial gains were achieved with the implementation of a pilot greening projects. The replacement of tube lamps and bulbs with LED, normal switches with sensor movement and high volume flushing cistern with low-flow ones, and reduced the consumption of water and electricity by 8 and 25 per cent, respectively, implying a savings of more than US$7,000. Plans were developed for the installation of a solar power system in the office to reduce consumption and dependency of the power grid and provide an effective alternative backup power supply for the Business Continuity Plan. There were also cost savings from the negotiation of the telecommunication contracts resulting in a threefold increase in speed and reduction by 50 per cent of the cost of backup Internet service.

To further promote work-life balance and support staff members in achieving individual work-life balance, UNICEF Mexico introduced flexi-time in full consultation, first with local staff association and later with all staff. This approach assured that both business and individual needs were considered in the solution.

Security and safety of staff members and the assets of the organisation were raised to a new level. To avoid risk of injury caused by broken glass, the office’s standard glass windows were replaced with high tech safety glass in double glazing windows, coated with anti-blast film throughout the building. The access control was improved and the entire CCTV camera recording device changed. All staff are now equipped with UHV radio communication. The security, Business Continuity Plan and DRC for ICT were updated and tested.

Emergency readiness has also been improved with the establishment of long-term agreements with providers for approved protection and education kits (School in a Box).

UNICEF Mexico created new and simplified existing work processes. Sessions were conducted to brief staff about new processes and refresher clinics for all staff were conducted to improve their understanding of the organisation’s policies and processes, including those related to the Global Shared Services Centre.

**OUTPUT 1: New Element**

**Analytical Statement of Progress:**
Office needs and staff movement during the year triggered the recruitment of staff, consultants and individual contractors. The office completed the recruitment of 10 posts (Fixed Term/Temporary Appointments) and 23 non-staff contracts (consultants and individual contractors). Aiming to strengthen its presence and visibility in the country for
advocacy and fund-raising purposes, UNICEF has taken a results-based approach to assess its human capacity needs and has developed the following staffing mix: 59.46 per cent Fixed Term/Permanent, 9.46 per cent Temporary Appointments and 31.08 per cent individual contractors. To provide more stability to staff and in its structure, the office requested through the Programme and Budget Review process to convert six Temporary Appointments/individual contractors to Fixed Term posts. The UNICEF Latin America and Caribbean Regional Office has yet to conclude the Programme and Budget Review process as of September. UNICEF Mexico continues to advocate and support gender balance. The current gender balance is 27 females (58 per cent) vs. 20 males (42 per cent).

During the year, human resources conducted inductions for new staff, including first-day orientation and office-wide sessions of group orientation/induction. In their first two weeks, all new staff benefited from the security induction provided by United Nations Department of Safety and Security. There were 10 information and sharing sessions to all staff on organization policies and procedures, as well as on new and updated work processes.

The office has established an internal reporting and monitoring system to ensure compliance with deadlines to complete the three stages of the Performance Appraisal System. Human resources was the reporting body and CMT the monitoring body. The office achieved 100 per cent completion rate of the end year review of the Performance Appraisal System for 2015.

The learning and development plan was established, including face-to-face and on-line training and learning activities. As part of the office’s commitment to UN Cares, the office participated in a United Nations inter-agency session on HIV and AIDS in the workplace held by UNFPA. This was a complement to Agora’s online course.

The action plan to respond to the Global Staff Survey results was developed by the Staff Association and management. The action plan addressed four dimensions on which the office scored the lowest. The most critical actions taken were:

• Work-life balance
Further to the time management workshop organized in 2015 for staff, the office introduced a flexible work schedule in November 2016.
• Office efficiency and effectiveness
In response to changes and simplifications of policies or the need to render processes more clear and simple for staff, the Operations team developed and introduced new business processes, workflows and time frames.
• Career and professional development
The office is making sure that all staff have the opportunity to take part in international technical, focal point meetings, and trainings where relevant to office priorities and career development.

The Peer Support Volunteer figure was reactivated, with one man and one woman.

In support of the two declared regional emergencies in 2016, UNICEF deployed two staff members to Ecuador and one to Haiti.

Mexico was one of the pilot countries from Latin America and the Caribbean for transition of human resources functions to the Global Shared Services Centre. The experience was gratifying and allowed a smooth transition of all human resources transactions.
## Evaluation and research

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<td>Baseline of Child Rights and Business in Mexico</td>
<td>2016/007</td>
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<td>National Study on Best Practices in Birth Registration</td>
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<td>Policy Brief on Child Poverty in Mexico 2012–2014</td>
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## Other publications

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<td>Video on participation forums for girls and adolescents in Guerrero and Sonora</td>
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<td>Video on appointment of Aleks Syntek as UNICEF Mexico Ambassador</td>
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<td>Video on quality education for children in conflict with the law</td>
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<td>Video on UNICEF supports children affected by disasters in Guerrero</td>
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<td>Video on what has changed from the photo of Aylan to Omran?</td>
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<td>Video on UNICEF fights against Zika in Mexico, English version: Reaching out to indigenous communities</td>
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<td>Video on UNICEF fights against Zika in Mexico</td>
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<td>Video on We support the return to school of children affected by Hurricane Earl in Puebla</td>
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<td>Video on UNICEF launches 360° video to raise awareness about situation of children</td>
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<td>Video on 5th Mexican Big Latch On 2016</td>
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<td>Video on Identification of special protection needs of unaccompanied migrant children</td>
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<td>Video on Thalia Press conference</td>
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<td>18 Videos on ECD Practices</td>
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<td>Video on Thanks for your donation, from Aleks Syntek</td>
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<td>4 Videos of the winners of the Draw your rights contest (by age group)</td>
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<td>Video of Speech of Isabel Crowley, Representative of UNICEF in Mexico, at the end of her mission in the country</td>
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<td>Video on Integrated Protection System for Children and Adolescents</td>
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<td>Video on Earthquake in Ecuador: Thousands of children need our help</td>
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<td>6 Videos of PUMAS Football Players</td>
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<td>Video on Join 10 x children</td>
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<td>Video on What is 10 x children?</td>
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<td>Animated video of the General Law of the Rights of Children and Adolescents in Mexico</td>
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<td>Video on Annual Report 2015 launch event</td>
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<td>Video on Why support UNICEF?</td>
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<td>Video of Aleks Syntek visits migrant children with UNICEF Mexico</td>
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<td>Video on “You’re in or you’re dead”</td>
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<td>Video on Encounters of indigenous girls</td>
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<td>Video on Draw your rights, 3rd edition</td>
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<td>Video on Speak to them with love from birth.</td>
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<td>Sustainable Development Goals, Children and Business. An agenda for collaboration and innovation.</td>
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Protocol to identify international protection needs of unaccompanied or separated children and adolescents
Guide for school participation in the prevention of dengue, Chikungunya and Zika transmission and related infographics for children
Guidelines to elaborate Municipal Rules to implement the General Law on Child Rights
Guidelines for specialized areas in child rights within public human rights organisms
Manual to apply the model on non-privative measures with civil society participation
Guide and Toolbox to Protect and Restore Child and Adolescent Rights
Practical guide to breastfeeding in the workplace
Out-of-School Children

Lessons learned

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<th>Document type/category</th>
<th>Title</th>
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<tr>
<td>Lesson learned</td>
<td>Talking Directly to Preschool-Age Children to Establish Healthy Habits Early in Life</td>
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Programme documents

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