

## Mexico

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### Executive summary

The past year, 2017, was an intense one for UNICEF Mexico in terms of programme delivery and fundraising, as two earthquakes in September struck southern and central Mexico, where approximately seven million children live.

UNICEF Mexico's work for refugee and migrant children gained critical importance within the regional initiative Children on the Move; alternatives to detention of migrant children and adolescents were advocated for and the first 'open-door' shelter model was promoted. Some 270 caregivers and shelter administrators from 28 shelters nationwide were trained in resilience building and psychosocial care, directly benefiting some 2,400 children in transit.

UNICEF Mexico provided technical assistance to the Government as a pathfinder country of the Global Partnership to End Violence Against Children, with the National Action Plan developed through a highly participative approach involving 26 federal agencies, three autonomous bodies, the Federal Congress and 24 civil society organizations. The Partnership was also launched in three states where UNICEF Mexico will provide support for action plans in 2018.

Early childhood development (ECD) took an important leap in 2017 as a roadmap for integral ECD services in the country was developed, with UNICEF Mexico contributing substantially. To improve child development outcomes through positive child-rearing practices, UNICEF Mexico implemented a pilot project with the Mexican Institute for Social Security (IMSS) Social Cash Transfer Programme (Prospera) Programme in 23 rural hospitals, which will be scaled up to 4,146 primary health units.

To support the implementation of the Children's Law, UNICEF Mexico and Social Management and Cooperation (GESOC) developed the capacity of key actors at the state level, in preparation of state programmes for children in eight states. UNICEF Mexico also supported the Ministry of Education to improve teaching in indigenous languages within the new educative model.

Evidence generation, policy dialogue and advocacy are key strategies for UNICEF Mexico. In partnership with the National Institute for Public Health (INSP), an analysis of the factors that hinder or promote breastfeeding in Mexico and the effective use of zinc supplementation for children under 5 years old suffering from diarrhoea was carried out. A costing study for the effective and efficient operationalization of child protection authorities at state level was conducted and will serve as an important advocacy tool for allocation of sufficient financial resources to these offices. Gaps in the achievement of timely and universal coverage of birth registration were identified in the UNICEF-led study 'Right to Identity: Birth registration coverage in Mexico'. UNICEF Mexico's advocacy work with the private sector and the promotion of a child rights and business agenda helped set up an additional 70 breastfeeding spaces in private enterprises in 2017.

UNICEF Mexico was positioned as a reference of child rights in the country, with communication activities focusing on its five priorities: migration, violence prevention, ECD, inclusive education, and prevention of obesity and overweightness. UNICEF Mexico's communication strategy in the aftermath of the earthquakes generated strong international and local media interest and gained impressive support from UNICEF National Committee countries to advance fundraising.

In addition, 2017 was a very successful year in terms of private sector fundraising, with a total of US\$8,083,904 raised, a 40 per cent increase from 2016. UNICEF Mexico's contribution to UNICEF Regular Resources increased by US\$771,996 compared with 2016 and US\$4 million were raised for Other Resources in the country programme. In response to the September earthquakes, UNICEF Mexico raised approximately US\$1 million from local private sector funds and another US\$4.2 million from its National Committees, exceeding the initial ask by 13 per cent.

Regarding shortcomings, significant logistical and bureaucratic challenges internally and externally hampered the timely distribution of school tents. Given these difficulties, an option to produce the tents locally is being sought. The installation of school tents also faced challenges in places like Oaxaca, due to extreme wind conditions. Alternatives are being implemented with partners to reduce the risk of damage.

UNICEF Mexico continues to enhance the quality of the working environment and to produce efficiency gains and cost savings. Printer rentals and the use of OneDrive resulted in US\$4,900 savings in printing costs, the use of corporate Uber for staff movement within the city saved US\$1,130 in fuel and maintenance of official vehicles and the negotiated waiving of airport tax for UN Laissez-Passer holders resulted in an US\$8,000 savings. Most importantly, the management decision to renovate instead of moving the office saved US\$260,000 in extra rent and US\$600,000 in one-time costs.

Staff safety and security is and will remain a Country Office priority. Thus, the business continuity plan was updated twice and the office security and evaluation plans were reviewed and redrafted. This resulted in the smooth implementation of the business continuity plan in the first 24 hours following the 19 September earthquake.

## Humanitarian assistance

Contrary to previous years, UNICEF Mexico responded to three emergencies in 2017: the Campeche displacement along the Mexican-Guatemalan border, affecting 400 persons, 212 of who are children; and two earthquakes on 7 September and 19 September, respectively, in South (Oaxaca and Chiapas) and Central (Ciudad de México, Puebla and Morelos) Mexico. An estimated seven million children live in these affected states.

On 2 June 2017, 400 people from the community of Laguna Larga of San Andrés, Petén, Guatemala, were evicted by the Guatemalan Army following a request of the Guatemalan National Council for Protected Areas, claiming they were occupying a part of the protected area of the Mayan Biosphere. Some 212 children and adolescents lost their homes, had their access to education and health facilities interrupted and were found by UNICEF Mexico's rapid assessment team as affected psychologically by the displacement. In particular, children manifested fear of Guatemalan military presence in their surroundings. The evicted families sought refuge at the border between Guatemala and Mexico. An immediate response plan was developed with the Ministry of the Interior, with its National Institute for Migration. Humanitarian assistance provided by UNICEF Mexico included distribution of dignity kits and water

purification tablets; installation of temporary latrines and water bladders; mid-upper arm circumference screening and monitoring of overall nutritional status of affected children; and establishment of a child-friendly space and four temporary learning spaces. Three months after the initial response, UNICEF Mexico presented an exit strategy to the National Institute for Migration, which was accepted by the Government. UNICEF Mexico responded to this political emergency for a total of six months, with the final intervention on ensuring continuity of education through work with the Guatemalan teachers commissioned to serve the community at the border area. An approximate total of US\$50,000 was used from other resources and US\$36,000 from the Children on the Move project for the response. The land dispute that caused the displacement remains to be resolved.

UNICEF Mexico was the first UN agency to reach the affected areas for a rapid assessment of the situation of children, adolescents and women after the 7 September earthquake in Chiapas and Oaxaca, which gave immediate media visibility on the organization's work in humanitarian response. UNICEF's media presence has been critical in highlighting the importance of child protection, continuity of education and related life-saving actions for children. An immediate response plan with a fundraising and communication strategy was developed within the first 72 hours, with a US\$1.2 million initial ask; in the middle of the ongoing response, the 19 September earthquake occurred, this time heavily affecting Mexico City, Morelos and Puebla.

To respond to the second earthquake, UNICEF Mexico extended the response plan to cover the newly affected areas, increasing the initial target of 20,000 to 60,000 children and adolescents, with an additional US\$3.4 million ask to cover the needs in child protection, education, water and sanitation and nutrition. A combined ask for the two earthquakes was now US\$4.6 million, against which US\$5.19 million was raised from local, regional and global fundraising efforts. The response consisted of setting up 36 child-friendly spaces, where emergency psychosocial support was provided, in all five affected states. Some 500 temporary learning spaces with water and sanitation facilities and school-in-a-box kits were established, where teachers were also trained to provide psychosocial support for children returning to school. In addition, hygiene promotion activities were initiated as well as a breastfeeding campaign in the shelters. Technical assistance was provided through guidance to the municipal and state child protection attorneys on how to respond to situations of separation, abuse and exploitation in emergency-affected areas, to provide support for alternative emergency care for children separated from their families. Guidelines to prevent violence, exploitation and abuse in shelters were developed.

UNICEF Mexico positioned itself as the most visible actor in the country regarding the situation of children and adolescents during the emergency. Some 85 interviews were carried out, resulting in 1,713 mentions through a constant presence in national and international media. The social network monitoring report showed an increase in 8,883 new followers on Twitter; 17,487 on Facebook and 2,260 on Instagram in the four weeks following the earthquakes.

Reconstruction is currently the emphasized priority of the Government, along which UNICEF Mexico has presented an early recovery strategy to the federal and state governments for education, child protection, water and sanitation, health and nutrition, as well as social protection. The early recovery plan will begin its implementation by January 2018.

### Equity in practice

Exclusion and inequality, measured either in terms of income or of access to basic social services, are recognized as factors of vulnerability for the exercise and fulfilment of children's rights in Mexico. Inequality remains a structural feature of the country. Four dimensions of

inequality affect children in Mexico: household income, ethnic origin, place of residence and gender. In general terms, children from poor families, who are indigenous and live in rural areas, are those who face the greatest disadvantages in exercising their rights.

In recent years, Mexico has made significant progress in the area of child rights through improvements in its legislation, the creation of institutional mechanisms and the development of policies and strategies to improve child indicators. Despite these advances, there are still significant obstacles to the universal and equitable exercise of the human rights of children and adolescents. During the first three years of the country programme, UNICEF Mexico has generated evidence that shows there are still important obstacles to the universal and equitable exercise of the human rights of boys, girls and adolescents in Mexico. These obstacles are related, among other factors, to existing gaps in the allocation of budgets and the focused targeting of social policies for children, including lags in guaranteeing universal access to quality basic services for the most vulnerable children and their families.

Through advocacy with government agencies in charge of generating statistics, such as INSP or the National Institute for Statistics and Geography (INEGI), UNICEF Mexico contributed to fill thematic gaps in the exercise of child rights in Mexico, such as inclusion of indicators for early childhood development and child discipline. Equally important are UNICEF Mexico's own efforts to create information that has not existed before, as is the case of the Multiple Indicator Cluster Survey (MICS), which gave way to information on the wealth quintiles and urban and rural situations of Mexico's indigenous population. UNICEF Mexico has focused specifically on indigenous children: for example, by promoting the educational inclusion of indigenous populations in view of major disadvantages as shown by indicators such as school attendance, academic performance and educational achievements. UNICEF Mexico also initiated advocacy efforts with the Ministry of Education to develop content and train teachers in indigenous languages and to change the educational curricula to make it relevant for these populations.

UNICEF Mexico developed studies that highlight inequalities and emphasize the importance that the Government takes action to reach the most excluded populations with its network of public services and national programmes, such as Prospera. Some examples of these efforts are the multidimensional child poverty reports that UNICEF and the National Commission on Evaluation (CONEVAL) publish bi-annually, the 2016 Mexico Report on Out-of-School Children, and the Overview of Indigenous Education elaborated in 2016 with the National Institute for the Evaluation of Education.

A fundamental element in the achievement of equity results is the allocation of appropriate budgets for children vis-à-vis the financing needs. In addition to the analyses that quantify public investment in children and the advocacy efforts to improve budget allocations, UNICEF Mexico has developed analyses (e.g., the Study on Equity of Public Spending for Children, in partnership with the United Nations Development Programme) that prove that there is room for improvement in the distribution of public spending for children and that the distribution could be more equitable. These analyses have made it possible to identify facts relevant to advocacy work and policy dialogue, such as the fact that early childhood is the age group that receives the lowest budget allocation in Mexico.

Based on international evidence on the potential impact of ECD on the creation of a more equitable society, considering that ECD depicts significant and lasting improvements in educational, social and health outcomes throughout the life cycle, UNICEF Mexico defined ECD as a strategic priority within its programme cooperation agenda, although it receives the lowest percentage of allocation in the national budget. For this purpose, UNICEF Mexico has been

promoting the generation of evidence, through implementation of pilot projects and advocacy in alliance with other actors from civil society, on the need for developing a comprehensive ECD national policy.

UNICEF Mexico's solid and credible work in evidence generation and knowledge management, particularly in the areas of promoting indigenous children's rights, public investment in children and ECD has resulted in the refocusing of government efforts towards reducing multidimensional child deprivation and promotion of equity for the most marginalized children in the country.

## Strategic Plan 2018–2021

UNICEF Mexico proposes to implement the Strategic Plan 2018–2021 by aligning the five outcome areas of the current Country Programme Document, based on a life-cycle approach, to the five strategic goal areas of the new Strategic Plan. This will be done by prioritizing results and activities in the annual workplans of 2018 and 2019 that could contribute to the achievement of the envisaged results of the Strategic Plan and in consideration of the recommended change strategies. A key challenge in implementation of the 2018 workplan, including its alignment to the Strategic Plan, is the upcoming elections and changes in the current administration, which will mean new government priorities and shifting of strategies and alliances.

To contribute to the results of Goal Area 1, UNICEF Mexico will work together with the Ministry of Health and other key actors in the sector, such as INSP, IMSS and National Institute for Psychiatry, to ensure continuous access of children and adolescents to health services during and after disasters. It is important to boost the sector's capacity to particularly address psychosocial and mental health support needs for children, and that health workers are trained to provide psychosocial first aid to children and adolescents affected by disasters from natural hazards, as well as social conflict. While UNICEF Mexico has prioritized the targeting of obesity and overweightness in children since the 2016 mid-term review, from 2018 onward it will also work with other forms of malnutrition that affect children under 5 years of age in line with the new Strategic Plan.

Improving the quality of learning in classrooms, reintegration of out-of-school children in the mainstream education system and safeguarding education continuity in humanitarian situations will be UNICEF Mexico's focus for Goal Area 2 for 2018. This means ensuring access to quality education especially for Mexico's indigenous population by continuing to support the capacity-building of teachers and school administrators in the use of indigenous languages in schools. To serve out-of-school children, institutional mechanisms to address the risks of school drop-out, such as the early warning system, and the capacity of the education system to respond to the needs of children and adolescents so they can return to school will be strengthened. UNICEF Mexico considered this risk in its current humanitarian response and strived to establish temporary learning spaces as soon as possible, to reduce the delay of children's return to school and therefore mitigate the risk of school drop-out due to prolonged absence.

For Goal Area 3, the consolidation of child protection systems will remain a priority. Work is ongoing to continuously improve the capacity of child protection authorities, including advocacy for increased investment in its operationalization. Technical assistance has been simultaneously provided to child protection authorities to ensure that children and adolescents are protected from acts of violence, abuse and exploitation in the earthquake-affected areas, as well as in states with high transit of migrant children and adolescents and high levels of violence that

affect children in their schools and communities.

The education sector will be the entry point to achieve the results in Goal Area 4, at least until the next country programme document. Water, sanitation and hygiene (WASH) services were provided together with the temporary learning spaces in the earthquake-affected areas. Disaster risk reduction is a key strategy in the implementation of education in emergencies, particularly by integrating the concept of comprehensive school safety in the phases of early recovery and reconstruction. Through UNICEF Mexico's partnership with the National Institute of Ecology and Climate Change, climate change adaptation will be implemented in schools with the participation and, where possible, the leadership of adolescents.

UNICEF Mexico's partnerships with INSP and the INEGI will be the entry points in the identification of key dimensions of inequity. First steps have already been taken to measure multidimensional poverty of children with a new initiative to measure deprivations affecting children under 5 years of age. The mainstreaming of child-inclusive budgeting will remain a priority of the current country programme document to contribute to Goal Area 5. The Strategic Plan 2018–2021 will be used as an important reference in the development of the UNICEF Mexico Country Programme Document for 2020–2024. The identified opportunities to implement the new Strategic Plan will go hand in hand with leveraging resources and partnerships with Mexico's private sector, while strengthening alliances with civil society organizations.

### Emerging areas of importance

**Migrant and refugee children.** In 2017, some 14,679 children and adolescents from Central America travelled through Mexico, compared with 40,000 during the previous year, showing a decrease of more than 50 per cent, associated with the recent changes in the United States migration policy.

The General Law on the Rights of Children and Adolescents (Children's Law) opened new opportunities for the protection of migrant and refugee children through the creation of special protection mechanisms such as the child protection authorities at federal, local and municipal levels. Together with the National Welfare System, UNICEF Mexico trained child protection authorities in 14 states on the procedure to protect the rights of children as stated in Article 123 of the Children's Law.

There is still no harmonization between the National Migration Law and the Children's Law. This represents an obstacle to guarantee the rights of migrant children since the National Migration Law has a migration control focus and is not implemented with a rights-based approach. The National Migration Law exceptionally allows the detention of children despite the presence of child protection authorities. In 2017, UNICEF Mexico worked on advocacy and inter-agency coordination with the purpose of promoting the harmonization of the two laws and prioritizing special protection of children and adolescents above migration control measures. UNICEF Mexico provided technical assistance to the Federal Congress to reform the National Migration Law, which is still pending approval.

The regional initiative Children on the Move paved the way for UNICEF Mexico to promote the alternative to detention of migrant children; and to provide psychosocial assistance to children in transit. A model for integral alternative care has been piloted in the state of Tabasco, which is an 'open-door' shelter (where children and adolescents can move freely in and out of the shelter to attend school or participate in external recreational activities) for adolescents who are asylum seekers and/or refugees. The Colibri shelter in Tabasco is the first shelter in Mexico of this kind,

which features individual attention to at least 15 adolescents and a foster care programme. Four families were already identified and screened to provide foster care for some children and adolescents currently staying in Colibri. In addition to the alternative care model, 270 caregivers and shelter administrators from 28 shelters all over Mexico were trained in resilience building and psychosocial recovery for accompanied and unaccompanied migrant children. The application of these new techniques benefited at least 2,400 children in transit. To provide additional support to the shelters, 108 psychologists, psychiatrists and social workers in contact with migrant children were convened to become part of the National Mental Health Network.

UNICEF Mexico also facilitated a study tour to Italy on alternative care models with the Italian Ministry of the Interior – Protection System for Refugees and Asylum Seekers and the National Coordinator for Foster Care for Children –in which Mexico’s Executive Director of the National Child Protection System (SIPINNA), Federal Attorney General and State Attorney Generals participated. As a consequence, the Federal Attorney General agreed to facilitate the development of a public policy on an alternative care programme, and the State Attorney General of San Luis Potosí has expressed interest in piloting the model in his state.

**Accelerate integrated early childhood development (ECD).** In 2017, UNICEF Mexico focused on strengthening current federal and state ECD programmes that reach the most marginalized children and their families, with methodologies to improve child rearing practices. UNICEF Mexico also focused on supporting the newly established National ECD Commission in order to move on towards the development of a national comprehensive ECD policy, where it has contributed to the development of an integral ECD services roadmap. The roadmap identifies all the services that children require in their early years and establishes a standard to which all service providers should adhere, including a monitoring mechanism.

To improve child development outcomes through positive child-rearing practices, UNICEF Mexico implemented a pilot project with the IMSS Prospera Programme in 23 rural hospitals. The intervention consisted of family workshops on child rearing practices along with early stimulation for children aged 0–5 years old. The project resulted in the identification of positive effects of the programme on beneficiary children’s motor, cognitive and social development outcomes, which was used as a basis to scale up the intervention to all 79 rural hospitals in the country. In 2018, the intervention will be scaled up to 4,146 primary health units of the IMSS Prospera Programme.

## Summary notes and acronyms

### Notes

Children’s Law refers to the General Law on the Rights of Children and Adolescents

### Acronyms

C4D	communication for development
COMAR	Mexican Commission for Refugee Aid
CONEVAL	National Council for Social Policy Evaluation
ECD	early childhood development
GESOC	Social Management and Cooperation
HACT	harmonized approach to cash transfers
ICT	information and communication technology
IMSS	Mexican Institute of Social Security
INEGI	National Statistics Institute

INFOSIPINNA	National Information System
INSP	National Institute of Public Health
MICS	Multiple Indicator Cluster Survey
OECD	Organisation for Economic Co-operation and Development
PAHO	Pan American Health Organization
PFP	private fundraising and partnerships
SIPINNA	National Comprehensive Child Protection System
UNDSS	United Nations Department of Safety and Security
UNFPA	United Nations Population Fund
WASH	water, sanitation and hygiene

## Capacity development

In the education sector, UNICEF Mexico provided the Ministry of Education with pedagogical tools to improve teaching in indigenous languages within the new educative model. Technical and financial support were also provided to train more than 900 teachers of three indigenous groups (jñatjro, me'pháa and ralámuli) in reading and writing in their own languages. UNICEF Mexico also developed the capacity of the Ministry of Education to prevent violence in schools. At the request of the Ministry of Education, UNICEF Mexico revised the contents of the National Programme for Peaceful Coexistence in Schools and created modules on peacebuilding and human rights. These modules were used by the Ministry of Education staff in 95 workshops, directly benefiting teachers from seven states and at least 700 parents.

UNICEF Mexico contributed to the development of capacities in the health sector by working with IMSS Prospera to train 31 community health workers in home visits to care for newborns, resulting in improvement of breastfeeding practices and health outcomes during pregnancy and post-partum of 350 pregnant women in Zongolica, Veracruz, in its pilot stage.

To support the implementation of the Children's Law, UNICEF Mexico and partner GESOC developed the capacity of the Executive Secretary of SIPINNA and the Ministry of the Interior at the state level, in the preparation of state-level programmes for children. By the end of 2017, eight states had developed drafts of their programmes.

Trainings on psychosocial support and strategies for the return to school of children and adolescents in affected states, including orientations on comprehensive school safety, were part of UNICEF Mexico's earthquake response. By the end of December 2017, 353 teachers, school psychologists and supervisors received these trainings, which will be replicated to the benefit of 5,295 teachers in Chiapas, Ciudad de México, Morelos, Oaxaca and Puebla.

## Evidence generation, policy dialogue and advocacy

In collaboration with INSP, UNICEF Mexico carried out an analysis which revealed the factors that hinder or promote breastfeeding in Mexico, compared to what the legal framework establishes. Additionally, the study on the Relationship between Zinc Supplementation and Diarrhoea, which gave scientific evidence to the effective use of zinc as treatment for diarrhoea for children under 5 years of age, was possible due to this partnership.

UNICEF Mexico also conducted a study that quantifies the costs of not breastfeeding. An analysis was made from information on the National Epidemiological Surveillance System, the Universal Catalogue of Health Services, the costs of health service provision from IMSS, and costs incurred by health-care institutions for inpatient and outpatient care, which reinforces breastfeeding as a cost-effective strategy for reducing morbidity and mortality in children under

2 years of age.

To support the proper implementation of the Children's Law, UNICEF Mexico developed a costing study to estimate the funding requirements for human resources, appropriate budgeting and creation of alternative fiscal space to finance child protection authorities at the state level. This study will be the main advocacy tool with the Federal Government for the allocation of sufficient financial resources to the child protection authorities in 2018.

The study 'Right to Identity: Birth registration coverage in Mexico' generated evidence from georeferenced novel information sources, whereby gaps in the achievement of timely and universal coverage of birth registration in Mexico were identified and the barriers to the exercise of the right to identity were enumerated.

Finally, the National Situation Analysis on Children and Adolescents was finalized in December 2017 and includes an additional chapter on the impact of the September 2017 earthquake on children's well-being in the affected states.

## Partnerships

In partnership with INSP, UNICEF Mexico produced strategic policy inputs for initiatives on children with disabilities, breastfeeding practices, reproductive health and ECD. Cognitive testing for a new MICS module on ECD was conducted in June 2017 with INSP. Another important partner in terms of evidence generation is CONEVAL, whereby the measurement of multidimensional child poverty has been recognized globally as good practice, making CONEVAL one of the most in-demand institutions in requests for South-South cooperation.

The Executive Secretariat of SIPINNA has been a key partner to UNICEF Mexico since 2015, collaborating in the implementation of the Children's Law; the elaboration of state-level programmes for children; and in strengthening the child protection authorities. This alliance was instrumental in the efficient and effective operationalization of special protection measures for children and adolescents.

To promote a child rights and business agenda in Mexico, UNICEF Mexico provided orientation on breastfeeding in the workplace, including the set-up of 70 breastfeeding spaces in private companies. UNICEF Mexico's advocacy work with the private sector was fundamental to the inclusion of breastfeeding spaces and maternity leave indicators in the certification of Distintivo Empresa Socialmente Responsable, which was granted to 1,581 companies to date. At the state level, UNICEF Mexico worked in partnership with the Government of Jalisco and the Ministry of Labour to launch the initiative of 100 Breastfeeding Spaces in Jalisco.

The launch of the study 'Children and the Hotel Industry in Mexico' with the Ministry of Tourism and National Business Council for Tourism, which was attended by key actors in the hotel industry in Mexico, was an opportunity to raise awareness on the tourism and hotel industry's impact on child rights.

## External communication and public advocacy

In 2017, UNICEF was positioned as a reference on child rights. Intense message dissemination mobilized wills and resources supporting national and global communication and advocacy objectives. Communication activities focused on the office's five priorities: migration, violence, ECD, inclusive education and obesity. Communication plan implementation was monitored by key performance indicators drawn from the Global Communication and Public Advocacy

Strategy. Activities were aligned with the Cause Framework.

Targeted and adaptable communication tactics led to broader dissemination of children's issues and UNICEF's efforts. Regular monitoring allowed adjustments to achieve more impact on the public agenda; for example, increasing the number of posts to increase number of followers at a given time and decreasing it at other times to foster higher follower interaction.

Nationwide, mainstream media efforts reached an audience of 9,436,560,423 points (up 71 per cent from 2016). Outreach efforts were supported through more than 100 videos, a showcase event, media campaigns and special events, increasing social media followers to 639,870 in 2017 from 563,700 in 2016. Solid media presence helped drive public engagement and donations. A good example of how communication support contributed to increased engagement is the #Early Moments Matter, #SuperDad Campaign, which led to social media engagement of 12,975 people.

UNICEF's communication strategy on the earthquake emergency generated strong media interest (including some National Committee countries) and helped shape government response to children's needs. Intensive communication activity from the onset of the emergency positioned UNICEF as the single organization speaking about children 48 hours after the first earthquake and 24 hours after the second. UNICEF was also successfully positioned at all governmental levels as a key source of information, specialist support on children's needs and recipient of donations, with good examples of this being the Minister of Education inviting UNICEF to visit earthquake-affected areas, and the necessary funds having been raised for the emergency.

### South-South cooperation and triangular cooperation

CONEVAL's work on multidimensional child poverty measurement and evaluation of social development programmes is recognized globally as good practice, thus making Mexico one of the most preferred partner countries for South-South cooperation. In 2017, UNICEF Mexico cooperated with UNICEF Algeria in providing technical support on multidimensional poverty measurement and programme evaluation to the Government of Algeria by sending senior staff from CONEVAL; a second technical mission was facilitated with UNICEF Morocco to present the use of child poverty estimates for policy design in the 2017 Conference on Child Poverty in Rabat.

In cooperation with UNICEF Kenya, UNICEF Mexico hosted a technical mission of the Kenyan Ministry of Finance staff to learn about results-based and child-oriented budgeting. The mission included a field visit to the state of Yucatán to exhibit state-level budgeting with focus on child rights.

UNICEF Mexico also provided support to INEGI and the UNICEF Latin America and the Caribbean Regional Office in the organization of the Working Group of Child Statistics of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean in October 2017. As a result, the 2018–2019 workplan for the Working Group was drafted, focusing on strengthening capacities and developing instruments to measure and monitor Sustainable Development Goal indicators related to child rights. It was approved by the Statistical Conference of the Americas in November 2017.

Along with the Executive Secretary of SIPINNA, the Rapporteur on Child Rights of the Inter-American Commission on Human Rights, the UNICEF Latin America and Caribbean Regional

Office and the Inter-American Institute for the Child, UNICEF Mexico organized a Regional Forum on Comprehensive Protection Systems. The forum, the first formal dialogue of this kind in the region, aimed to promote good practices, lessons learned and challenges in the implementation of child protection systems. The forum was attended by representatives of 16 national child protection agencies, 35 civil society organizations and 30 international organizations and experts from Latin America and the Caribbean.

### **Identification and promotion of innovation**

Prospera Digital is a joint project of UNICEF Mexico and the Office of the President's Digital Innovation Team. This pilot project, which started in 2015, uses RapidPro in order to send personalized messages to beneficiaries of Mexico's Prospera programme to improve maternal health. The project has reached 3,049 pregnant women in 326 health clinics located in five states of Mexico, sending 1,762,260 messages since its implementation. In 2017, an additional phase tested the impact of socio-emotional content and the pilot was concluded in December. Preliminary results show that women increased their assistance to health consultation by 8.5 per cent and their knowledge around health and nutrition increased by 5.3 per cent. Due to this success, the Ministry of Health announced the scale-up of the programme in four states.

Building on the experience with Prospera Digital, in 2017 UNICEF Mexico began preparations for a new intervention in partnership with AXA France to prevent obesity and overweightness in children under 5 years of age. In this updated strategy, text messaging will be used to reach at least 4,000 parents and caregivers to promote adequate nutrition and healthier lifestyles in the states of Yucatán, Sonora, Guanajuato and Estado de México. The implementation of the pilot will begin in early 2018.

In the aftermath of the September 2017 earthquakes, UNICEF Mexico used U-Report to engage adolescents to express their views regarding how they had been impacted and the usefulness of humanitarian assistance in the earthquake-affected states. The results were used to improve UNICEF Mexico's emergency response and to shape key messages regarding the situation of children and adolescents impacted by the earthquakes.

UNICEF Mexico collaborated with the Art Center College of Design of the United States to apply design thinking for child-focused innovation, which resulted in the development of potential solutions to improve the situation of migrant children.

### **Support to integration and cross-sectoral linkages**

UNICEF Mexico supported integration and cross-sectoral work with the Government of Mexico in terms of humanitarian assistance, adolescent participation, violence prevention and ECD in 2017.

After the September 2017 earthquakes, UNICEF Mexico supported the Social Welfare Agency and the Executive Secretary of SIPINNA to develop guidelines on how to provide care for children and adolescents in government shelters. This was used to guide shelter administrators and workers on how to protect children in temporary refuge, including considerations in setting up water and sanitation facilities, preparing adequate nutritious meals, sleeping arrangements and psychosocial support. The guidelines not only helped shelters respond better to the actual needs of children and adolescents, but also contributed to better preparedness of shelters for future emergencies.

UNICEF Mexico's advocacy initiatives in support of adolescent participation have convened the

Ministry of Health, Ministry of Education and the Executive Secretary of SIPINNA to create adolescent participation spaces and use inputs from these spaces to inform policy work on adolescent pregnancy prevention and improvement of educational facilities and quality of learning.

In terms of ECD, UNICEF Mexico's participation in the National ECD Commission has resulted in the development of the quality services roadmap for ECD that involved key government ministries, primarily led by Ministry of Health. UNICEF Mexico is also currently working on an evidence-based proposal for a national ECD policy, which will soon be tabled in the Commission.

Finally, UNICEF Mexico's technical assistance in the development and launch of the National Action Plan of the Global Partnership to End Violence against Children in August 2017 prompted the active involvement and participation of 26 federal agencies, 3 autonomous bodies, the Federal Congress and 24 civil society organizations and secured their commitment to 31 intersectoral lines of action to be implemented in 2018.

### **Service delivery**

UNICEF Mexico's technical assistance to the Government in terms of data and evidence generation has contributed to INEGI's and INSP's consideration of survey questionnaires that will produce disaggregated data on multidimensional child poverty, children's health and nutrition status, their access to critical services in WASH and education and ECD. The integration of these questionnaires in the national surveys will guarantee the mainstreaming and use of disaggregated data on children to improve social development programmes and inform policy work.

The project on improving universal coverage of and timely birth registration, which concluded in October 2017, demonstrated UNICEF Mexico's role in the analysis of information on performance and progress in the delivery of birth registration services. Communication for Development (C4D) was used to inform target communities in Chiapas and Guerrero on how to access birth registration services that are free of charge, which resulted in 1,428 birth registrations in the two states for 2017, including 1,345 additional civil registration procedures.

In collaboration with the Office of the President's Digital Innovation Team and Prospera, UNICEF Mexico increased the core capacity of the Government to provide services on maternal, newborn and child health through the introduction of Prospera Digital, which informed 3,107 pregnant women about the importance of timely check-ups, adequate nutrition and monitoring of pregnancy risks through use of mobile technology and SMS.

UNICEF Mexico emphasized the importance of accountability and effective reach of services during the response to the September 2017 earthquakes, particularly in the education sector. Together with civil society organizations and partner organizations, the quality and timeliness of children's return to school have been monitored. The information was used to advocate with Ministry of Education at the federal and state levels to address current and future capacity gaps during reconstruction.

### **Human rights-based approach to cooperation**

Violence in the country continues to increase. October 2017 was declared the most violent month in the last twenty years, with more than 2,300 homicides registered. In the same month, the Federal Congress approved the General Law on Disappeared Persons, which will create a

National Search System and a National Registry of Missing and Non-Localized Persons. The Law also includes a specific chapter on missing children and adolescents which was drafted with the technical assistance of UNICEF Mexico.

UNICEF Mexico also provided technical assistance in the development of a roadmap to implement the recommendations of the Committee on the Rights of the Child, which identifies actions and responsible institution for each recommendation. The Federal Government approved the roadmap, while the Convention on the Rights of the Child Commission of SIPINNA approved the compendium of standards regarding the twenty rights as stated in the Children's Law, based on international treaties and observations.

In November 2017, the Committee for the Protection of the Rights of All Migrant Workers and Members of their Families and the Committee on the Convention on the Rights of the Child published a joint General Comment to contribute to the strengthening and implementation of affirmative actions to protect the rights of children in migratory situations. Consultations at the national, regional and global level took place, with UNICEF Mexico contributing technical inputs to the final draft of the General Comment. UNICEF Mexico also produced a report on the situation of migrant children in Mexico, which was an integral part of the final comprehensive report consolidated by the United Nations system in Mexico to provide answers to the questions raised by the Committee for the Protection of the Rights of All Migrant Workers and Members of their Families.

The political constitution of Mexico City was approved this year, after a participatory process with different sectors, which will guarantee the rights of 8.9 million people in the city. UNICEF Mexico provided inputs to highlight children's rights in the constitution, which was accepted by the city government and which will guarantee the full exercise of rights of children and adolescents in the capital.

## Gender equality

To promote gender-responsive adolescent health, UNICEF and Mexico City's Women's Institute (INMUJERES) developed School of Youth Leaders, a year-long workshop to empower 30 girls on participation, prevention of gender-based violence and adolescent pregnancy, including school drop-outs. As a result, these young female leaders led the Third Forum for Equality and Non-Discrimination for Girls in Mexico City, where more than a hundred girls participated, as well as government authorities and representatives from civil society organizations. The inputs derived from the forum will be used to develop an agenda for the development of the girl-child with the incoming government in 2018.

Advancing girls' secondary education is a key strategy to reduce school drop-out rates, for which UNICEF Mexico provided technical assistance in the implementation of the National Strategy on the Prevention of Adolescent Pregnancy. UNICEF Mexico is currently developing a causal analysis on pregnancies in girls aged 10 to 14 years old, with recommendations for the government. UNICEF Mexico provided technical support to key government institutions in Tabasco, one of the states with the highest rates of adolescent pregnancies in girls aged 10 to 14 in the country, to prevent adolescent pregnancies through peer-to-peer counselling in communities.

UNICEF, UN Women and the United Nations Population Fund (UNFPA) regional offices in Latin America and the Caribbean launched an initiative on prevention of child marriage and early unions in five countries, including Mexico. This is an extension of the Global Programme on

Child Marriage. The initiative is under-funded; yet the United Nations agencies in Mexico have developed a low-cost road map for 2018, focused on stock-taking, evidence generation and mainstreaming of the issue in coordination mechanisms, such as in the National Strategy on the Prevention of Adolescent Pregnancy. UNICEF Mexico has disseminated key messages through social media on the risks of early unions and on the occasion of the International Day of the Girl Child.

To prevent and address gender-based violence in emergencies, UNICEF worked with the Social Welfare Agency to ensure there are safe spaces in the shelters for girls and boys. The strengthening of child protection authorities was part of the response to prevent violence, abuse and exploitation of girls and boys affected by the earthquakes.

### **Environmental sustainability**

In 2017, UNICEF Mexico engaged in advocacy on climate change. A memorandum of understanding was signed with the National Climate Change Institute to strengthen knowledge and create participation spaces for children around climate change, with focus on Sustainable Development Goals targets 6, 11, 12, 13, 14 and 15, with an emphasis on disaster risk reduction. In coordination with federal and state authorities and grassroots organizations, a forum for adolescents was held in Tabasco in November 2017, which was preceded by five participatory assessments involving 150 adolescents to evaluate climate change adaptation practices and a mapping of hazards in schools. The forum resulted in increased awareness of teachers, parents and government institutions on adolescents' perspectives on the impact of climate change on their communities, conservation and sustainability of natural resources and the importance of school safety. A manual on the methodology used to create participation spaces for adolescents in the discourse of climate change adaptation will be launched on the National Institute of Ecology and Climate Change's platform in 2018 and will be replicated in other states.

Disaster risk reduction and climate change adaptation lenses were used in the planning of and response to the September 2017 earthquakes, whereby hazards were analysed prior to the installation of child-friendly spaces, temporary learning spaces and WASH facilities; special reinforcements were made to protect these spaces against strong winds and floods and the materials used were analysed whether they would be appropriate given the climate conditions. This resulted in positive appreciation of the Ministry of Education and parents of children who benefited from these temporary facilities.

UNICEF Mexico continued reducing the office's carbon footprint. Bulbs and fluorescent lamps with LED were replaced, traditional switches were substituted with movement sensors and high-volume flushing cisterns were replaced with low flow ones. These actions led to a reduced carbon footprint per head. The utility cost remained constant from 2016, despite an increase in the headcount, including the surge capacity during the emergency. Environmentally friendly products are used for office cleaning and maintenance.

### **Effective leadership**

The annual management plan was completed 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 and internal process simplification.

Country management team meetings were convened monthly to monitor and review InSight

scorecard, management indicators, and other ad hoc agenda items. The country management team analysed and deliberated on management issues associated with private fundraising and partnerships (PFP) resource mobilization, business process improvement, cost-efficiency, security enhancement, office infrastructure and location, staff well-being, and learning and development. Country management team deliberations were communicated to all staff through the minutes.

The joint consultative committee convened as required to debate and deliberate on issues concerning staff, including the Global Staff Survey and working conditions.

The business continuity plan was updated twice during the year. There was a desk simulation in June and the day following the 19 September earthquake the plan was activated for two days. All infrastructures and facilities were available and functional, and transactions were carried out normally. The only shortcoming was the number of satellite phones for field missions, which was solved in 10 days.

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 the preparation of the annual management plan.

The office updated and upgraded its inventory of smartphones ensuring all staff have reliable hardware and support for professional phone and data management needs.

## Financial resources management

Financial key performance indicators from InSight and those generated from PFP and programme systems are monitored on a monthly basis by the country management team and are focused on the efficient, effective and strategic use of financial resources.

UNICEF Mexico continued to be highly dependent on the income generated by the in-country private sector fundraising for funds from other resources needed for programme and private sector fundraising strategy implementation. A robust financial management system in place ensured a good flow between the resources generated and the planned implementation of activities.

Improved process efficiency and greater focus on results-based financial management led to efficiency gains and better value for money. Negotiations with the travel agency for waving of airport tax for the laissez-passer holders, adoption of rented printers and use of Uber for staff movement within Mexico City generated more than US\$14,000 in savings. The office saved US\$240,000 in additional rent by refraining from moving the office and instead investing US\$30,000 in office renovation to modernize and optimize the office space.

More savings and greater efficiency were gained as more transactions were transferred to the Global Shared Services Centre in Budapest and the processing time of the Centre was maintained generally below the Service-Level Agreement.

UNICEF Mexico implemented 100 per cent of activities in its original Harmonized Approach to Cash Transfers (HACT) assurance plan, and the office closed the year without any direct cash transfer over nine months.

New standard operating procedures for internal business processes were developed, approved

by the country management team and staff members 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 98 per cent with the following breakdown: budget management allocation 94 per cent per cent, Regular Resources 99 per cent per cent, Other Resources 98 per cent per cent and Other Resources Emergency 98 per cent.

## **Fundraising and donor relations**

The past year, 2017, was a very successful one in terms of private sector fundraising, with a total of US\$8,083,904 raised, representing a 40 per cent increase compared with 2016. An important part of the increase was due to the funds raised for the September 2017 earthquake response. Most of the total funds raised are unrestricted and UNICEF Mexico's contribution to Regular Resources increased by US\$771,996 compared with 2016. These figures represent record contributions.

Under the current country programme document, the Other Resources annual needs are approximately US\$7.2 million. Therefore, the Other Resources fundraising reached in 2017 of US\$4 million, represents 55 per cent of Other Resources requirements. The current PFP strategic plan for 2018–2021 estimates that the fully funded threshold will be reached by mid-plan (end of 2019), assuming the same exchange rate and an unchanged Other Resources ceiling for the next country programme document.

UNICEF Mexico's decision to respond to the September 2017 earthquakes presented a change in the dynamics of fundraising, mobilizing the local private sector to provide funds for the country's humanitarian response needs. UNICEF Mexico was able to raise approximately US\$1 million locally and another US\$4.2 million from UNICEF National Committees, exceeding the initial ask of US\$4.6 million by 13 per cent. The extra funds raised will be used to finance early recovery activities in 2018.

During 2017, the individual donors' nurturing campaign demonstrated the renewed commitment and trust of these donors. Similarly, corporate donors expressed their satisfaction over UNICEF's programme implementation and related progress reports to date. There is sustained donor interest and commitment to renew partnerships with UNICEF Mexico especially in the areas of ECD, violence prevention and education in emergencies.

## **Evaluation and research**

Preparation of the plan for research, impact monitoring and evaluation (PRIME) in 2017 was guided by a thorough review of the Country Office's capacities and priorities, as well as the need to conclude several activities that were still pending by the end of 2016.

In 2017, an impact evaluation of the Comprehensive Model for the Prevention and Response to Violence Against Children and Adolescents in Communities Exposed to High Rates of Violence was conducted. According to the preliminary report, the model was successful in meeting its general objective of reducing the acceptance of violence against children by 10 per cent. The most significant change was seen among elementary school teachers, with 60 per cent of the teachers reporting to reject violence, followed by 27 per cent of parents and 9 per cent of children and adolescents. The final report will be ready in 2018.

An assessment of the effect of positive child-rearing practices on children's development outcomes was finalized, in partnership with IMSS Prospera. The final assessment report

confirms the positive impact of child-rearing practices on a child's development outcomes, except for language. The intervention also had a positive effect on beneficiary families who expressed commitment to attend the workshops and on health personnel who expressed motivation in implementing it. The most outstanding result of the intervention was found in parents' attitudes towards physical punishment, child discipline without the use of maltreatment and responding positively when babies cry. Additionally, parents from the treatment group have changed their attitudes towards play time and have come to understand that it is one of the most important means to achieve a positive learning outcome for children.

In December 2017, UNICEF Mexico was selected as a case study for the mapping exercise conducted by UNICEF Headquarters on UNICEF's National Evaluation Capacity Development. Results of this mapping will be available in 2018.

### Efficiency gains and cost savings

UNICEF Mexico continued to implement initiatives to enhance the quality of the working environment and to produce efficiency gains and cost savings.

The office introduced an electronic ticket system, a simple and straightforward tool to request and track services from operations. As part of the process, most of UNICEF Mexico's standard operating procedures were simplified and streamlined. Since the implementation, the response time improved significantly while comments on efficiency issues reduced substantially.

Printer rentals and the use of OneDrive resulted in US\$4,900 savings in printing costs. Likewise, the use of corporate Uber improved staff mobility and saved the Country Office US\$1,130 in fuel and maintenance of official vehicles.

Despite the increase in the number of staff, consultants and surge personnel, the cost of utilities did not change. This was a result of close monitoring, preventive and immediate corrective maintenance, as well as the use of water- and energy-saving technologies.

Centralization of travel services resulted in a more straightforward, faster and more efficient process. Some 98 per cent of the 484 trips made this year were processed on time within an average of 48 hours. In April 2017, the Office negotiated the waiving of the air ticket tax for UN laissez-passer holders, for both national and international trips, resulting in US\$8,000 savings.

The conversion of the former office library into multi-functional office space, recording studio and meeting room, together with the renovation of the communications office and establishment of a breastfeeding space, resulted in improved working conditions for staff. This solution represented a saving of US\$260,000 in extra rent and US\$450,000 to US\$600,000 in one-time cost from moving offices. A new janitorial and maintenance service contract was signed in August 2017, with a company that uses environmentally friendly products.

### Supply management

In line with the Core Commitments for Children in Humanitarian Action and given the emergencies faced this year, Procurement became a critical function in UNICEF Mexico. PFP was the section with the highest volume of requests for procurement of services. In 2017, the office executed US\$5,143,702.99 in purchase orders and service contracts, including consultancies. Off-shore emergency procurement accounted for an additional US\$1,111,786.20.

## Total procurement for UNICEF Mexico in 2017

Programme services and supplies	\$3,795,889.42
Operational supplies and services	\$164,748.34
Emergency Procurement off-shore (four orders)	\$1,111,786.20
Emergency Local procurement (goods and services)	\$1,087,773.74
<b>Total</b>	<b>\$6,160,197.70</b>

As a middle-income country, Mexican suppliers are able to provide all required supplies, therefore the majority of required goods and services are procured locally. The market analyses conducted reveal that local suppliers meet standards of cost, quality and timely delivery defined by the Office. Out of 305 contracts, the only off-shore procurement through the Supply Division was for school tents in response to the September earthquakes emergency.

Compared with previous years, this year an increase in the individual contractors sourced abroad was registered. This was due to the specificity of new and emerging areas of UNICEF interventions, for example legacies, corporate pathway pledge, alliances with private and public partners, and the need for specific expertise and experience to speed up emergency response. Additional support was required for education and WASH directly relevant to the emergency response.

In 2017 UNICEF Mexico recorded a 47 per cent increase in the cases submitted to the Committee on the Rights of the Child. Among the reasons for the increase are the establishment of more long-term agreements and procurement for PFP and the earthquakes emergency. The distribution by area was as follows: operations – 2; programmes – 7; communications – 5; and PFP – 22. In total, 32 out of 36 cases submitted to the Committee on the Rights of the Child were approved in the first review.

The volume of work brought on by the emergencies and with an expanding private sector fundraising operations, it is clear that it is difficult to combine the supply work with that of administration.

### Security for staff and premises

Staff safety and security was a paramount priority throughout the year. UNICEF participated in all UN Security Management meetings, and appropriate resources were allocated to maintain a standing level of Country Office and staff security and emergency response, in collaboration with the United Nations Department of Safety and Security (UNDSS).

The business continuity plan was updated twice in 2017 and the office security and evacuation plans were updated and tested. There was an earthquake simulation on 19 September, just hours before the actual earthquake. The day after the 19 September earthquake, UNICEF management activated the business continuity plan for two days. All infrastructure and facilities were available and fully functional. Critical and essential staff had remote access to UNICEF's information technology applications and systems. During the business continuity plan activation, critical staff presented themselves in the office within 24 hours, while non-critical staff worked

remotely. Office transactions and necessary payments were carried out smoothly, proof of a solid business continuity plan and preparation. The only shortcoming during the emergency was the number of satellite phones available for field missions. With the support of the ICTD, the situation was resolved in 10 days.

The risk profile in the annual management plan was updated in the first quarter and was considered for decision-making within programme and operations. The Information and Communication Technology (ICT) Disaster Recovery Plan is in place. The warden system and the call tree were updated and was revamped to make the communication more fluid and accurate. At present, the heads of the branches are the heads of sections, and it is now their responsibility to check on their own teams, including consultants.

Three staff members participated in the first Safe and Secure Approaches in Field Environments training organized by the UNDSS in Mexico. In their first weeks with UNICEF Mexico, all new staff and consultants underwent security orientation provided by UNDSS. No staff travelled without security clearance, even during the emergency.

## Human resources

UNICEF Mexico established an internal reporting and monitoring system to ensure compliance with deadlines to complete the three stages of the performance appraisal system. Human resources is the reporting body and the country management team is the monitoring body. All end year review performance appraisal system evaluations were completed on time.

The Country Office recruited for 15 posts and 26 non-staff contracts. The Office has 61 per cent fixed-term/permanent staff, 5.1 per cent temporary appointments and 33.3 per cent individual contractors. Compared with previous years, there was an increase in individual contractors sourced abroad, due to the specificity of new and emerging areas of UNICEF interventions, and the need for specific expertise in emergency.

UNICEF Mexico continues to address a gender imbalance. Currently the Country Office has 60 per cent women among staff and 67 per cent of professional staff are women.

The learning and development plan was established at the beginning of the year and included face-to-face and online sessions.

The Country Office has one male and one female peer support volunteer to provide the option of whom to choose to discuss a case with. The United Nations contracted one local stress counsellor and also an international one during the emergencies. Given the perceived need, UNICEF Mexico received additional support for a one-week mission of the stress counsellor from UNICEF Syria.

The Country Office organized a workshop on performance management with support from the Division of Human Resources, with a follow-up plan elaborated.

There was one United Nations inter-agency session on HIV/AIDS.

The action plan to respond to the 2017 Global Staff Survey was developed jointly by the staff association and management, and its implementation has been monitored. The plan focuses on the dimensions where the Country Office scored the lowest: career and professional development, office efficiency and effectiveness and job satisfaction/motivation.

UNICEF Mexico gave staff opportunities to have relevant local and overseas exposure; nine people participated in stretch assignments or in emergency missions.

### Effective use of information and communication technology

In 2017, the Country Office made all efforts to ensure that staff members had the best technology to perform their functions, within the ICT policy and budgetary limitations. Despite these constraints, sections and individual users' needs and requirements for improved efficiency and effectiveness were met creatively.

UNICEF Mexico pursued the aggressive upgrade and replacement policy of ICT hardware initiated in 2016. Some 95 per cent of office computers now meet the organization's standards.

The senior ICT assistant was critical in the development, materialization and improvements of the electronic ticket service, using the open-source technology, which brought substantive improvement in the efficiency of service provided by operations and the consequent user satisfaction. Technical support to the area of PFP and protection in the development of applications and corresponding terms of reference were provided. For 2017, an important contribution from ICT to programme implementation was an offline component of national birth registration software, currently being developed, which will allow the most disadvantaged children to exercise their right to an identity in the most efficient way.

The universal Wi-Fi introduced coupled with the WIDI, improved staff mobility, enhanced productivity, and collaboration among different staff and sections.

The shift from owned printers to multi-function rented printers, with access granted to all staff, coupled with the use of OneDrive, represented a 40 per cent savings in the printing cost, compared with 2016.

### 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

Protection of children is still an important challenge in the area of migration, where migration procedures prevail over protection procedures, often acceding repatriation without consideration of the best interest of the child. To overcome this challenge, UNICEF Mexico has invested in strengthening procedures and capacities of line agencies such as the Mexican Commission for Refugee Aid (COMAR), the Social Welfare Agency, the National Institute for Migration and the Matías Romero Institute of the Ministry of Foreign Affairs, which are key actors for instigating change towards a more adequate treatment of migrant children in Mexico.

Aside from working on procedures and capacities, important achievements of UNICEF Mexico in the area of migration include the consolidation of the alternative care model for migrant children, and strengthening capacity of psychosocial services inside and outside of shelters. Staff from 23 shelters in key states were trained to develop activities that foster resilience and contribute to psychosocial recovery. More than 2,400 children have participated in activities as a result of the training, while 108 psychosocial experts have been connected into a network to

provide additional support to shelters.

For the alternative care model, expertise was provided to design and implement alternative care options in Tabasco, which include a reception centre, an 'open door' shelter for asylum seekers and refugees, and facilitation of foster care. The pilot foster care programme that started in two states and in the Federal National Welfare System, in partnership with the Latin American Foster Care Network, led to raising the interest of three more states, where a foster care programme has been initiated with UNICEF Mexico support. Ten families were certified as ready to extend foster care (an unprecedented result for the country), while the tools developed under this partnership are contributing to similar processes in other states. To further promote the model, a study tour to Italy was organized for the Executive Secretary of SIPINNA, the Federal Child Protection Attorney (child protection authorities), and the child protection authorities from the states of San Luis Potosí and Tabasco. As a result, the federal child protection authorities are currently developing a document for a Mexico-adapted integrated care model and San Luis Potosí has expressed an interest to develop it as well. These initiatives should serve as a basis to create a national alternative care model. UNICEF continues to play the role of a leading advocate in favour of alternative care and de-institutionalization.

With violence prevention identified as a priority of the country programme, following a mid-term review in 2016, UNICEF Mexico provided technical assistance to the Government in its role as a pathfinder country of the Global Partnership to End Violence Against Children. The National Action Plan was launched on 2 August 2017 and was developed through a highly participative approach involving 26 federal agencies, 3 autonomous bodies, the Federal Congress and 24 civil society organizations. At the launch, the local governments, academia, civil society organizations and the private sector publicly committed to take action to end violence. Similarly, the Partnership was launched in three states: Baja California Sur, Guerrero and Tamaulipas, where UNICEF Mexico will provide support for action plans to be completed in 2018. This process has also offered an opportunity to mainstream the issue of violence in the agenda of various sectors, such that of the Ministry of Health.

Advocacy and capacity-building initiatives continue to ensure social reintegration of adolescents in conflict with the law, in partnership with civil society networks and in close collaboration with Mexico's juvenile justice system.

Finally, in response to the two earthquakes, UNICEF Mexico provided psychosocial support services to 1,700 children through 34 child-friendly spaces in the five earthquake-affected states of Ciudad de México, Chiapas, Morelos, Oaxaca and Puebla. To ensure protection from violence and exploitation, UNICEF provided technical support to 16 municipal-level child protection authorities to strengthen the protection mechanisms in the affected municipalities where 680,000 children and adolescents live.

**OUTPUT 1** By the end of 2018, coordination mechanisms between sectors and levels of government guarantee children's rights in compliance with the standards defined by the General Law on Child and Adolescent Rights.

### **Analytical statement of progress**

Mexico is the second country to launch a national action plan as part of its international commitment to the Global Partnership to End Violence Against Children. The Plan, which includes 31 lines of actions with goals, implementation measures and indicators, was launched on 2 August 2017 and was developed through a highly participatory approach involving 26

federal agencies, 3 autonomous bodies, the Federal Congress and 24 civil society organizations. It was also launched in Baja California Sur, Guerrero and Tamaulipas, where corresponding action plans at the state level will be elaborated in early 2018. The implementation of these actions is seen to benefit at least one million children and adolescents from states with high levels of violence. All 32 states received technical guidance and a methodology was designed by UNICEF Mexico to develop the state action plans.

An important component of child rights governance is the implementation of the Recommendations of the Committee on the Rights of the Child (CRC/C/MEX/CO/45), whereby the roadmap to implement the recommendations has been approved by the Convention on the Rights of the Child Commission in the National Child Protection System (SIPINNA). The Federal Government has developed a roadmap to implement these recommendations, together with a compendium of standards on the content of each one of the 20 rights included in the Children's Law, based on international treaties and observations. The compendium should guide the government institutions in Mexico to adhere to the Committee's recommendations.

The Committee on the Rights of the Child, in the same document, expressed its concern about the high prevalence of child marriage and reported cases of forced marriage, especially involving girls belonging to indigenous communities. UNICEF Mexico, together with UNWomen, the Office of the United Nations High Commissioner for Human Rights and UNFPA lobbied to raise the minimum legal age of marriage to 18 in the states of Chihuahua, Guerrero and Tabasco, and a roadmap to address child marriage and early unions has also been developed as a result of UNICEF Mexico's close collaboration with the Executive Secretariat of SIPINNA and civil society organizations.

**OUTPUT 2** By the end of 2018, a national and state-level special protection system exists to prevent, address and restore – in an integrated manner across sectors and branches of government – the rights of children and adolescents who have been violated, with special attention to those violations related to migration, institutionalization and violence – especially gender-based violence – and discrimination.

### **Analytical statement of progress**

In 2017, the capacities of 13 state-level child protection authorities, 12 municipal-level child protection authorities and 407 staff from child protection authority offices (lawyers, psychologists, social workers) were further developed in the implementation of special protection measures for children, as well as the development of care and rights restitution plans in accordance with Article 123 of the Children's Law. At least 80,000 children and adolescents who may require special protection in priority states are benefiting from these strengthened capacities to ensure due process for those who need them. Child protection authorities, and staff members at the municipal level in the earthquake-affected states of Chiapas, Morelos, Oaxaca and Puebla were also especially oriented to ensure protection of children from exploitation, abuse and other forms of violence, in the aftermath of the September 2017 earthquakes.

Mexico's health sector has been especially strengthened to respond to violence against children, through UNICEF Mexico's partnership with the National Centre for the Health of Children and Adolescents and the Ministry of Health. In total, 108 psychologists, psychiatrists and social workers in contact with children and adolescents who suffered from violence, including migrant children, are now part of the National Mental Health Network. A manual has been developed to prevent, detect and respond to violence against children.

Part of the response to cases of violence against children is the provision of alternative care options. A foster care programme for children and adolescents separated from their families is being implemented at the federal and state levels with the support of UNICEF Mexico and the Latin American Network of Family Foster Care. A total of 78 social workers and other professionals were trained on family foster care, which resulted in the identification and certification of initially 10 families as 'fit' to provide care, and initiation of fourfamily-child matching processes. To accompany the process, a comprehensive manual on foster care at the state level has been developed for Social Welfare Agency and child protection authorities. A study tour to Italy was also organized for the Executive Secretary of SIPINNA, the Federal child protection authorities and child protection authorities from the states of San Luis Potosí and Tabasco, which resulted in the engagement of the Government to develop a policy paper on a Mexican-adapted alternative care model, including care options for migrant children and adolescents.

Advocacy, capacity development and provision of technical assistance are ongoing to support the protection and improved channelling of migrant children in Mexico. COMAR's interview formats were adapted to ensure a child-friendly approach and 30 staff from COMAR were trained on interview techniques, directly benefiting 180 children who applied for refugee status this year. Similar work was done with the Ministry of Foreign Affairs, where all consular officers can now avail of an online course on the Protocol on Consular Attention for Unaccompanied Children and Adolescents. Training on special protection for migrant children was provided to 190 staff in 27 migrant shelters.

**OUTPUT 3** By the end of 2018, children and adolescents who are victims or witnesses to crimes and children and adolescents in conflict with the law will have access to specialized justice systems that guarantee their rights in a comprehensive way and promote their reintegration into society and their communities.

### **Analytical statement of progress**

Some 817 officials and staff from the Ministry of Justice were trained on *Children's Rights and Access to Justice*, as well as 719 psychology professionals nationwide were trained on *Specialized Forensic Psychology for Children and Adolescents*, through online courses developed by UNICEF Mexico in partnership with the Supreme Court of Justice. The learnings from these trainings will be applied to at least 230,000 children who were subjected to child rights violations in the country. A manual to guide the legal representation of children and adolescents was developed for child protection authorities and was validated in 11 states.

To promote the rights of adolescents in conflict with the law, a programme to implement non-custodial sanctions for adolescents was promoted by UNICEF Mexico in Ciudad de México and was reviewed and renegotiated with judicial and administrative authorities. 235 adolescents subjected to non-custodial sanctions in the capital now have better access to services facilitating social reintegration. In addition, 15 specialized judges and 3 specialized magistrates from the Ciudad de México juvenile justice system were oriented on the services and programmes promoted by a network of organizations for the social reintegration of adolescents in conflict with the law, to which UNICEF Mexico provided technical support. At least 30 adolescents from the capital have been referred to these specialized programmes and services. The programmes offered by the organizations include drug and alcohol addiction treatment, reintegration to the educational system, on-the-job trainings, engagement in community services and social and emotional skills development. A national mapping of good practices and

initiatives on non-custodial sanctions for adolescents in conflict with the law was finalized, and the Government can now count on a baseline for the implementation of non-custodial sanctions 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**

UNICEF Mexico contributed to the consolidation of the National Information System (INFOSIPINNA), one of the mechanisms defined by the General Law on the Rights of Children and Adolescents to monitor progress in the situation of child rights. It now includes a special module to report the progress of the National Child Protection Programme. INFOSIPINNA is also now in the process of updating the information of the 2015 Encuesta Intercensal to be included in the system.

A new national situation analysis was developed in 2017 on realization of child rights in Mexico (to be launched in early 2018), with an addendum on the impact of the September earthquakes on the situation of children and adolescents in the affected states. This document is a valuable piece of information that will be used as a basis for the common country analysis and a new United Nations Development Assistance Framework in 2018. The evidence from the situation analysis will also be used to position children and adolescent issues with candidates and political parties in the upcoming national and state elections.

The final report of the 2015 MICS was launched in early 2017, the data from which will be included in the revised INFOSIPINNA in 2018. The MICS data were widely quoted in the national media, as well as by public authorities in their speeches and declarations regarding the situation of children and adolescents in Mexico. MICS data helped strengthen the arguments in favour of breastfeeding in Mexico and to improve available information on factors related to disability. An ongoing strategic alliance with INSP and INEGI intends to include novel thematic modules from the MICS in regular household surveys conducted by the Federal Government. Apart from these surveys, UNICEF is also working with INEGI in the development of a longitudinal survey on early childhood development to explore how socio-economic and household factors impact on child development during the first five years of life.

Early childhood development remains positioned at the centre of the public agenda, as soon as it was identified as the least represented age group in national budgets and policies. An important impact by UNICEF was made through the recently created Intersectoral Commission for Early Childhood Development, in which UNICEF demonstrated leadership in drawing up a comprehensive ECD policy proposal that will be submitted to the new government in 2018.

UNICEF Mexico continues to promote the exchange of good practices of the Mexican Government regarding the measurement of child poverty, equity-focused evaluation practice and public investment in childhood through South-South cooperation initiatives. These exchanges, a result of a broad international recognition of Mexico's innovative achievements, allow UNICEF Mexico to position itself with national counterparts (e.g., CONEVAL, INEGI and the Ministry of Finance) in order to sustain important work in these domains. As a result of the agreements reached in the Regional Seminar on Public Investment in Children in 2016, Mexico assumed the leadership in the development of a regional roadmap to define a common agenda on public investment in children in Latin America. In its interest to promote a better allocation of

financial resources for the full exercise of child rights, UNICEF Mexico has developed a costing study for the sustainable operation of the child protection attorneys. Technical assistance has also been provided to states and municipalities in order to estimate public expenditures on children and adolescents, with the use of UNICEF methodology that has been recognized by the Ministry of Finance.

**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**

Forty new indicators on the situation of children's rights, which include indicators on multidimensional poverty, ECD index, adolescent fertility rates, children in prison, homicide and suicide rates in children, etc., were integrated in INFOSIPINNA, as a result of the validation and updating of indicators on children through INEGI. Since then, INEGI has assumed the ownership and responsibility in updating these indicators on children's rights. UNICEF provided financial and technical assistance to continuously strengthen INFOSIPINNA and to introduce a new module to monitor the progress of the National Programme on Children's Rights.

UNICEF Mexico is also working with INEGI to conduct a longitudinal survey on child poverty and early childhood development through the submission of a technical proposal of the survey, whereby an agreement was reached between the two institutions to include this module in the National Household Survey of Income and Expenditures for 2018. The survey proposed will complement the measurement of quantitative child poverty with information linked to child development in the first years of life, quantifying factors such as socio-economic and household conditions. The result of this survey should demonstrate development gaps between children from higher and lower socio-economic levels, which could be used to make the case for better public investment in ECD.

UNICEF Mexico's work on the elaboration of child poverty data, the analysis of children in poverty and the determinants of poverty in Mexico, formed part of *Building the Future: Children and the Sustainable Development Goals in Rich Countries*, a report card that offers an assessment of child well-being in the context of sustainable development across 41 countries of the European Union and the Organisation for Economic Co-operation and Development (OECD).

Due to Mexico's outstanding case in evaluation and public investment in children, South-South cooperation with the Government of Algeria and the Government of Kenya was facilitated by UNICEF Mexico with the UNICEF Algeria and UNICEF Kenya country offices respectively. This cooperation was seen to strengthen technical capacities on institutionalizing equity-focused evaluation practice and the use of multidimensional poverty analysis to inform policies, as well as to share good practices in public investment in children.

UNICEF Mexico also provided support to the Working Group of Child Statistics from the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean, to enable the participation of members of 15 statistical offices in the region. As a result, a work plan for 2018-2019 was developed by this group to promote the generation, systematization and integration of statistics and indicators on childhood and adolescence in the region.

**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**

Efforts were strengthened this year in terms of improved data collection, whereby survey questionnaires on birth registration, maternal and new-born care and family structure proposed by UNICEF to the National Institute for Statistics and Geography (INEGI) will be included in the pilot test of the National Demographic Dynamics Survey (National Survey on Demographic Dynamics 2019). This survey will produce disaggregated data pertinent to initiatives on ECD and the right to birth registration. UNICEF also sent a proposal to INEGI to include questions on child discipline, out-of-school children and institutional care for the 2020 National Census, given the need to have more solid evidence for child protection policies, especially to promote alternative care models for children without parental care.

The Final Report of the 2015 Multiple Indicator Cluster Survey (MICS) in Mexico was presented this year, which caught public attention particularly with data on child discipline, immunization and ECD. MICS data was applied by various government institutions to develop thematic factsheets on breastfeeding and children with disabilities, and was mentioned in academic articles for the National Magazine on Public Health. An agreement has been reached with the National Institute of Public Health (INSP) and the Social Cash Transfer Programme (Prospera) to include the MICS ECD module in the National Health and Nutrition Survey for 2018. This would be the first time for Mexico to collect data and information nationwide on ECD, which should demonstrate why, where and how to improve public investment for the development and well-being of children under 5 years of age.

To strengthen the work on ECD at the political level, a comprehensive early childhood development proposal was tabled in the Permanent Commission for Early Childhood Development, in order to define a universal road map for services for children under 5 years of age for the incoming government.

In terms of public financing for children, UNICEF Mexico is in partnership with the Mexican Institute for Competitiveness to promote an initiative for law reforms on budget and accounting, not only to increase transparency and accountability at the state level but also to advocate for and include the needs of children and adolescents in all future budgeting exercises. Technical support was also provided to three municipal governments to estimate public spending for children and adolescents, using a UNICEF-proposed methodology, with the intention of institutionalizing this exercise in the public administration at the subnational level. This methodology is already recognized by the Ministry of Finance as good practice.

This year, a costing study for the operationalization of Child Protection Attorneys (Procuraduría de Protección de la Niñez) has been initiated, which will produce a baseline for UNICEF Mexico to further advocate for greater allocation of public resources for this institution. Until now, the Child Protection Attorneys, although mandated by the General Law on Child and Adolescent Rights, have not been effectively functioning due their low administrative profile, and therefore, their limitation to negotiate for a more adequate budget as per expected function, breadth and scope.

**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 early child development policies, and children 6–11 years old have equitable access to quality primary school, with special attention to indigenous girls and boys.

### **Analytical statement of progress**

To bolster the exercise of a child's right to survival, UNICEF Mexico, in partnership with IMSS Prospera, launched the initiative Caring for the Newborn at Home, through which 35 community health workers from IMSS Prospera were trained in the home-care visit methodology in Veracruz State, resulting in home-care visits for 350 women during pregnancy and the first two weeks after birth. IMSS Prospera will scaleup the initiative in neighbouring municipalities by 2018, with an evaluation underway to measure improvement of maternal and neonatal health outcomes for participating women. A study to monitor compliance of the Mexican health sector with the International Code of Marketing of Breast-milk Substitutes was undertaken by UNICEF Mexico in partnership with the Pan American Health Organization (PAHO), Ministry of Health and the National Institute of Public Health (INSP). The results of the study were used as a basis for a regional workshop on the monitoring of the International Code, organized by UNICEF Mexico, World Health Organization/PAHO and Ministry of Health, with the participation of 40 key decision makers from different countries in Latin America. The methodology was also replicated in Chile and Ecuador. An interinstitutional committee, including UNICEF, was consequently set up to follow-up on the implementation of the Code.

UNICEF Mexico's work to promote breastfeeding has been widely recognized, not only in the public sector but in the private sector as well. In partnership with PFP's Child Rights and Business initiative, guidelines in the design of breastfeeding spaces in the workplace were developed and were used for the establishment of 70 breastfeeding spaces in various private sector companies in 2017. Data on breastfeeding derived from the 2015 MICS have been used in political discussions, as well as cited in academic publications in Mexico.

Universal and timely birth registration was promoted in municipalities with low human development index in Chiapas and Guerrero, which resulted in the registration of 1,428 children this year, as well as 1,345 civil registration procedures such as issuance of birth certificates and corrections thereof, issuance of the national number for personal identification (CURP), 803 requests for affiliation to social programmes and access to medical consultations, including vaccinations. UNICEF Mexico developed evidence-based guidelines for the eventual scale-up of this model, composed of strategies, costing, key communication messages and definition of roles for key actors in the process. Beyond the pilot initiative, communication and advocacy strategies on universal and timely birth registration were strengthened in eight other states, which resulted in the orientation of 180,000 families on the process and advantages of birth registration before a child turns 1 year old. Thanks to the partnership with IMSS and the IMSS Foundation, birth registration has been successfully promoted in 15 public hospitals in the states of Ciudad de México, State of Mexico, Guanajuato, Jalisco, Nuevo León, Puebla, Veracruz and Yucatán.

In terms of ECD, UNICEF Mexico provided technical support to the development of a cross sectoral ECD policy to the National ECD Commission, which resulted in a first draft of a comprehensive roadmap of universal services in 2017. The existence of this roadmap sets the basis for guaranteeing universal access to standard quality ECD services for Mexico's 12.7 million children from 0 to 5 years of age. UNICEF Mexico's advocacy on ECD, based on the results of the pilot with IMSS Prospera on positive child-rearing practices, resulted in the scale-up of the initiative to 767 primary care units and 79 rural hospitals in the states of Michoacán, San Luis Potosí, Yucatán and Zacatecas, directly benefiting 125,000 children accessing these

rural facilities.

To ensure that education sector could respond to the needs of the indigenous and most vulnerable children, UNICEF Mexico, in partnership with the Ministry of Education, developed the capacity of 921 teachers and principals from preschool, primary and secondary schools in Chihuahua, Estado de México and Guerrero in reading and writing in the indigenous languages of mazahua, me'pha, and rala'muli. These teachers are now expected to implement their Indigenous Languages Programme in the framework of the new educative model to the advantage of 23,025 indigenous students. UNICEF Mexico's advocacy and technical support to Ministry of Education on promoting indigenous education has led to the inclusion of daily lessons in indigenous languages and Spanish as second language in the model.

In light of the two September 2017 earthquakes, UNICEF Mexico provided technical assistance to the Ministry of Educations at the state level by providing temporary learning spaces, emergency water and sanitation facilities, schools-in-a-box and psychological first aid training for teachers, directly benefiting 4,000 school children in Chiapas, Morelos, Oaxaca and Puebla. An additional 16,000 students will be targeted with the new arrivals of school tents. The customs administrative process is and has been an important bottleneck in the emergency response in education, as well as the tensions between the Ministry of Education and the Section 22 Teachers' Union in the State of Oaxaca. Prior to the disasters, 242 teachers and education authorities were trained in the development of school safety plans in Guerrero, Jalisco and Oaxaca and more than 400 schools implemented their plans in 2017 with the participation of 8,000 students. An evaluation of the effectiveness of the school safety plans, particularly in earthquake-affected Oaxaca, will be conducted in 2018.

**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 of age will be reduced, through mobilization and awareness-building of families and institutions.

### **Analytical statement of progress**

Universal and timely birth registration was promoted in municipalities with low human development index in Guerrero and Chiapas, which resulted in the registration of 1,428 children this year, as well as 1,345 civil registration procedures such as issuance of birth certificates and corrections thereof, issuance of the national number for personal identification (CURP), 803 requests for affiliation to social programmes and access to medical consultations, including vaccinations. Some 112 civil registration offices located in health facilities in Chiapas and Guerrero disseminated C4D messages on free-of-charge birth registration, families of more than 100,000 unregistered children all over the country can now easily identify the location of civil registration offices and the required documents to process birth certificates. This integrated local model for birth registration, which includes access to other services from the administrative, health and social development sectors, has been well appreciated in the pilot municipalities and has proactively involved government officials from the Civil Registry and the municipal authorities.

UNICEF Mexico developed evidence-based guidelines for the eventual scale-up of this model, composed of strategies, costing, key communication messages and definition of roles for key actors in the process. Beyond the pilot initiative, communication and advocacy strategies on universal and timely birth registration were strengthened in eight other states, which resulted in the orientation of 180,000 families on the process and advantages of birth registration before a child turns one year. Thanks to the partnership with the Mexican IMSS and the IMSS

Foundation, birth registration has been successfully promoted in 15 public hospitals in the states of Ciudad de México, State of Mexico, Guanajuato, Jalisco, Nuevo León, Puebla, Veracruz and Yucatán.

UNICEF Mexico provided technical assistance to the National Human Rights Commission to ensure birth registration is free-of-charge by strengthening the legal framework to right to identity. Despite the guarantees provided by the Mexican Constitution since 2014, many states still maintain the legal provision that allows certain charges for birth registration. With UNICEF Mexico's support to the National Human Rights Commission, the Supreme Court of Justice published five rulings in favour of CNDH and against 17 state laws that allowed unconstitutional charges for this service. As a result, more than 70,000 unregistered children from Aguascalientes, Nayarit, Chihuahua, San Luis Potosí, Baja California, Baja California Sur and Morelos have now guaranteed access to free birth registration.

**OUTPUT 2** Technical and financial assistance for the design and implementation of national campaigns and C4D initiatives to inform and mobilize families, especially of excluded populations and institutions, to register the births of children promptly.

### **Analytical statement of progress**

UNICEF Mexico provided technical support for the development of a cross sectoral ECD policy to the National ECD Commission, which resulted in a first draft of a comprehensive roadmap of universal services in 2017. The existence of this roadmap sets the basis for guaranteeing universal access to standard quality ECD services for Mexico's 12.7 million children from 0 to 5 years of age. In partnership with IMSS Prospera, evidence of the positive impact of enhancing child-rearing practices with focus on early childhood development has been generated mainly through a pilot intervention with the IMSS Prospera hospitals, which identified the improvement of language skills for 34.6 per cent of children enrolled in the programme, while 27.7 per cent improved their gross motor skills. UNICEF Mexico's advocacy on ECD, based on the results of the pilot, resulted in the scale-up of the initiative to 767 primary care units and 79 rural hospitals in the states of Michoacán, San Luis Potosí, Yucatán and Zacatecas, directly benefiting 125,000 children accessing these rural facilities.

To accompany this process, UNICEF Mexico also provided training to 77 nurses and psychologists from IMSS Prospera on ECD strategies and the content of the trainings was further used by 2,051 general practitioners, nurses and paediatricians through the engagement of IMSS Ordinario and its 1,267 primary health units, which has a potential reach of 2.5 million children under 5 years old.

The results of the Analysis and Mapping of Public Services for ECD have been presented in various states such as Puebla, Veracruz, Chihuahua, Nayarit, Hidalgo, Jalisco and Tabasco, to orient key decision-makers at the state level on the advantages of having good quality ECD services. The said knowledge product was also used as a basis to start a dialogue with government institutions and private sector partners to further improve already existing ECD public services.

A public-private sector dialogue was held in August 2017 among the Federal Social Welfare Agency, representatives from Ministry of Education (Ministry of Education), Ministry of Social Development, SIPINNA, private sector partners such as Chihuahua Chamber of Commerce, Cinopolis, Sesame Workshop, Fundación Televisa, Cemex, Mota Engil, Coppel, Nacional Monte de Piedad, and was attended by the First Ladies of the states of Quintana Roo, Tabasco

and Jalisco. This event resulted in a shared understanding of quality ECD standards, support needs from the public sector and private sector opportunities for collaboration. As a follow-up, technical support of UNICEF Mexico's ECD officer and team was provided initially to Jalisco and Tabasco to conduct a survey of various ECD facilities in the state and to provide recommendations on how to standardize and optimize these ECD services.

As part of the 2017 earthquake response, UNICEF Mexico distributed 116 ECD kits initially in Puebla and Oaxaca for the benefit of an estimated 6,800 children in preschools affected by the disaster.

**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**

To ensure that the education sector could respond to the needs of the indigenous and most vulnerable children, UNICEF Mexico, in partnership with the Ministry of Education, developed the capacity of 921 teachers and principals from preschool, primary and secondary schools in Chihuahua, Estado de México and Guerrero in reading and writing in the indigenous languages of mazahua, me'pha', and rala'muli. These teachers are now expected to implement their indigenous languages programme in the framework of the new educative model, with a target of 23,025 indigenous students. UNICEF Mexico's advocacy and technical support to the Ministry of Education on promoting indigenous education has led to the inclusion of daily lessons in indigenous languages and Spanish as second language in the new educative model. A report on the educational situation of the indigenous population, the 'Brief Overview of Indigenous Education', was produced by the National Institute for Education Evaluation in partnership with UNICEF Mexico.

UNICEF Mexico in partnership with Ministry of Education developed the capacity of 220 education authorities on the early warning system for children at risk of school drop-out. The system is currently being implemented in various states, however, it does not have a uniform approach, which led the Ministry of Education to ask for UNICEF Mexico's support for an evaluation of the system effectiveness in early 2018. To encourage permanence in schools, UNICEF Mexico trained 404 teachers and education authorities from the states of Jalisco, Sonora and Tabasco on the Framework of Child-Friendly Schools, underlining the importance of gender sensitivity and violence prevention approaches. At least 7,500 students from these three states will benefit from the application of this training in schools.

In light of the September 2017 earthquakes, UNICEF Mexico provided technical assistance to the Ministry of Educations at the state level by providing temporary learning spaces, emergency water and sanitation facilities, schools-in-a-box and psychological first aid training for teachers, directly benefiting 4,000 students in Chiapas, Morelos, Oaxaca and Puebla. An additional 16,000 students will be targeted with the new arrivals of school tents. The customs administrative process is and has been an important bottleneck in the emergency response in education, as well as the conflict between the Ministry of Education and the Section 22 Teachers' Union in the State of Oaxaca. Prior to the disaster, 242 teachers and education authorities were trained in the development of school safety plans in Guerrero, Jalisco and Oaxaca and more than 400 schools implemented their plans in 2017 with the participation of

8,000 students. An evaluation of the effectiveness of the school safety plans, particularly in earthquake-affected Oaxaca, will be conducted in 2018.

#### **OUTPUT 4** New element

##### **Analytical statement of progress**

'Listos a Jugar!', the Sesame Street series promoting healthy eating habits and physical activity, was launched on Mexican public television this year, reaching an audience of 4.8 million, 914,636 Facebook and 95,206 Twitter followers. An evaluation on how the series impacted children's eating patterns and physical activity tendencies is ongoing. In partnership with Yakult, C4D strategies were also used to improve health and nutrition habits among 140,000 families in urban settings, whereby 69 per cent of the participating families in Guadalajara and Mexico City confirmed the use of the C4D materials produced by UNICEF Mexico to especially improve nutritional choices.

The combination of the use of C4D and innovation led to the implementation of the project Prospera Digital, which in 2017 reached 3,017 pregnant women in 326 health clinics in Chiapas, Estado de México, Guanajuato, Hidalgo and Puebla. During the course of the project, 1,870 new-borns from the most disadvantaged municipalities have been safely delivered by the women participating in the project, through the use of SMS, babies' development has been monitored until the age of 2. Ministry of Health will scale-up the intervention in four other states and an impact evaluation of the project will be finalized by May 2018.

To bolster the exercise of a child's right to survival, UNICEF Mexico, in partnership with IMSS Prospera, launched the initiative Caring for the Newborn at Home, through which 35 community health workers from IMSS Prospera were trained with the home-care visit methodology in Veracruz State, resulting in home-care visits for 350 women during pregnancy and the first two weeks after birth. IMSS Prospera will scale-up the initiative in neighbouring municipalities by 2018, with an evaluation underway to measure improvement of maternal and neonatal health outcomes for participating women.

A study to monitor compliance of the Mexican health sector with the International Code of Marketing Breastmilk Substitutes was undertaken by UNICEF Mexico in partnership with PAHO, the Ministry of Health and INSP. The results of the study were used as a basis for a regional workshop on the monitoring of the International Code, organized by UNICEF Mexico, World Health Organization/PAHO and the Ministry of Health, with the participation of 40 key decision makers from different countries in Latin America, the methodology was also replicated in Chile and Ecuador. An inter-institutional committee, including UNICEF, was consequently set up to follow-up on the implementation of the Code.

UNICEF Mexico's work to promote breastfeeding has been widely recognized by both the private and public sector. In partnership with PFP's Child Rights and Business initiative, guidelines in the design of breastfeeding spaces in the workplace were developed and were used for the establishment of 70 breastfeeding spaces in various private sector companies in 2017. Breastfeeding promotion in shelters was an important part of the 2017 earthquake response. Data on breastfeeding derived from the 2015 MICS have been used in political discussions, as well as cited in academic publications in Mexico.

**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**

Limited spaces for adolescent participation, increasing drop-out rates in secondary school, early pregnancy and child marriage (or union) and violence are some of the most important challenges for adolescent development in Mexico. To respond to this situation, UNICEF Mexico increased its efforts in knowledge management and evidence generation, advocacy, as well as capacity development in 2017.

In terms of knowledge management and evidence generation, the integrated model on prevention and response to violence against children and adolescents in communities with high rates of violence (a pilot project in Ixcateopan) has been implemented in the state of Guerrero. The model aims to reduce the acceptance of violence in school, family and community settings. Results of the evaluation show that the model was successful in reducing the acceptance of violence against children by 10 per cent, an increase of 60 per cent among teachers who reject violence, 27 per cent increase among families and 9 per cent among children themselves. On the basis of these results, the project will be scaled-up to other municipalities in Guerrero with slight modifications of the initial design to ensure more effective results.

In light of the Global Partnership to End Violence Against Children, U-Report was used to gather opinions of 2,774 adolescents nationwide on the prevalence of violence in general and the types of violence experienced by this age group. This information was used to enrich Mexico's National Action Plan under the Global Partnership.

Advocacy has been a strong point for UNICEF Mexico in terms of promoting the adolescent-friendly school model as an option for adolescents in conflict with the law and to enhance adolescent participation. More than 300 adolescents in detention were able to access the model, giving them an option for learning in their current situation. The model also served as an entry point for wider participation of adolescents in new and emerging themes of importance, particularly in the areas of disaster risk reduction and climate change adaptation. Nevertheless, inclusive secondary education of good quality remains an important challenge in the country, as well as ensuring meaningful participation for adolescents within this context.

Developing and strengthening institutional capacities is a key strategy to achieve results under this outcome. In partnership with SIPINNA, UNICEF Mexico developed and disseminated child and adolescent participation guidelines at the federal, state and municipal levels, with the objective of creating and strengthening child and adolescent participation mechanisms in political and social arenas, including the school environment. The Third Girls' and Adolescents' Forum was held in Mexico City in 2017, where 100 girls and 50 government authorities participated in partnership with the Mexico City Women's Institute (INMUJERES CDMX), with the objective of establishing gender-inclusive participatory spaces for children and adolescents. A three-year initiative was jointly developed by UNICEF and INMUJERES CDMX to enhance the political agenda of the girl child and adolescents, from which an e-book of best practices and lessons learned was developed.

Other spaces for participation have been created through the technical support of UNICEF Mexico, such as the launch of innovative participatory spaces in the state of Chihuahua to improve access to education, where discussions on school infrastructure, quality of learning and

overall school environment were held. Some 2,600 children and adolescents participated in the surveys and their perspective on the right to education is currently being systematized and will be presented to the Chihuahua Ministry of Education in early 2018, with concrete recommendations on how to sustain permanent participation mechanisms in school.

Mexico is the country with the highest teenage pregnancy rates among OECD countries. In 2016, the Government launched the National Strategy on the Prevention of Adolescent Pregnancy led by an inter-institutional group, of which UNICEF is a member. UNICEF Mexico contributed a methodology to promote peer support to prevent early pregnancy and piloted it in Tabasco with 68 adolescent leaders, in close collaboration with the Ministry of Health (Ministry of Health) in 2017. A manual for peer-to-peer counselling activities to prevent adolescent pregnancy was developed to guide 2,665 adolescent volunteers throughout the country, in partnership with the Executive Secretariat of SIPINNA and the National Centre for Gender Equality and Reproductive Health. UNICEF Mexico, together with UN Women and UNFPA, has advocated to include the issue of child marriage and early unions in the implementation of National Strategy on the Prevention of Adolescent Pregnancy, with the intention of linking the said strategy to the Global Programme on Child Marriage.

In response to the September 2017 earthquakes, UNICEF Mexico facilitated sports and cultural activities for adolescents in the earthquake-affected states. These activities were tailor-fitted for adolescents who are not able to access child-friendly spaces due to lack of space or individual interest, and also served as an entry point to provide psychosocial support for adolescents affected by the disaster. Adolescents also collaborated to provide information on the actual situation of their communities through UNICEF Mexico's U-Report surveys, whereby a new survey was launched on a weekly basis to inquire about adolescents' feeling of security, ability to cope with the situation and return to school. Some 30 per cent of adolescents reported still experiencing sadness one month after the earthquake, while 49 per cent reported having lost appetite to eat regular meals. Some 38 per cent have informed that they still have not returned to school, while 54 per cent received information on the availability of humanitarian assistance through social networks. These inputs were used to enhance UNICEF Mexico's response to the earthquake-affected states.

**OUTPUT 1** By the end of 2018, a model of Adolescent-Friendly Schools is being implemented in two states, designed to reduce school drop-out and improve learning results as well as strengthen the participation of adolescents in the school setting.

### **Analytical statement of progress**

The adolescent-friendly school, an alternative educational model for the completion of lower secondary education aimed at adolescents, was designed in partnership with the Autonomous Metropolitan University, Ministry of Education and Ministry of Interior. Since 2016, the model has been accessible to more than 300 adolescents in conflict with the law. This model has also been the entry point for adolescent participation in disaster risk reduction and climate change adaptation. Jointly with the National Climate Change Institute and key government actors, an adolescent forum on disaster risk reduction and climate change adaptation was held in the state of Tabasco in November 2017. The forum allowed 150 adolescents from five schools in Tabasco to participate in discussions regarding the need to manage disaster risk within the context of the school and has encouraged different government institutions at the state level to increase coordination in disaster risk reduction. A manual on adolescent participation in disaster risk reduction and climate change adaptation is currently being developed, which will allow the scale-up of this approach through the National Institute of Ecology and Climate Change's

platforms.

Other spaces for participation have been created through the technical support of UNICEF Mexico, such as the launch of innovative participatory spaces in the state of Chihuahua to improve access to education, where discussions on school infrastructure, quality of learning and overall school environment were held. Surveys were conducted in the regions of Delicias, Parral and Juarez in Chihuahua through the use of U-Report and in partnership with the Chihuahua Ministry of Education and Executive Secretary of SIPINNA. Some 2,600 children and adolescents participated in the surveys and their perspective on the right to education is currently being systematized and will be presented to the Chihuahua Ministry of Education in early 2018, with concrete recommendations on how to sustain permanent participation mechanisms in school. An estimated 11,450 children will be oriented on their right to participation once these mechanisms are instituted in the Chihuahua's Education Sectorial Plan.

The Third Girls' and Adolescents' Forum was held in Mexico City with the participation of 100 girls and 50 government authorities in partnership with the Mexico City Women's Institute (INMUJERES CDMX), with the objective of establishing participatory spaces for children and adolescents with a gender perspective. A three-year initiative was jointly developed by UNICEF and INMUJERES CDMX to enhance the political agenda of the girl child and adolescents, from which an e-book of best practices and lessons learned was developed. In line with this initiative, 30 girls and adolescents in Mexico City, with a potential reach of 900 peers, participated in a year-long training on participation, gender mainstreaming and prevention of gender-based violence.

At the request of Ministry of Health and Ministry of Education, UNICEF Mexico together with the Executive Secretary of SIPINNA followed up on a peer-to-peer workshop on early pregnancy prevention, within the technical assistance framework for the National Strategy on the Prevention of Adolescent Pregnancy. A manual for peer-to-peer counselling activities was developed and will be launched by the Executive Secretary of SIPINNA and the National Centre for Gender Equality and Reproductive Health to provide guidance to 2,665 adolescent volunteers nationwide.

**OUTPUT 2** By the end of 2018, female and male adolescents participate in their communities to develop life skills related to respectful coexistence, no discrimination, self-protection and resilience in the face of adverse circumstances.

### **Analytical statement of progress**

The integrated model on prevention and response to violence against children and adolescents in communities with high rates of violence has been implemented in the state of Guerrero. The model aims to reduce the acceptance of violence in school, family and community settings. Some 703 children and adolescents, 61 teachers and 201 parents participated in non-violent conflict resolution activities. Results of the evaluation of this pilot show that the model was successful in reducing the acceptance of violence against children by 10 per cent, an increase of 60 per cent among teachers who reject violence, 27 per cent increase among families and 9 per cent among children themselves.

To complement the pilot initiative on violence prevention, UNICEF Mexico launched four consultations nationwide through the use of U-Report. Some 2,774 adolescents were asked to provide opinions on the prevalence and types of violence, whose opinions served as an input to Mexico's National Action Plan to End Violence Against Children.

In response to the September 2017 earthquakes, UNICEF Mexico facilitated sports and cultural activities for adolescents in the earthquake-affected states, in partnership with local NGOs Futbol Más and Jugaretta. These activities were tailor-fitted for adolescents who are not able to access child-friendly spaces due to lack of space or individual interest and also served as an entry point to provide psychosocial support for adolescents affected by the disaster.

Adolescents also collaborated to provide information on the actual situation of their communities through UNICEF Mexico's U-Report surveys, whereby a new survey was launched on a weekly basis to inquire about adolescents' feeling of security, ability to cope with the situation and return to school. Some 30 per cent of adolescents reported still experiencing sadness one month after the earthquake, while 49 per cent reported having lost appetite to eat regular meals. Some 38 per cent have informed that they still have not returned to school, while 54 per cent received information on the availability of humanitarian assistance through social networks. These inputs were used to enhance UNICEF Mexico's response to the earthquake-affected states.

## **OUTCOME 5** New element

### **Analytical statement of progress**

In 2017, UNICEF Mexico was positioned as a reference on child rights in the country. Intense message dissemination mobilized wills and resources in support of national and global communication and advocacy objectives. Communication activities focused on the office's five priorities: migration, violence, ECD, inclusive education and obesity. The communication plan implementation was monitored by key performance indicators drawn from the Global Communication and Public Advocacy Strategy. Activities were aligned with the Cause Framework.

Targeted and adaptable communication tactics led to broader dissemination of children's issues and UNICEF's efforts. Regular monitoring allowed adjustments to achieve more impact on the public agenda, for example, increasing the number of posts to increase the number of followers at a given time and decreasing it at other times to foster higher follower interaction.

Nationwide, mainstream media efforts reached an audience of 9,436,560,423 points (up 71 per cent from 2016). Outreach efforts were supported through more than 100 videos, one showcase event, media campaigns and special events, increasing social media followers to 639,870 in 2017 from 563,700 in 2016. This solid media presence helped drive public engagement and donations. A good example of how communication support contributed to increased engagement is the #Early Moments Matter, #SuperDad Campaign, which led to a total social media engagement of 12,975 people.

The communication strategy on the earthquakes response generated strong media interest (including in some UNICEF National Committee countries) and helped shape government response to children's needs. Intensive communication activity within 48 hours after the first earthquake positioned UNICEF as the single organization speaking about children. UNICEF was also successfully positioned at all governmental levels as a key source of information, specialist support on children's needs and recipient of donations, with good examples of this being the Minister of Education inviting UNICEF to visit earthquake affected areas, and the necessary funds having been raised for the emergency.

The past year, 2017, was a very successful year in terms of private sector fundraising, with a total of US\$8,083,904 raised, representing a 40 per cent increase compared with the 17 per cent increase in the previous year, due primarily to the funds raised for the September 2017 earthquakes response. Most funds raised are unrestricted and the contribution to global regular resources exceeded by US\$771,996 the contribution in 2016. These figures represent record contributions to global and regional efforts.

UNICEF Mexico made progress in opening up new opportunities such as the Corporate Pathway to Pledge, which is a mixed strategy with its first success through *Banco Afirme*. This enabled Pledge donors' acquisition from the Bank's credit card holders. There was also a significant value upgrade of approximately 12 per cent through improved retention and optimization strategies in the House List income.

Renewal of corporate partnerships represented 93 per cent of the target in 2017, and acquisition focused on 119 identified companies, out of which 81 were contacted. Some 33 are still pending negotiation and 5 companies declined. Sponsorship initiatives such as school collection projects (*Calaveritas*, *Ayudando a Niños como Yo* and *Breastfeeding Spaces for Mothers*) saw the participation of 64 schools and 19,717 children, and 28 companies sponsored these initiatives.

To promote child rights and business, UNICEF Mexico advocated with the Government for the inclusion of Child Rights in the National Action Plan for Business and Human Rights, advocated for breastfeeding in the workplace in several conferences, and with the Ministry of Labour, with the objective to publish National Guidelines on Breastfeeding in the Workplace in 2018. The study on Hospitality and Child Rights was launched, serving as entry point to promote ECD in the tourism sector. This will be followed up in 2018 to disseminate good practices throughout the hotel industry and advocate for a National Code for Child Protection within the tourism industry. UNICEF Mexico also worked with the University of Anahuac to integrate child rights and business in their MBA curriculum. Indicators on breastfeeding and maternity leave were piloted in a major corporate social responsibility certification in the country, the *Distintivo Empresa Socialmente Responsable*.

The application of Child Rights and Business also contributed to positive adolescent development through the #HablemosTodo campaign with Essity. Through this campaign, UNICEF Mexico reached more than 12 million people, 60 per cent of whom are teenage girls, with prevention messages on violence, school dropout and adolescent pregnancy. In collaboration with the health and nutrition sector, UNICEF participated in the initiative of *100 Breastfeeding Rooms in Jalisco*. UNICEF Mexico also developed an assessment of the Auto Declarative Code of Conduct for Milk Substitutes with DLA Piper. To contribute to the #EndViolence campaign, UNICEF Mexico engaged the Consejo Coordinador Empresarial to develop initiatives to promote safe spaces for children and strengthen child protection.

**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**

UNICEF Mexico's work in the five priority areas of migration, violence, ECD, inclusive education and obesity and overweightness prevention in children was promoted through various communication and advocacy initiatives, wherein 140 video products were developed and

disseminated, media releases and op-eds, in addition to the organisation of special events and media campaigns. This contributed to UNICEF Mexico's positioning as a reference on child rights and the mobilization of wills and resources for 2017.

To enhance programmatic results in migration, a mainstream and social media campaign promoted #VidasEnTransito, which is the communication strategy for regional initiative Children on the Move. A year-round campaign on #EndViolence was implemented, using several television and radio spots aimed at fostering better understanding of the Global Partnership to End Violence Against Children. Partnership with *Televisa* gave way to the #EmpiezaTemprano campaign to support early childhood development, which was complemented by the global digital campaign on #SuperDad launched in mainstream and social media through videos, TV and newspaper interviews. This particular campaign reached four million social media users. In August 2017, a breastfeeding campaign was launched through social media and the co-organization of the Mexican Breastfeeding Festival, which was used as an opportunity by UNICEF Mexico to disseminate the latest data and evidence on breastfeeding in Mexico based on the 2015 MICS.

Children's Takeover showcased the participation of a Mexican female adolescent in the Latin America and Caribbean Regional Office contribution to the global campaign and UNICEF Mexico's Goodwill Ambassador Thalia also participated actively in social media, highlighting the importance and meaning of World Children's Day.

In the event of the September 2017 earthquakes, intense communication work and engagement with the general public, local, national and international media, adolescents, government institutions and the private sector positioned UNICEF Mexico as the fastest, strongest and clearest voice for earthquake-affected children, raising concerns about their special needs within 48 hours of the disaster. Some 32 video case studies were produced that helped raise awareness on the situation of children and adolescents as well as build confidence in UNICEF Mexico's actions on the ground, three radio spots were also developed and broadcasted to support the back-to-school campaign. These helped in mobilizing political support and financial resources required to provide humanitarian assistance to at least 60,000 children and adolescents living in earthquake-affected states.

Implementation of the annual communication plan was monitored on the basis of key performance indicators from UNICEF's Global Communication and Public Advocacy Strategy and activities under UNICEF Mexico's five priority areas were aligned with the Cause Framework. Communication activities in support of fundraising were implemented, such as field visits with private sector donors, which raised UNICEF Mexico's credibility in delivering results for children, campaign with the brand Saba Teens, which raised awareness on prevention of adolescent pregnancy and violence, and technical support to partner websites such as Privalia to promote the back-to-school campaign and Yakult to promote healthy nutritional choices.

## **OUTCOME 6** Emergency telecom – Satphone and BGAN

### **Analytical statement of progress**

UNICEF Mexico continued to strengthen systems and procedures to efficiently support efficient and effective management of its financial, human, technological and material resources. This year, the governance structures, and systems, including the 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.

A HACT assurance plan was prepared and approved by the office and shared with the UNICEF Regional Office. For the third year in a row, the Office closed with 0 per cent per cent of direct cash transfers over nine months.

UNICEF Mexico continued to pursue cost-savings measures. The continuous replacement of tube lamps and bulbs with LED, normal switches with sensor movement and high-volume flushing cistern with low flow ones, helped the office to reduce the utility cost per head. Improved process efficiency and greater focus on results-based financial management led to efficiency gains and better value for money. Negotiations with the travel agency to waive airport tax for the laissez-passer holders, adoption of rented printers and use of Uber for staff movement within Mexico City generated more than US\$14,000.00 in savings. The office saved US\$240,000.00 in additional rent by refraining from moving the office and just investing US\$30,000.00 in office renovation works aimed to modernize and optimize the office space.

Besides the flexi-time introduced in 2016, to further promote work-life balance and support staff members in achieving individual work-life balance during the peak of earthquake emergency, UNICEF Mexico allowed staff directly impacted by the earthquake and those working in the frontline to work from home as well as take up to three compensatory days off. Both business and individual needs were considered in the solution.

Security and safety of staff members and the assets of the organization continued to meet the MOSS. Plans for office security, business continuity plan, evacuation, and DRC for ICT were all updated. The evacuation and business continuity plan, as well as the call tree, were critical for effective response and communication during and after the earthquakes. Although limited, the emergency long-term agreements for child protection and education kits allowed faster response time to the emergency supply needs.

In response to the changes and simplifications of policies aligned with the need to render better service to internal customers, the office introduced a ticket system, an intuitive, e-mail based system for requesting services from operations. New business processes were introduced with easier, clearer and straightforward steps. For practical implementation, brief sessions were implemented on the new processes, and refresher clinics for all staff were conducted to improve their understanding of the organization's policies and processes, including eZHACT.

The office continued to invest in the upgrade of ICT infrastructure. For the first time in many years, the organization's standard in all ICT equipment and infrastructure was met.

## **OUTPUT 1** New element

### **Analytical statement of progress**

The office structure was reinforced following the programme budget review triggered by the 2016 Strategic Management of Reflection. The programme budget review, staff movement and emerging needs and interventions, like the *Children on the Move* project, prompted the immediate recruitment of staff, consultants and individual contractors. The office completed the recruitment of 15 posts (fixed term and temporary appointment) and 26 non-staff contracts (consultants and individual contractors). The office had the following personnel mix: 61 per cent fixed term/permanent, 5.1 per cent temporary appointments and 33.3 per cent individual

contractors. UNICEF Mexico continues to advocate and support gender balance, the current gender balance is 60 per cent women and 40 per cent men. Some 67 per cent of professional staff are women and 33 per cent are men.

Compared to previous years, Mexico registered an increase in the individual contractors sourced abroad. This change was due to: 1) the specificity of new and emerging areas of UNICEF interventions, PFP growth and 2) the needs for specific expertise and experience in emergency to enhance emergency response.

In their first two weeks with UNICEF all new staff benefited from the security induction provided by UNDSS. There were ten information and sharing sessions with all staff on organizational policies and procedures as well as on new and updated work processes.

The learning and development plan was established at the beginning of the year. The management gave opportunities for staff to have relevant local and overseas training and exposures. In 2017, nine staff members participated in stretch assignments and surge support missions. UNICEF Mexico established an internal reporting and monitoring system to follow up on the learning plan and mandatory training, and to ensure that everybody complied with deadlines to complete the stages of PAS. Human resources was the reporting body and the country management team was the monitoring body, respectively. Mexico achieved 100 per cent completion rate of End-Year Review Performance Appraisal System for 2016.

The office has two peer support volunteers, one male and one female not only to avoid the period of vacancy in case of separation but also to give staff the option to choose who to discuss his/her case with. To ensure staff well-being, a stress counsellor came to the office in surge mission from UNICEF Syria, leading to an all staff follow-up process to address the observations.

There was one United Nations inter-agency session on HIV/AIDS. This face-to-face session was additional to Agora's online course.

The action plan to respond to the 2017 Global Staff Survey was developed jointly by the staff association and management team. UNICEF Mexico's action plan addresses the three dimensions where the office scored the lowest: career and professional development, office efficiency and effectiveness and job satisfaction/motivation.

## **OUTPUT 2** New element

### **Analytical statement of progress**

Considering that more than 50 per cent of the Country Office's funding comes from funds raised monthly locally from pledge donors, the Office has maintained a commitment towards responsible planning and management of its financial resources.

To cover the monthly costs of private sector fundraising, communication and programme implementations, the cash flow planning and management system was perfected to ensure smooth synchronization between income generation and expenditure. Fortunately, the actual income generated by the private sector fundraising was steady and very close to projections. Despite this, the workload generated monthly by the *modus operandi* was heavy and very stressful. To improve the situation, UNICEF Mexico is working on a loan proposal to be negotiated with the Division of Financial and Administrative Management from 2018 onward.

The country management team closely monitored management indicators, in particular, those related to financial resources. The grant utilization by the end of December was as follows: Regular Resources US\$1,208,731 (99 per cent), Other Resources US\$6,366,605 (98 per cent), Other Resources Emergency US\$2,760,234 (98 per cent), and Institutional Budget US\$416,527 (94 per cent). There were no funds lost due to expired grants, and the office submitted all donor reports on time. The total outstanding direct cash transfers by 31 December 2017 were US\$711,886 with the following breakdown: 0–3 months US\$589,487 (83 per cent), 3–6 months US\$55,707 (8 per cent) and 6–9 months US\$66,692 (9 per cent). In total, 100 per cent of planned HACT assurance activities were completed.

Improved process efficiency and the increased focus on results-based financial management led to efficiency gains and better value for money. Negotiations with the travel agency to waive airport tax for laissez-passer holders, adoption of rented printers and use of Uber for staff movement within Mexico City generated more than US\$14,000.00 in savings. Also, UNICEF Mexico saved US\$240,000.00 in additional rent by refraining from moving the office and instead investing US\$30,000.00 in office renovation works aimed to modernize and optimize the office space.

UNICEF Mexico successfully introduced eZHACT and the new petty cash ceiling. To comply with the bank optimization balances, the office worked with the Division of Financial and Administrative Management on the mechanism to transfer the monthly excess funds generated from private fundraising activities.

### **OUTPUT 3** New element

#### **Analytical statement of progress**

The annual management plan was developed through a participatory process, approved by the country management team and shared with the UNICEF Regional Office in April 2017. The governance structure and systems approved in the office management plan were fully functional and ensured proper risk management in programme implementation and achievement of results. The governance structures and systems, including the composition of the statutory committees and table of authorities, were reviewed and updated on a regular basis to reflect the movement of staff, changes in the organization's policies and internal process simplification.

The country management team analysed and deliberated on management issues associated with PFP resource mobilization, business process improvement, early warning early action, business continuity plan, risk profile, security enhancement, staff well-being, learning and development, and emergency response plan, among others. Country management team deliberations were communicated to all staff through minutes of the meetings.

The joint consultative committee met to debate and deliberate on issues concerning staff, including working conditions, staff welfare, office structure, and to prepare the action plan in response to the 2017 Global staff survey.

The business continuity plan was updated twice in the year and put to test when it was activated in the aftermath of the 19 September earthquake affecting Ciudad de México, Puebla and Morelos. This proved that the office has an excellent standing level of readiness for emergency and emergency communication, security information and structure, emergency evacuation, zone warden system, and security incident management.

The office continued the upgrade of ICT infrastructure. The ticket service was implemented to streamline the request for services and improve the quality of support service provided by Operations. For the first time in many years, the organization's standard in all ICT equipment and infrastructure was met.

The renovation works carried out to modernize and optimize the office space, in response to increased headcount, improved the overall working environment. Additionally, at the onset of the earthquake emergency, part of the office was repaired to accommodate the surge personnel comfortably.

## Document centre

### Evaluation and research

Title	Sequence number	Type of report
Research Study to Identify Areas for Improvement to Positively Influence on Exclusive and Prolonged Breastfeeding	2017/007	Study
Systematization of State programmes to combat educational exclusion and implementation experiences of early warning systems	2017/006	Study
Brief educative overview of indigenous populations	2017/005	Study
Association between zinc supplementation and diarrhoea	2017/004	Study
Study of the Cost/Funding and analysis of fiscal space for the operation of state special protection office	2017/003	Study
Right to Identity: Birth Registration Coverage in Mexico, 2015	2017/002	Study
Results assessment of the ECD Intervention of the IMSS Prospera Programme Based on Child Rearing Practices	2017/001	Study

### Other publications

Title
Newsletter emergency special edition
Donor Newsletters no. 7 & 8
Video Indigenous Adolescent Volunteers for Sexual and Reproductive Health
Video Peru te necesita
Video Thank you for your support during 2016. We wish you a very happy new year.
Video Panel Discussion: Alternative Care for Migrant Children
Video #ReadyToPlay Campaign to Promote Child Nutrition
Video Fundraising videos for #LostGeneration initiative for Syrian crisis
Video testimony for the Legacy Programme
Video in high definition for the emergency in DRTV
Video Corporate Partner Hoteles RIU visit to Puebla to see UNICEF's emergency response (Education)
Video Corporate Partner Essity's Visit to Puebla to see UNICEF's emergency response in water, sanitation and hygiene

Video animation for Melia Hotels Check in For Children
Video Promotional videos for #HablemosTodo campaign
Video Short Videos for #HablemosTodo campaign
Video of Partnership with Yakult
Video Corporate Partner Privalia's Visit to Tabasco
Video Corporate Partner Mota-Engil visit to Guerrero
Video End Violence Against Children: The Global Partnership
Video Knowing Mexico from Childhood: 2015 MICS
Video Reading for children: Cesar Costa UNICEF Goodwill Ambassador
Video Reading and ECD
Video 5th Mexican Breastfeeding Festival
Video Early Beginnings: Every Moment Counts
Video Child Protection Attorney for One Day
Video UNICEF Mexico Annual Report 2016 Progress and challenges.
Video Interviews with UNICEF Mexico Staff
Video #SuperDad campaign
Video #Vidasentransito a communications initiative on migrant children
Video Campeche Displacement
Video Emergency: Earthquakes in Mexico
Video Violence Prevention Model in Ixcateopan, Guerrero
Video Forum of Children and Adolescents in Chihuahua and Mexico City
Video Birth Registration Model in Chiapas and Guerrero
Video Prevention of Zika in Indigenous Communities
#HablemosTodo blog. 12 articles
Corporate Newsletter no. 3 to 6
Inclusive Model for the Adequate Care of Children with Disabilities in Daycare Centres
Participation of Girls and Adolescents in Mexico City: Their Voices, Their Rights
Guidance for Child and Adolescent Participation
#YestoBreastfeeding flyer – new edition
Convention on the Rights of the Child – Illustrated version
Annual Report 2016 – UNICEF Mexico
Flyer - The Global Partnership to End Violence Against Children
Guidance to Monitor the Emotional State of Unaccompanied Migrant Children and Adolescents in Shelters
Special Situations during Interviews with Migrant Children and Adolescents in Order to Diagnose Their Situation and Needs for Protection
Basic Information for Interviewing Migrant Children and Adolescents
Manual of Activities to Promote Resilience within Migrant Children and Adolescents
Resilient migration. Interventions for the Reconstruction of the Migration Experience for the Purpose of Emotional Recovery
Multidimensional Approach to Child Poverty Measurement in Mexico
Report on Children and the Hotel Industry in Mexico: Executive Summary
Report on Children and the Hotel Industry in Mexico.
Factsheet on Breastfeeding Practices with Data from the 2015 MICS
Key Findings of the 2015 Multiple Indicator Cluster Survey (MICS)
Final Report of the 2015 Multiple Indicator Cluster Survey (MICS)

**Lessons learned**

<b>Document type/category</b>	<b>Title</b>
Lesson Learned	Integral Model of Inclusive Attention and Care for Children with Minor and Moderate Disabilities in Early Childcare Facilities