

Mexico

Executive Summary

A 'General Law on Children and Adolescents' Rights' was passed in December 2014 which means that a robust legal framework to guarantee the rights of 40 million children, protect them when vulnerable, and redress violations of their rights, should be implemented in Mexico. The law, sent to Congress with Presidential priority, was revised by the Senate and Chamber of Deputies, with strong UNICEF technical assistance to ensure that it met international standards.

The landmark law creates child rights governance and coordination mechanisms within a National Integrated Child Rights Protection System, to redress fragmentation of policies and responsibilities for children's rights. It will be presided over by the President and State Governors. Innovations include: establishing child rights information systems at all levels, independent monitoring of social policies for children and budget obligations to implement it. It strengthens much-needed mechanisms to protect children against violence, abuse and exploitation through the creation of 'Children Defenders' at the federal, state and municipal levels. The Law sets normative standards for children applicable across the country, redressing the previous heterogeneity of state laws. As an example, marriage for both sexes is now set at 18 years of age, (previously in many states girls could marry at 14 and boys at 16). UNICEF advocated for essential elements of the legislation; protection procedures incorporated drew on field examples supported by UNICEF in marginal areas. Additionally, Constitutional reforms in June recognised the right to identity, the right of registration immediately after birth, and first birth certificates issued free of charge, as well as raising the minimum age of employment from 14 to 15 years, a step towards ratifying ILO Convention 138.

In the 60th year of UNICEF's presence in Mexico, UNICEF launched a new Country Programme (CP) 2014-2018, to promote equity for children country-wide. This involved a new subnational strategy. Twenty-three million children live in 13 states that signed the Ten Points for Children initiative promoted by UNICEF and the National Network for Children's Rights (REDIM) to address priority equity gaps for children, and the 32-member Council of Governors (CONAGO) committed to the initiative in October. UNICEF provided technical orientation in preparation of situation analyses, child rights budgeting, educational inclusion, adolescent participation and child protection in 18 states.

In June both houses of Congress gave a special recognition to UNICEF's work in Mexico.

The CP is aligned with the UNICEF Strategic Plan and promotes integrated approaches to rights fulfilment, combining life-cycle and inter-sectoral components. As one of the pilot offices for the new Global Communications Strategy, UNICEF Mexico strengthened capacity for increased digital communications and C4D, targeting strategic audiences.

Private sector fundraising continued to grow, achieving a 29 per cent increase over 2013. The number of pledge donors now surpasses the 30,000 threshold. In August UNICEF Mexico launched 'Business Principles for Child Rights' (BPCR), training 22 companies. In December, following a thorough review by the Office of Internal Audit (OIA), UNICEF was audited,

identifying processes for improvement that were immediately acted upon.

Mexico promoted the CRC@25 event at the UN General Assembly and this anniversary framed UNICEF Mexico's activities and communications campaigns during the year, bringing the Convention closer to wider audiences through initiatives such as TedYouth and major exhibitions in the Federal District (D.F.) and four other cities. UNICEF continued to be a leading reference on child rights in Mexico, publishing a "Child Poverty Study" with national partner CONEVAL and an analysis of the Millennium Development Goals (MDGs) that went behind national averages to examine overlapping issues of exclusion by income group, geography, gender and ethnic origin. Indigenous children in rural areas, and particularly girls, continue to be the most excluded, and were the focus of important UNICEF initiatives for educational inclusion and protection against gender violence.

Violence and security-related concerns constituted major constraints for progress for children. Extrajudicial executions and forced disappearances by the military and by municipal police in Tlatlaya, Mexico State, and Iguala, Guerrero State, in June and September, and the discovery of mass graves in several states, laid bare the widespread nature of serious human rights violations, and the impact of organised crime on the population and on children and adolescents. These events provoked social protests throughout the country, especially in the education sector. Violence of this nature in Mexico, Guatemala, Honduras and El Salvador was a driving factor for a surge in the numbers of unaccompanied children crossing Mexico bound for the USA, which strained the capacity of Government and NGOs alike to protect them and caused UNICEF to intensify capacity-building efforts in this regard.

New and important collaborative partnerships were established with Notimex (Mexican News Agency); the Council of Governors; the normative arm of the Health Ministry, CENSIA; UN Global Compact and Save the Children. In addition, three important companies collaborated during 2014 to implement the Business Principles for Children's Rights.

Humanitarian Assistance

In 2014 UNICEF initiated a new phase of dialogue with federal and state authorities about collaboration for humanitarian assistance in the region. Mexico has strong capacity in emergency preparedness and response, which it has traditionally managed without international assistance. Evidence of this capacity, which is of interest to other countries, was the 2014 launch of its Risk Reduction Atlas, a geo-referenced multi-layered map identifying different hazards and risks that can be consulted on-line by the population. Opportunities for strengthening capacity in ensuring priority differentiated approaches to children in emergencies were jointly identified. As a result, there are on-going negotiations for an MOU with the Civil Protection Authority for cooperation on humanitarian standards, coordination, training and supplies.

As part of this process of approximation, UNICEF participated strongly in the first National Civil Protection Congress, which brought together state governors, federal ministries and the President. UNICEF led a workshop with the Chiefs of Civil Protection of 32 states to promote priority and differentiated attention to children in emergencies. Copies of the Child Protection Working Group Manuals on "Minimum Standards in Child Protection in Emergencies", and material on education in emergencies were distributed to participating states and local visitors at the Congress through a much-frequented stand.

In the wake of the Hurricane Odile in September, UNICEF Mexico supported affected states

(Baja California and Sinaloa) with Back-to-School and psychosocial support interventions: 300 school in a box kits were distributed, along with 45 recreation and 45 psychosocial support kits. Also, 100 teachers, 40 trainers and 400 volunteers were trained on procedures for the return to school and on psycho-social interventions.

Participatory community risk analysis and emergency preparedness were negotiated with Guerrero and Oaxaca states to support emergency plans for 40 schools in communities at risk of natural disasters in rural areas in 2015, involving 1,500 primary school children.

Through implementing partners Research and Popular Autonomous Education (IEPAAC) and the Autonomous University of Chiapas, UNICEF piloted an on-line, face-to-face diploma in psycho-social support to children in emergencies with six states and national social welfare authorities, and negotiated its roll-out with three states (Tamaulipas, Tabasco, Oaxaca). UNICEF Mexico supported staff from the National Civil Protection Authority to attend and complete a training in Protection in Emergencies held in Managua, Nicaragua, in October 2014.

The preliminary risk assessment for work at the sub-national level was incorporated in the 2015 planning exercise held at the end of 2014.

Equity Case Study

The equity focus of the new Country Programme is cross-cutting. In the first year, the programmatic emphasis on equity was prominent in key publications launched to map out the characteristics of disadvantaged children and the focus on quality education for the indigenous population, particularly indigenous girls.

UNICEF Mexico produced two publications that would serve as a baseline for quantifying and identifying excluded children. The first was an update of multidimensional child poverty figures, which provided a map of where poor and extremely poor children live; in what types of families; and how the face of poverty has changed in Mexico over the past two years. These data, released in the form of a policy brief, represented an update to the previous year's more complete publication, the first of its kind in Mexico, applying the country's seven-dimensional measure of social rights and income to the under-18 population. Together these publications made the case for improved targeting of social programmes – particularly those with the explicit objective of reducing poverty – and identified priority states for UNICEF's subnational work, such as those with the highest child poverty rate (Chiapas) and the largest total number of children in poverty (Estado de México).

Later in the year, a publication entitled "Closing the Gaps to Meet the Goal: MDGs, Equity and Children" similarly put the spotlight on the issue of persistent exclusion of specific groups of children. Overall, children in rural areas and indigenous children continue to be the most excluded, although boys tend to be more excluded from school and more likely to experience child labour. The report was novel not only due to its mapping of persistent gaps in rights fulfilment against categories of excluded children, but in also its inclusion of an analysis of social programme coverage by demographic characteristics that revealed inclusion and exclusion gaps. For example, nearly 50 per cent of children in extreme poverty are not covered by Mexico's flagship cash transfer program 'Prospera' (formerly 'Oportunidades'), which reaches over 6 million families. At the same time, the food subsidy program in Mexico State reaches twice as many people as should technically qualify given the targeting criteria: being under the poverty line and not having access to Prospera. While the full impact of these publications has yet to be felt, since the latter was only launched in November, they received wide media

attention and coverage. Given that the new Child Rights Law will go into effect in 2015 and create a system to guarantee child rights, these publications will be important in identifying priorities to improve targeting of social programmes to the most disadvantaged.

A specific case of programming to improve equity in education was work carried out in 2013 - 2014 to improve the quality of, and access to, education for indigenous girls and boys. Although girls and female adolescents attend school in a higher percentage than their male counterparts at all levels of schooling in Mexico, within the indigenous community the opposite is true. In light of this evidence, UNICEF focused its efforts on building the capacity of local actors in states with important indigenous populations regarding the importance of quality education for girl adolescents, while at the same time strengthening the skills of these adolescents and their families to demand their rights.

UNICEF Mexico conducted this work through two workshops in 2014, one in Yucatán, involving the participation of 60 girls, 60 mothers and 60 school-level authorities, and the other in Mexico State, with the participation of 60 girls, 60 mothers and 20 school-level supervisors. At both events, the adolescents participated in workshops where they identified the barriers they face to education, such as lack of teachers who speak their indigenous languages, lack of school infrastructure, distance of schools from their communities and violence in the community and school. Each event culminated with the presentation by the young people of their proposed solutions to remove these barriers to the relevant state authorities in charge of education and social policy. As a result of similar workshops with indigenous girls in Chihuahua and Oaxaca in 2013, the Governor of Oaxaca launched a state programme against Discrimination in Education in 2014 to address the issues raised. UNICEF held follow-up training with teaching supervisors throughout the state.

This outreach was complemented by work to improve the relevance and quality of textbooks and education for indigenous groups. UNICEF Mexico provided technical assistance and financial support to the General Directorate of Indigenous Education (DGEI) to develop educational materials in 10 indigenous languages for preschool education, particularly to develop language skills. These materials will benefit more than 450,000 indigenous children attending preschool education in 24 states. At the same time, the CO worked the National Institute for Education Evaluation (INEE) to gather the voices of indigenous adolescents and children as part of a consultative process on evaluating education. With technical support from UNICEF, INEE conducted this consultation in 40 communities with more than 30 indigenous groups in 2014, drawing on UNICEF's strategy for consulting with children and adolescents about definitions of quality education. The community-level consultation process culminated in three regional forums (in the north, centre and south of the country), with trained facilitators and representatives from different indigenous groups. During these fora an initial systematisation of information regarding opinions on education, on family participation and learning objectives for students was presented to participants and, in working groups, participants contributed additional comments to this exercise. UNICEF was able to capture this experience on video – from the initial community-level consultations to the regional fora. The video is currently in its final phase of editing, and should be an important reference for similar consultations with indigenous young people in the future.

An equity focus was also brought to bear on violence prevention and response, by expanding the implementation of protocols for addressing gender violence to municipalities with indigenous communities in Chiapas and Oaxaca, and training to transfer the methodology to Jalisco, Hidalgo, Puebla and Morelos.

Summary Notes and Acronyms

BCP - Business Continuity Plan
BPCR – Business Principles for Child Rights
C4D - Communication for Development
CCC - Core Commitments for Children
CCT - Conditional cash transfers
CENSIA - National Centre for Child and Adolescent Health
CIESAS - Social Anthropology Research Centre
CMT - Country Management Team
CONAFE - National Council for Educational Reinforcement
CONAGO - National Council of Governors
CONEVAL - National Council for Social Policy Evaluation
CP - Country Programme
CPAP - Country Programme Action Plan
CPD - Country Programme Document
CRC - Convention/Committee on the Rights of the Child
CSF - Carlos Slim Foundation
CSO - Civil society organisation
CSR - Corporate social responsibility
DGEI – General Directorate of Indigenous Education
DRP - Disaster Risk Prevention
ECD - Early Childhood Development
ENADID - National Survey on Demographic Dynamics
ENIGH - National Household Survey on Income and Expenses
ENLACE - National Evaluation on Academic Achievement in Schools
ENSANUT - National Health and Nutrition Survey
F2F - Face to Face (fundraising strategy)
GDP - Gross Domestic Product
HACT - Harmonised approach to cash transfers
HDI - Human Development Index
HQ – UNICEF Headquarters
HRBA - Human rights-based approach
ICT - Information and communication technology
IEPAAC - Research and Popular Autonomous Education
ILO – International Labour Organisation
IMEP- Integrated monitoring and evaluation plan
INEE - National Institute for Education Evaluation
INEGI - National Statistics Institute
INM - National Migration Institute
IOM - International Organisation on Migration
LACRO – UNICEF’s Latin America and Caribbean Regional Office
MDG - Millennium Development Goals
MIC – Middle-income country
MICs - Multiple Indicator Cluster Survey
MMR - Maternal mortality rate
MoF - Ministry of Finance
MoFA - Ministry of Foreign Affairs
MoH - Ministry of Health
MoRES - Monitoring of Results for Equity Systems
MOU – Memorandum of understanding

M&E - Monitoring and evaluation
NDP - National Development Plan
NGO - Non-governmental organisation
NOTIMEX - Mexican News Agency
ODI - Oficina para la defensoría de los derechos de la infancia
OIA – Office of Internal Audit (UNICEF)
ODISEA - Organization for Social Development and Education for All
OECD - Organization for Economic Cooperation and Development
OPI - Child Protection Officer
PAHO - Pan American Health Organisation
PFP – Private Fundraising and Partnerships
PGM - Supply Requisition
PISA - Programme for the International Evaluation of Students
PL&M - Product Line and Marketing
PRI - Revolutionary Institutional Party
PRS - Poverty Reduction Strategy
PSFR - Private Sector Fund Raising
RAM - Results Assessment Module
REDIM - National Network for Children’s Rights
RENAPO - National Population Registry
RC - Resident Coordinator
SEDESOL - Ministry of Social Development
SEDIF - State Welfare Agency
SEGOB - Ministry of Interior
SEP - Ministry of Public Education
SitAn- Situation analysis
SMDIF- Municipal Welfare Agency
SNDIF- National Welfare Agency
SP - Strategic Plan
SSC – South-South Cooperation
UKA - Un Kilo de Ayuda (NGO)
UN - United Nations

Capacity Development

UNICEF developed a new approach to capacity building for the 2014-18 Programme, developing a platform to reach all 32 states, expanding from the previous focus on seven priority states. This builds on the ‘10 for Children’ initiative that sets targets in 10 priority domains. UNICEF worked with Jalisco, Oaxaca, Puebla and Yucatán to ensure that a child rights perspective and corresponding earmark was included in state budgets for 2015. Work to systematise the municipal child budget methodology that was developed and implemented in Puebla (city with a population of 2.7 million, 1 million under 18) was launched in partnership with UNICEF in 2014, as well as a similar analysis for the municipality of Pachuca, currently chair of the Mexican child-friendly cities network. These publications will serve as the basis for outreach to additional municipalities during the rest of the programme cycle. Similarly, an online portal and governance mechanisms were created to facilitate and streamline the development of state-level Situation Analyses (SitAns). In addition to the four that were launched in 2013, an additional three were developed in 2014, with launches planned for early 2015.

UNICEF Mexico harnessed new technologies to build capacity for child-sensitive justice on a national scale, launching with the Supreme Court a 50-hour on-line diploma on children’s

access to justice. A first generation of 3,500 justice operators from all 32 states participated in the course and were certified by justice training bodies. Some 600 justice operators were also certified in a course on specialised juvenile justice, delivered through 46 tele-conference training centres by the Federal Justice Institute, with UNICEF support.

Access to quality education for indigenous children implies having textbooks and other educational materials in their own languages and respecting their cultures, from the very beginning of the school cycle. In 2014 UNICEF provided technical assistance and financial support to the General Directorate of Indigenous Education (DGEI) to develop educational materials in 10 indigenous languages for preschool education, particularly to develop language skills. These materials will benefit more than 450,000 indigenous children attending preschool education in 24 states.

Evidence Generation, Policy Dialogue and Advocacy

In 2014 UNICEF continued to position the organisation as a knowledge leader for child rights and to strengthen local capacities to generate quality information and analysis for the policy design process.

Work to improve the equitable targeting of social policies for children and adolescents in Mexico was successful in positioning persistent gaps in child rights fulfilment as a priority on the national agenda. In April UNICEF Mexico released, with its partner CONEVAL, updated child poverty calculations and analyses for 2013. The multi-dimensional methodology to measure poverty that UNICEF has supported since it was introduced in Mexico is one of the main elements Mexico has put forth globally as part of the post-2015 agenda.

In November UNICEF published a report on the MDGs, children and equity in Mexico: “Closing the Gaps to Meet the Goals: The Perspective of Children and Adolescents in Mexico”, which included an assessment of goal achievement, as well as a breakdown of gaps in MDG achievement according to geography, sex, economic status and ethnicity. These publications enjoyed 69 mentions in local media, including radio and TV. The office of the President participated in the launch, raising the profile of report findings.

UNICEF made progress toward improving the availability of information in thematic areas that are systematically not covered by existing household surveys or the census, advocating for additional questions in forthcoming surveys on demographic trends (2014), the inter censal survey (2015) and preliminary proposals for the 2018 national survey on health and nutrition (2018). Following UNICEF advocacy, questions on birth registration, breastfeeding and HIV testing in prenatal care were included in the demographic survey (ENADID). UNICEF lobbied for the inclusion of birth registration, school attendance and school modality, indigenous origin, disabilities and maternity employment benefits in the 2015 Inter-Censal Survey. Birth registration has been declared “of national interest”, which guarantees regular collections of data and an assigned budget. Finally, UNICEF Mexico laid the groundwork for conducting a fifth multi-indicator cluster survey (MICS5) in Mexico in 2015, which should fill many of Mexico’s gaps with respect to internationally comparable information.

Partnerships

Existing partnerships were strengthened and new partnerships established to deepen programmatic impact and expand social and resource mobilisation capacity.

Partnership with REDIM fruitfully evolved around the “10 Points for Children” strategic

commitments by federal, state and municipal authorities to address important gaps in children's rights in a structured and measurable way. Twenty-three million children, or more than half the child population, live in the 13 states that had signed up to the initiative by the end of 2014. In October all 31 states and the Federal District agreed to adhere to the initiative, during a meeting of the National Council of Governors (CONAGO).

With Un Kilo de Ayuda (UKA), a leading civil society partner working to reduce child malnutrition in Mexico, UNICEF co-hosted the second annual forum to promote breastfeeding. Recommendations made by UNICEF and UKA were incorporated into a new national breastfeeding strategy.

A partnership between UNICEF, CENSIA (the normative child health arm of the Health Ministry) and the private sector foundation Promotora Foundation culminated in printing 11 million copies of an insert on early child development (ECD) for the national vaccination and health monitoring card for distribution in 2015. The insert promotes the role of care-givers and early identification of developmental delays. UNICEF and CENSIA negotiated changes to sectoral child health guidance to include up-to-date ECD content.

UNICEF consolidated partnerships with the UN Global Compact and Save the Children to launch the BPCR in August, along with a workshop for business leaders. UNICEF is also cooperating with three important companies to implement the BPCR: Grupo Salinas (a Mexican corporate conglomerate with 100,000 employees and business assets covering television, banking, retail and mobile communications); Svenska Cellulosa Aktiebolaget (a leading global hygiene and forest's products company); and Laboratorios Liomont (a Mexican pharmaceutical company that has supported UNICEF since 1993).

New communication partnerships were also established with Notimex, the Mexican News Agency that reaches 230 communication outlets in Mexico – and 128 worldwide – every day, and the network of Mexican Television and Radio Broadcasters, comprising 33 TV and radio stations heard by 25 million people a day.

External Communication and Public Advocacy

Important progress was made in putting children's rights at the centre of the public agenda, positioning UNICEF as leading authority in the field, improving its brand image. The 60th anniversary of UNICEF in Mexico and the 25th anniversary of the Convention on the Rights of the Child (CRC) served as occasions for advocacy and mobilisation throughout the year, and enriched debate on the content of the new General Law on Girls, Boys and Adolescents' Rights.

Two major campaigns were launched: National Campaign for Universal and Timely Birth Registration, produced with the Slim Foundation and Government counterparts, and the 'Hazlo Real' (Make Child Rights Real) awareness and resource mobilisation campaign. Hazlo Real positioned large-scale photographs on major buildings and urban furniture along the main avenues, at airports, bus stations and the Mexico City subway, and in four major cities, reaching millions of people with messages on specific challenges facing children.

Mexico is a pilot country for the new Global Communication Strategy, and initiated a strong focus on digital communication targeted to millennials and other strategic target audiences. Mexican actresses Yolanda Andrade and Thalia were appointed as Cyber-Ambassadors of 'Somos UNICEF' (platform for youth engagement and cyber-volunteering).

Key CRC@25 initiatives included: TEDxYouth@mexicocity, organised by UNICEF and TEDxYouth with participation of young experts in various areas related to children's rights; a One-Minute Jr workshop on "How do you live your rights in Mexico?" for which 16 adolescents produced one-minute films; the music contest #SubeElVolumenAtusDerechos (Pump up the volume for your rights); and the 2nd 'Somos UNICEF' Festival.

Renowned Spanish artist Isabel Muñoz's photograph exhibition "Infancia" (Childhood), produced by the Spanish National Committee, was displayed in Pachuca, Hidalgo and in the Spanish Cultural Centre in Mexico City, as part of an alliance with the International Image Festival (FINI), reaching an estimated 70,000 people.

2014 was characterised by an intense media activity and strengthening of partnerships with media outlets. An MOU was signed with Notimex, which reaches 230 communication outlets in Mexico, and 128 worldwide, every day. One hundred interviews with major media outlets were given by UNICEF Mexico spokespersons, and UNICEF participated in or organised 66 public events, resulting in more than 4,000 mentions of UNICEF Mexico in the national media.

South-South Cooperation and Triangular Cooperation

UNICEF continued its involvement in South-South Cooperation (SSC) and triangular cooperation to promote exchange of Mexican social innovation for children's rights and ensure that Mexico benefits from the latest thinking and practices in relation to issues challenging the country.

UNICEF promoted exchanges that could enrich the legal, institutional and policy design efforts underway in Mexico on various fronts, such as girl's empowerment, breastfeeding, integrated policy frameworks for early childhood development, data collection through the MICS and child protection systems. An interdisciplinary delegation of Mexican Government officials travelled in November to Brazil and Colombia to learn good practices for linking integrated ECD programmes. On their return they established a federal-level technical group to build consensus for planning early-child development policies incorporating human rights, equity and gender perspectives.

Policy innovations developed in Mexico, such as the multidimensional measurement of poverty, and the methodology for assigning federal budget resources for children at both national and subnational levels continued to attract international interest. UNICEF supported capacity development regarding child poverty analysis in the Middle-East and North Africa region, and made Mexico's experience with child-related public expenditure analysis accessible to 22 countries at the international seminar "Investing in Children: A Commitment to Equity at 25 years of the CRC", held in October in Peru.

In September 2014 UNICEF promoted adolescent's rights to participation and secondary education, including their reflections and proposals for the debate on the post-2015 development agenda. Four young people from Brazil and five from Mexico attended the UN General Assembly side events, organised by 'A World at School', discussing and proposing solutions to overcome barriers they face in education. They participated along with hundreds of youth ambassadors in the #UpForSchool rally at New York University to increase pressure on world leaders to reduce the number of out-of-school children and youth, and to ensure a focus on youth inclusion as part of the post-2015 agenda.

UNICEF also contributed to capacity-building initiatives to strengthen the protection of migrant children and adolescents, by providing its technical expertise and specialised training for 150 Mexican consular officers in the USA and México.

Support to Integration and cross-sectoral linkages

In line with the call in the Strategic Plan for promoting greater inter-sectoral linkages, the new CPAP calls for a combination of life-cycle and cross-sectoral approaches to promoting child rights and identifying and addressing the worst forms of exclusion. UNICEF Mexico plans and implements programmatic action through 'Outcome Groups' made up of members from all programmatic sections, as well as the Communications and private-sector fundraising (PFP) areas.

Specific sections and staff are accountable for results within determined Outputs, but Outcome Results are coordinated between sections and areas. An example is the Young Child Development Outcome, covering children from 0-11, with outputs related to birth registration, health and nutrition, early child stimulation and educational inclusion, which are jointly coordinated among the protection, policy and education sections, with strong communication for development (C4D) and PFP participation. This new way of working is breaking down sectorial silos and promoting more integrated and dynamic analysis and programmatic responses.

A major thrust of UNICEF advocacy that contributed to the new national Child Rights Law in 2014 was its stress on the transversal nature of child rights obligations across all sectors of Government and all administrative levels. The resulting coordination mechanism, included in the national law, is headed by the President and foresees an Executive Secretariat linked to the Ministry of Interior, which will be responsible for following-up on the implementation of decisions and policies across ministries and states. This represents a major shift from the former tendency to pigeonhole children's issues solely in the Social Welfare Agency, under the Ministry of Health. The national integrated child rights system includes representatives of the executive, legislature and judiciary. Additionally the new law provides for the unprecedented construction of information systems on fulfilment of child rights at the national, state and municipal levels, which should contribute to future evidence-based policy-making to address gaps and vulnerabilities by allowing for integrated monitoring of the situation of children across sectors and administrative levels.

Human Rights-Based Approach to Cooperation

Equity analysis, identifying inequities and discrimination, informed the development of the new CP, which seeks better targeting of poverty-reduction programmes to address persistent exclusion and clearer obligations at all levels for the universalisation of children's rights.

UNICEF undertook advocacy and provided technical assistance for a new legal framework for child rights in Mexico. The General Law on Children and Adolescents' Rights was passed in December. The landmark law creates a National Integrated Child Rights Protection System, to redress fragmentation of policies and responsibilities for fulfilling children's rights. It sets normative standards for children applicable across the country, redressing the previous heterogeneity of state laws. UNICEF advocated for essential elements of the legislation during its revision by six Senate commissions and the Chamber of Deputies. To prepare for the implementation challenges facing society and the Government, UNICEF Mexico initiated internal training for all staff about the law's implications and UNICEF's role in supporting its roll-out.

Constitutional reforms in June recognised the right to identity, the right of registration immediately after birth, and the right to a free first birth certificate, as well as raising the minimum age of employment from 14 to 15 years, a step towards ratifying ILO Convention 138.

Extrajudicial executions and forced disappearances by the military and by municipal police in Tlatlaya (Mexico State), and Iguala (Guerrero State) in June and September, respectively, and the discovery of mass graves in several states, laid bare the widespread nature of these serious human rights violations and the impact of organised crime on the population, including children and adolescents. They provoked social protests throughout the country, especially in the education sector. UNICEF participated in a common UN Country Team (UNCT) approach and statements on the situation.

UNICEF Mexico made written submissions to the Convention on the Rights of People with Disabilities (CPRD) and the CRC for examinations of Mexico's treaty commitments, respectively, in September 2014 and May 2015. UNICEF supported visits to Mexico from the Child Rights Rapporteur of the Inter-American Commission on Human Rights and the UN Special Representative for Violence against Children, to feed into national discussions on the need for an integrated child rights promotion and protection system and to address increasing violence against children.

Gender Mainstreaming and Equality

UNICEF, the Ministry of Public Education (SEP) and local authorities promoted the elimination of gender and ethnic barriers that prevent access of indigenous girls to school and impact on dropout and failure. This strategy started in 2013 through two forums in Oaxaca and Chihuahua attended by indigenous girls and women, multicultural teachers, governmental authorities and civil society organisations (CSOs). Similar forums were held in December 2014 in Mexico (state) and Yucatán. This strategy has served as an effective platform for identifying barriers and solutions to problems that indigenous girls face and will continue in 2015. UNICEF provided strategic guidance for policy implementation, as well as capacity building for teacher supervisors to address gender inequalities in follow-up.

UNICEF Mexico continued to support girl's empowerment and participation. A delegation of two girls, Chihuahua's Coordinator of Gender Equality a staff member participated in the II International Seminar on Girls' Empowerment in Brasilia (November). Both girls shared their experience from other fora, (Oaxaca Indigenous Girls Forum and 2014 UN General Assembly side event on the rights of adolescents to participation and inclusive education in Post-2015 Agenda). The objective was to exchange experiences and evaluate best practices and tools. UNICEF offered human rights and equity-based approaches to analysing problems faced by vulnerable. Over 70 girls participated, along with CSOs, international organisations and representatives from Brazil, Ecuador, Guatemala, Jamaica and Mexico.

Within the Inter-agency Gender Group, UNICEF participated in promoting the ENDViolence campaign and launching press releases and materials related to reproductive health, education, violence and employment affecting girls. UNICEF Mexico translated into Spanish the joint general recommendation/general comment No. 31 of CEDAW and No. 18 of the CRC on harmful practices, for dissemination in Mexico.

UNICEF Mexico continues to promote the disaggregation of data and gender analysis in relation to the different ways in which poverty, exclusion and violence affect girls and boys. (See UNICEF's analysis of MDG achievement in Mexico from an equity perspective).

The new 'General Law on Girls, Boys and Adolescents Rights' adopts a gender perspective throughout its text, and at the initiative of the Senate's Gender and HR Commissions, incorporated the concept of "substantive equality" as one of its guiding principles.

Environmental Sustainability

This year, as a follow-up to actions reported in 2013, participatory community risk analysis and emergency preparedness were negotiated with Guerrero and Oaxaca states to support Emergency Plans for 40 schools in communities at risk of natural disasters in rural areas in 2015, involving 1,500 primary school children. This involved the transfer to new states of a methodology already adopted by all primary schools in the state of Chiapas in 2013 and being rolled out by the state of Tabasco, with UNICEF partner IEPAAC.

UNICEF Mexico sent a representative to the Resilia II Workshop in Nepal in February, and as a result is incorporating risk analysis into future situation analysis and programming.

During the 2015 planning exercise, UNICEF staff undertook humanitarian and environmental risk analysis, identifying the greatest risks in states with UNICEF programming.

Reductions in paper usage were achieved through the use of OneDrive.

Effective Leadership

To implement the new CP 2014-2018 effectively, with its shift in programmatic ambition and geographical reach, an analysis of office capacities was undertaken and an extraordinary Programme Budget Review (PBR) submission made to bring capacities in Operations, Programme and Communications into greater balance with private sector fundraising capacity, enhanced through the 2013 PBR. The recruitment and mitigation plan resulting from the abolition of eight posts the creation of 11 others, approved by the PBR, is being implemented, with recruitment timelines regularly monitored by the Country Management Team (CMT).

UNICEF Mexico was the subject of an audit by the Office of Internal Audit from June to August 2014. This was a very productive exercise. Audit preparations involving the entire office and dialogue with the auditors during their 10-day visit allowed the CMT to identify and immediately implement improvements in processes in operations, programmes and PFP. The nine agreed actions included in the final audit report were rated as medium priority. The CMT adopted an audit recommendation action plan to respond to and close all recommendations by June 2015.

In August HACT training provided by the Regional Office (LACRO) was undertaken by staff from UNICEF and two other UN agencies, and revised Assurance Plans for 2014 and 2015 were developed. Using the HACT Capacity Assessment Tool, UNICEF Mexico increased its HACT implementation capacity by 38 per cent in the second semester.

The Office Business Continuity Plan (BCP) was updated and approved by the CMT in February, 2014. In June the BCP was activated for two days when UNICEF's premises were struck by lightning, causing power loss. Essential staff were efficiently relocated to the UN House, activities continued and deadlines were met without delay.

Threat analysis and 20 key actions were updated in the Early Warning/Early Action plan in October. An unprecedented breakthrough was made in negotiations with national level civil protection, leading to an MOU covering cooperation in standards, coordination, training and supplies. UNICEF participated actively in the first National Civil Protection Congress, bringing

together state governors, federal ministries and the President. A UNICEF workshop with Chiefs of Civil Protection in 32 states promoted priority and differentiated attention to children in emergencies.

The increasingly unstable security situation, influenced by organised criminal activity and social protests against it in many parts of the country, led UNICEF Mexico, in conjunction with UNDSS, to redouble risk analysis in programme management, and put security measures in place for consultants in the field. The security of personnel is given the highest priority in programme decisions.

Once a new International Chief of Operations is at post in early 2015, a comprehensive review of Enterprise Risk Management will be undertaken involving all areas, early in the Programme Cycle.

Financial Resources Management

The CMT monitored key financial resource management indicators monthly and introduced new processes for ensuring better forecasting and implementation.

The cash-flow monitoring system continues to reinforce timely recording of PSFR income and a regular, triangular reconciliation of PFP financial data, bank statements and financial transactions reflected in VISION, to ensure more timely allocations to meet support budget, programme and PSFR obligations. Periodical income projection updates received from PFP now provide valuable inputs that help to ensure better cash-flow planning and management.

To improve performance and indicators in May 2014 UNICEF Mexico started processing payments to suppliers and staff via e-banking. This reduced the need for visits to the bank from five days to one or two days a week.

UNICEF Mexico was the subject of an audit by the OIA, receiving a 10-day visit at the end of July. The audit process and preparation of responses to 113 questions, enabled staff to identify and implement improvements in processes, programmes, operations and private sector fundraising. The final audit report, received in December, included nine agreed actions, all at medium priority level.

Financial indicators:

The percentage of implementing partners with outstanding direct cash transfers (DCTs) of more than 9 months was 3.14 per cent. Technical problems for closing DCTs continued during the year, affecting this indicator.

All bank reconciliations were delivered on time, meeting the deadlines. UNICEF Mexico expected to close its December 2014 bank reconciliation with no outstanding items.

At year-end, implementation of RR was 99.06 per cent, and OR was 100 per cent.

UNICEF Mexico started preparing for migration to the Panama Hub in 2015, as a step in transition towards the Global Hub. For that purpose, the Operations Chief attended the regional Operations meeting and met with operation chiefs from Panama and the Regional Office in November.

Fund-raising and Donor Relations

UNICEF Mexico progressed towards establishing pillars of the medium-term fundraising plan for 2014-2018. By year-end, it had surpassed the threshold of 30,000 pledge donors, raised US\$5.8 million and increased local fundraising by 29 per cent over 2013.

In December UNICEF signed an agreement with the Carlos Slim Foundation for the donation of US\$100 million to fund the Global Polio Initiative over five years. UNICEF facilitated the negotiation and interaction with the Foundation during 2014, and will channel the US\$20 million annual donation during the coming years.

UNICEF Mexico's expanded its network of suppliers and implementation capacity to increase pledge donors, an income stream that allows it to count on predictable and sustainable income. Two new Face-to-Face (F2F) agencies were added to the existing one, to expand pledge acquisition capacity. In so doing, UNICEF is now covering six major cities: DF, Monterrey, Guadalajara, Puebla, Queretaro and Tijuana. It also engaged with a Mobile Aggregator to implement different tests through SMS. An outsourced call-centre was hired to increment telemarketing capacity, and a digital marketing company developed a new online fundraising platform.

An agreement with Scotiabank was signed to help in acquiring donors among its 480,000 credit card holders. Cinemex and its 2,300 movie theatres joined UNICEF to invite its 8 million clients during December to make a donation. Relationships with seven multi-level sales companies are under development to test CPTP among sales forces. UNICEF Mexico strengthened its relationship with existing partners by renewing alliances with Liomont, Santander and Comercial Mexicana.

During April (Children's Day is April 30th) a joint media and fundraising campaign "#Hazlo Real" (Make Child Rights Real), and a pop concert by Aleks Syntek sponsored by important companies, helped to test SMS donations.

Evaluation

A five-year integrated monitoring and evaluation plan (IMEP) for 2014-2018 was designed and negotiated with key counterparts with this year's Country Programme Action Plan (CPAP).

In its first year, the annual IMEP focused on the elaboration of subnational SitAns; the preparation of a confidential report to the CRC Committee regarding Mexico's 4th and 5th reports; implementation of two key online courses for counterparts; and publication of a series of good practices on children's and adolescents' rights from the previous cooperation cycle, 2008-2013.

In 2014 the Global Evaluation Reports Oversight System provided feedback on evaluations submitted in 2013. The "Final Evaluation of UN Joint Programme 'Peace Window', to prevent violence in Chiapas, México (2009-2012), received an overall quality rating of "Highly Satisfactory", and was included among the 63 best evaluations worldwide. The review concluded that UNICEF Mexico could confidently act based on the evaluation. The "Impact evaluation of Construye T (UN Joint Programme)", received an overall quality rating of "Mostly Satisfactory".

Also in 2014 Mexico was one of four country case studies in the Global External Evaluation of UNICEF's strategies and programme performance on protecting children from violence. The

evaluation will help UNICEF and partners to identify effective ways to strengthen strategies, functions and actions at all levels to protect children from violence. The evaluation team visited Mexico in September 2014 and interviewed staff members, key Government and civil society counterparts, and made field visits. The report and final results are expected in 2015.

UNICEF successfully advocated for an independent evaluation of social policies for children and the National Child Rights Programme to be included in the new national law on Child Rights. This will be carried out by the National Evaluation Council, CONEVAL, presenting evaluations to Congress. UNICEF Mexico will have future opportunities and challenges in terms of supporting CONEVAL in this task.

Efficiency Gains and Cost Savings

During the reporting period UNICEF Mexico gained significant savings in the category of communications: in 2012 it spent US\$69,000.00, vs US\$42,000.00 spent as of November, 2014. This reduction resulted from the implementation of Lync and Office 365. Other benefits included:

- With the implementation of OneDrive, the human resources recruitment process became more dynamic, being able to share information online, avoiding the printing of hundreds of pages that had to be destroyed at the end of each process.
- With the incorporation of Lync to hold meetings with other UNICEF offices, counterparts and partners, UNICEF has reduced travel costs, improved communication and made the implementation of projects more efficient.

In comparison with 2013, there were no net IT savings during 2014, due to the need to increase bandwidth from 6 to 10 mv and the acquisition of a 6 MB backup link

The use of e-banking allowed UNICEF Mexico to reduce the number of visits to the bank from five days per week to one or two days.

Given the expansion of the geographic scope of the Country Programme, vehicle operations increased.

Supply Management

Procurement and contracting of services provided a key role in supporting Fundraising and Communications operations by adding more channels and subcontracting services to achieve the ambitious goals set. These two areas accounted for 38 per cent of procurement funds in 2014.

UNICEF Mexico operations rely on procurement of services as the strategic tool for funds implementation, including face-to-face activities, direct mail and other seasonal campaigns and resource mobilisation strategies.

The value of procurement has been reduced to virtually nothing, in contrast with 2013. Long-term agreements (LTAs) were prioritised as a means to optimise transaction costs. Common UN LTAs also made operations more efficient by reducing lead time in a cost-efficient manner. UNICEF's capacity for contracting services was strengthened by staff participation in Regional Office training on negotiating and contracting LTAs, through a training mission from PFP Geneva.

The supplier base grew by 20 per cent as new vendors able to provide competitive prices for the services required were recruited and the supplier development programme was advanced through Procurement Seminars, as per with Government Agreements for Supplier Development Projects (i.e. ProMexico through the Ministry of Economy and Finance).

The total of services and supplies contracted amounted to US\$4.76 million. This demonstrates a shift in balance between project cooperation agreements (PCAs) and contracts in support of Programmes in the new Country Programme, and the heavy workload created by the intensification of advocacy activities and a more aggressive fundraising strategy, which resulted in a 29 per cent increase in funds raised locally.

Security for Staff and Premises

The access control and video surveillance systems received maintenance to ensure an extension in the recording time to one month, which improved security for the office and staff.

The increasingly unstable security situation, influenced by organised criminal activity and social protests against it in many parts of the country led UNDSS to increase its risk analysis capacity in the United Nations Security Centre, and UNICEF Mexico to redouble its risk analysis in programme management. This included regular monitoring of the security situation in states such as Guerrero, Michoacan and Tamaulipas. In conjunction with UNDSS, measures to ensure the safety of consultants in the field were put in place. One consultant was temporarily relocated to Mexico City from Chilpancingo, Guerrero, for this purpose in October. The security of personnel was given the highest priority in programme decisions.

During 2014 UNICEF Mexico had one critical security incident: On the way back from an official mission in Queretaro City, the lock of the UNICEF car was broken and the luggage and a UNICEF laptop were stolen, as well as the passports of a staff member. This incident was responded to, with full support from Mexico's UNDSS team.

Individual staff and their families continued to suffer from incidents related to crime.

The UNCT security management team agreed to an increased programme of security trainings for staff in 2015, including the running of a SAFFE training in conjunction with Mexican authorities in the second half of 2015. To finance increased risk analysis capacity in the UN Security Centre, agency quotas to UNDSS will be increased in 2015. To support the UNDSS Security Centre, staff trainings and the purchase of required telecommunications equipment, UNICEF Mexico has applied for increased security-related funding in 2015.

In June the BCP was activated for two days when UNICEF premises were struck by lightning, burning out the electrical supply and generator. Essential staff were efficiently relocated to UN House. UNICEF Mexico activities continued and deadlines were met without delays.

Human Resources

During the Regional 2014 budget review for the biennium 2014-2015, the PBR committee approved a revised structure for the UNICEF Mexico CP 2014-2018, aiming to strengthen UNICEF's sub-national presence and visibility for the purposes of both advocacy and fundraising. The new CP considers major shifts from a limited geographical focus to a new form of engagement at the sub-national level, to achieve national reach in all 32 Mexican states. The change in reach requires a change in modus operandi, involving highly skilled staff with capacity

to work within a different approach at both the federal and sub-national levels. Having been selected as a Pilot Country for the new Global Communications Strategy, changes in the capacity of the Communications section were also necessary. In this new context, the abolition of eight positions and the creation of 11 new positions were approved as part of the adjusted structure. An intensive, and regularly monitored, recruitment schedule to fill these posts was well advanced by year-end.

In accordance with UNICEF's mitigation strategy, an outplacement service was delivered to the incumbents of abolished positions to support them in career planning and development.

UNICEF Mexico established a monitoring system to ensure that everybody complies with deadlines to complete staff appraisals (PAS) in the required three stages, including corresponding feedback discussions with the staff member. 100 per cent completion of 2013 PAS had been achieved by February 2014.

UNICEF is waiting for the results of the Global Staff Survey, which had 100 per cent staff response in Mexico. It has taken several steps to maintain a good working environment, such as stress management courses, regular JCC meetings and a variety of Staff Association activities.

The learning and training plan was established in the beginning of the year. The committee met three times during the year to monitor the effective implementation of training initiatives. Some 80 per cent of the training and learning plan was achieved, involving training sessions to staff related to wellbeing (e.g., stress management), human resources (e.g., CBI Certification), Programme (e.g., HACT, MoRES) and staff security. Information sessions were held on HIV by UN Cares, along with other programmatic issues.

Effective Use of Information and Communication Technology

The implementation of Office 365 facilitated more efficient work, both internal and externally. Internally, with the use of OneDrive the recruitment process became more dynamic, sharing the information with the Central Review Bodies (CRB), and the office could stop printing hundreds of pages that had to be destroyed at the end of the employment process. With the incorporation of Lync, meetings with other UNICEF offices, counterparts and partners could be held more efficiently, reducing travel costs, improving communication and making the implementation of the projects more efficient.

A new module was installed in 'Donor Perfect', and used to measure the behaviour and retention of our donors, taking into account both age and payment behaviour.

With these new tools staff are more able to work from home and, during travel duty, reduce the disruption of internal processes.

With more than 210,000 followers on social media, this platform enables UNICEF Mexico to have a dialogue with society, learn more about the population and gain greater understanding of our work and values. In 2014 UNICEF Mexico launched a number of digital initiatives (#HazloReal, #SomosUNICEF, #InfanciaODM) in which hundreds of thousands of people interacted with UNICEF about children's rights. For UNICEF Mexico, social media also helped to create a personal element to our programs and PFP messages, thus making them more effective. Leading debates on blogs – UNICEF Mexico started posting on the unicef.org global blog site – and forums like TEDx (with a wide presence online) also contribute to be seen as innovative and forward-thinking.

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

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

Analytical Statement of Progress:

Management priorities and their status by the year end were:

- Start CPAP 2014-2018 implementation with the new programmatic structure: CPD signed by the Executive Board in February 2014, CPAP signed by Government of Mexico June 2014, new cooperation agreements signed
- Develop a human resources plan based on the approved new 2014-2018 structure, implementing a mitigation plan and timely recruitment;: PBR completed July 2014, approved by NHYQ October 2014, Recruitment Plan October-December 2014 for 13 recruitments well advanced by end of 2014
- Programmatic priorities will focus on producing visible results for children feeding into, and as a result of, increasingly more comprehensive PFP and communications strategies: Programme, Communications and PFP areas integrated in integrated Outcome Groups focused on measureable results
- Expand UNICEF's presence in Mexico through the implementation of a new sub-national programme model based on more effective and efficient quality control mechanisms:: new sub-national strategy approved and under implementation, with outreach consultants in three states, technical assistance to 18, and 32 states and nearly 1,500 municipalities engaged in 10 Points for Children advocacy agenda.
- Responding to Global and Regional initiatives, such as "A Promised Renewed" and "Vamos a Jugar" and coordinating them with national programmes, such as "Crusade against Hunger" will be a joint effort involving programme, communications and PFP teams seeking to create functioning models that complement Government and civil society efforts: A Promised Renewed signed again by new federal administration; efforts to support Crusade against Hunger constrained.
- The Country Programme will take into account not only UNICEF's value-added to impact children's lives, but will also place special focus on the need to support and sustain accelerated resource mobilisation efforts: positive Programme, Communications and PFP results reported for Outcomes 1-5
- Prepare for the internal audit: Office of Internal Audit examined UNICEF Mexico from June-August 2014, including through a 10-day visit. An audit report was issued in December, with nine agreed actions, for which UNICEF Mexico established an action plan and had implemented several changes by year's-end.

OUTPUT 1 Effective and Efficient Governance and Systems

Analytical Statement of Progress:

The UNICEF Mexico Annual Management Plan secured the updating of statutory committees, terms of reference, membership and responsibilities.

Telecommunications infrastructure was reinforced to ensure hardware and software are in compliance with UNICEF standards and support SAP and VISION operation in a reliable and sustainable way.

Attention was given to ensuring correct segregation of duties, as an important internal control to

prevent errors, ensure compliance with IPSAS and increase the transparency of operational management practices.

UNICEF Mexico played an active role in a collaborative inter-agency team work to improve and test Business Continuity Plans of the offices involved, strengthening inter-agency collaboration in ICT areas.

OIA examined UNICEF Mexico from June-August 2014, including through a 10-day visit in July-August. An audit report was issued in December, with nine agreed actions, all of medium risk priority, for which UNICEF established an action plan, and many recommendations had already been implemented by year-end. The process was a positive one allowing the office, jointly with auditors, to identify processes in need of improvement and take immediate action to do so.

As a consequence, for instance, a training supported by the Regional Office in HACT implementation at the end of September, for UNICEF staff and other UN agencies, allowed UNICEF Mexico to increase its HACT capacity by about 38 per cent (according to the HACT Capacity Assessment Tool used in the training), and ensure capacity to implement a more robust Assurance Plan for 2015, with staff responsibilities detailed in PAS and EPAS.

OUTPUT 2 Financial Resources and Stewardship

Analytical Statement of Progress:

In general terms, the office continues on a good track, with efficient management of financial resources and planning based on close collaboration among the operations, programmes and PFP staff members.

The cash-flow monitoring system continues to reinforce timely recording of PSFR income and a regular, triangular reconciliation of PFP financial data, bank statements and financial transactions reflected in VISION. Periodic income projection updates received from PFP provided valuable inputs to ensure good cash-flow planning and management. Further improvements to integrated planning, forecasting, funds allocation and utilisation is planned for 2015, as an agreed audit action.

To improve performance and indicators UNICEF Mexico started processing payments of the suppliers and the staff via e-banking in May 2014.

The 2014 PBR request was processed during June and July, to ensure prompt delivery of relevant information for implementation. At the request of UNICEF Mexico, a post of Chief at P3 level, was approved at the PBR, taking into account the complexity of operations in Mexico integrating Programmes, Communications and Private Sector Fundraising. Since the P4 post was vacated in February 2013, UNICEF has experienced difficulty in recruiting for that post, which was due for abolishment in January 2015. In the interim, the Chief of Operations was filled by a national General Services professional as officer-in-charge, with support from the Regional Office and from UNICEF offices in Bolivia, Chile, and Colombia and from HQ (DFAM) in the form of short-term exchange assignments. This had natural implications for workload in the Operations Section, to which operations staff responded with professionalism and good grace. Following the October 2014 NYHQ approval of the PBR, the P3 Chief of Operations recruitment is well under way, together with 12 other recruitments in a regularly monitored recruitment plan.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:

To meet the needs of the new Country Programme, bring Programme, Communications, Operations and Private Sector Partnerships into balance, and take account of the new roles expected of UNICEF Mexico as a pilot country for the Global Communications Strategy, an exceptional submission to the PBR was made. This resulted in the abolishment of eight posts and establishment of 11 new posts. Outplacement services, supported by the Regional Office, were delivered to the incumbents of abolished positions, in accordance with UNICEF Mexico's mitigation plan, to support them during the transition period.

During the year three international posts (Education, Communications and Deputy Representative), two National Officers (Health and Nutrition, Education) and two GS Assistant posts were filled. Thirteen posts deriving from the PBR and staff mobility were under recruitment at year's end, as well as two Temporary Appointments. Nineteen individual consultant contracts were issued. All contract extensions, entitlements, step increments, etc. were performed on time. The administration of outsourced personnel was also within the target, with no deviation.

The 2013 PAS report and 2014 Planning and Mid-Year Review were completed on time, and are on track for February 2015 completion of the performance evaluation cycle.

The learning and training plan was established in the beginning of the year. The committee met three times during the year to monitor implementation of initiatives planned and adjust to emerging needs. The training and learning plan was 80 per cent completed, through training sessions for staff related to wellbeing (ex. stress management), human resources (e.g., CBI Certification), Programme (ex. HACT) and staff security.

OUTCOME 2 Support the creation of a national integrated protection system**Analytical Statement of Progress:**

In the first year of the CPD, UNICEF Mexico concentrated on improving legislation to protect children from exclusion and harm. Some 40 million children in Mexico now count with a more robust legal framework to guarantee their rights, to protect them when vulnerable and redress violations of their rights, after a General Law on Girls', Boys' and Adolescents' Rights was passed in December. The law, sent to Congress with Presidential priority in September, was revised by six Senate Commissions and the Chamber of Deputies in Congress, with UNICEF technical assistance to ensure it met international standards. The landmark law creates child rights governance and coordination mechanisms within a National Integrated Child Rights Protection System, to redress fragmentation of policies and responsibilities for children's rights. The President will preside over the system, with an Executive Secretariat to follow-up on decisions and obligations to children across all sectors and levels of government. Innovations in the law, include child rights information systems at all levels, the independent monitoring of social policies for children and explicit reference to budget obligations to implement the law. The law strengthens much-needed mechanisms to protect children against violence, abuse and exploitation, with the creation of Children's Defenders' at federal state and municipal levels responsible for channelling child protection cases and directly defending children's interests in court. The General Law sets normative standards for children applicable across the whole of Mexico, redressing the previous heterogeneous approach of many different state laws. As an example, marriage for both sexes is now set at 18 years of age, as opposed to previously where in many states girls could marry at 14 and boys at 16. UNICEF played an important role in agenda-setting for essential elements of the legislation. Protection procedures laid out in the law

drew on field examples supported by UNICEF in marginalised areas. Constitutional reform to make way for juvenile justice reforms to similarly harmonise standards across states was also initiated. UNICEF invested in large-scale capacity building (e.g., using on-line tools) to ensure child-appropriate approaches in both the justice and migration systems. UNICEF worked with Mexican authorities to improve consular assistance and social welfare support to migrant children, following the surge in children migrating from Mexico and Central America to the United States, with related capacity building set to intensify in 2015.

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

Analytical Statement of Progress:

Mexico's new General Law on Girls', Boys' and Adolescents' Rights, passed in December 2014 sets up coordination mechanisms across government sectors and administrative levels, creating an integrated child rights protection system at the highest level of Government, and an executive secretariat, all to be mirrored at state and municipal levels. This was fitting legislative progress for the 25th anniversary of the Convention on the Rights of the Child, and Mexico was a prominent sponsor of the Special Session on Children at the UN General Assembly in commemoration. By the end of the year 15 states, 1,500 municipalities (in which 18 million children live) had adhered to the 10 Points for Children priority agenda, and all 32 state governments committed to adhere to it at the National Meeting of Governors. UNICEF made submissions to the Committee on the Rights of People with Disabilities and the Committee on the Rights of the Child, in advance of their review of Mexico's compliance in September 2014 and May 2015, respectively. UNICEF will concentrate on supporting the roll-out of the General Law in the country in 2015.

OUTPUT 2 By the end of 2018, a child protection system articulating sectors and branches of government at national and state levels to prevent and respond to violence against children and adolescents, especially gender-based violence, and discrimination, is in place.

Analytical Statement of Progress:

The new General Law on Girls', Boys' and Adolescents' Rights establishes specialised Children's Defenders at federal, state and municipal levels to better detect and respond to violence, abuse and exploitation, and to defend children's rights in court when necessary. The law introduces a common national procedure for addressing child protection concerns, which drew on field experience in developing local child protection systems supported by UNICEF in recent years. In 2014 these experiences were expanded to 30 indigenous municipalities in Chiapas, and a wide range of authorities and civil society actors in Jalisco, Puebla, Hidalgo, Tabasco and Morelos states were trained in the methodology. Some 3,500 justice operators completed the first online diploma course on child rights and access to justice, launched by UNICEF with the Mexican Supreme Court. UNICEF and the Supreme Court launched a common website, with a search engine to track child-rights related jurisprudence and activities for children. Responding to public concern about violence in schools, UNICEF supported Congressional Commissions of Education, Human Rights, Child Rights and Vulnerable Populations to hold a national forum, with the UN Special Representative for Violence against Children, to promote adequately funded public policy solutions.

To protect children migrating alone from Mexico and Central America, whose numbers surged in 2014, UNICEF supported the Mexican Foreign Ministry to develop common protocols and a tool kit to ensure appropriate care in diverse situations, training staff from 50 Mexican Consulates in the USA. UNICEF also worked with IOM and UNHCR to support the national welfare agency, DIF, to augment its protection of migrant children.

The minimum age of entry into employment was raised through Constitutional Reform to 15 in June, and the national statistical bureau reported that from 2011 to 2013 child labour decreased from 3 million to 2.5 million among children aged 5-to-17.

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

Analytical Statement of Progress:

Over 600 potential federal justice operators completed a certification in specialised justice for adolescents in conflict with the law, promoted by UNICEF with the Federal Judiciary Institute (IJF), in preparation for the entry into force of this previously non-existent level of juvenile justice. UNICEF also supported a specialised follow-up course for the state of Chihuahua.

By the end of October a constitutional amendment needed to issue new general legislation on juvenile justice was approved by the Senate and sent to the House of Representatives for approval. Anticipating such approval, UNICEF provided technical assistance to an inter-sectorial Drafting Group for a new General Law on Juvenile Justice, which aims to harmonise procedures and penalties for adolescents in conflict with the law across the country. These currently vary greatly between states, with maximum penalties for similar crimes varying between five and 20 years. An experienced Brazilian juvenile judge, brought over for the Juvenile Justice course, was able to bring important inputs to the final draft prepared by the group, which is expected to be discussed by the Federal Congress in 2015, once the constitutional amendment is finally passed.

UNICEF also co-organised, in coordination with the National Commission of Superior Courts of Justice and the National Institute of Penal Sciences among other partners, the Third International Juvenile Justice Congress, which brought together more than 500 juvenile justice operators from throughout the country with the main purpose of identifying and sharing national and international good practices, in part to influence unification of the legal framework and the new General Law in this matter.

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

Analytical Statement of Progress:

Results were achieved in 2014, further positioning UNICEF as a knowledge leader in child rights and a go-to actor for equitable policy design for children. At the same time UNICEF increased its credibility with social policy actors through its consistently high-quality analysis and publications, as well as its partnerships with prestigious local actors such as CONEVAL (the social policy evaluation and poverty measurement authority), INEGI (the state statistics agency), and the Ministry of Finance. In addition, the passage of the Law to create a Child Rights System this year laid the groundwork for UNICEF to provide targeted technical support for: the assigning of resources to uphold all rights for all children, the creation and maintenance of a national information system on child rights and the establishment of regular, institutionalised

evaluations of the social policies that comprise the system. Given that work in these three areas was already well-established in the previous Country Programme, the challenge for 2015 will be to identify the key bottlenecks to Government ownership and implementation of these activities, particularly at the sub-national level, where scale-up may be delayed by capacity or budget constraints.

- With this changing context in mind, UNICEF Mexico achieved impressive results in providing the Government with the tools necessary to improve targeting of social programmes for children, particularly those with an explicit intent to reduce poverty.
- Similarly, UNICEF made great progress in filling thematic gaps in data availability by working with the national statistics agency, INEGI, to include survey questions that will provide information that has to date not been available, and will aid in prioritisation of UNICEF and Government activities in light of the new Law. Complemented with the possibility for Mexico to participate for the first time in the MICS5 household survey in 2015, the current context seems favourable for improving available information and analysis to improve policy design for children and adolescents in the near future.
- UNICEF Mexico continued its work to improve transparency of public spending for children, broadening its range of partners and increasing state-level impact to four states and two large, metropolitan municipalities.

Lastly, UNICEF expanded its sub-national reach to work with three new states in their Situation Analyses, establishing new mechanisms for generating state-level data and analysis with input from local actors.

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:

Work to improve the equitable targeting of social policies for children and adolescents in Mexico has successfully exposed persistent gaps in child rights fulfilment as a national priority. UNICEF Mexico released updated child poverty calculations and analysis for 2013, and towards the end of the year published a report on the MDGs, children and equity in Mexico, which included both an assessment of goal achievement for children as well as a breakdown of gaps in MDG achievement according to geography, sex, economic status and ethnicity.

The publications enjoyed 69 mentions in national media, including radio and TV. The office of the President also participated in the launch of the MDG report, raising the profile of report findings. These efforts to close gaps in information on child rights are also regularly cited by academics and by civil society organisations in their advocacy campaigns.

UNICEF Mexico worked at the global level to share good practices from Mexico in public finance for children, working with four states to incorporate a measure of spending on children in their 2015 state budgets (Jalisco, Oaxaca, Puebla y Yucatán), and lobbied the National Institute for Competitiveness (IMCO) to include this measure of child spending as one of the criterion in its annual state budget competitiveness index. This index was presented for the first time, with UNICEF's proposed criteria for child-friendly budgets, in November and will be applied to all state budgets in 2015. In addition, rights-based budgeting experiences were documented and shared at the municipal level in Pachuca and Puebla.

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

Analytical Statement of Progress:

UNICEF Mexico made progress in improving existing information on thematic areas that are systematically under-covered by existing household surveys and the census. In the case of the Demographic survey (ENADID, 2014), questions were included at UNICEF's suggestion on birth registration, breastfeeding and HIV testing as part of prenatal care. For the Intercensal Survey (2015), UNICEF lobbied for the inclusion of data on birth registration, school attendance and school modality, indigenous origin, disabilities and maternity employment benefits, and has already achieved the inclusion of birth registration data as information of national interest, which guarantees its permanence and a budget assignment. UNICEF also laid the groundwork for conducting a MICS survey in Mexico for the first time in 2015, which should fill many of the gaps with respect to internationally comparable information.

State level SitAns and capacity-building on child-friendly budgeting were new areas of work for UNICEF at the state level, providing increased visibility to UNICEF and complementing federal work by building on local knowledge. The possibilities for sharing good practices from states with higher capacity to states with lower capacity is also viable and attractive, as part of the increased local presence as a result of the new Country Programme. As a result, SitAns are in the process of being prepared for launch in the states of Chihuahua, Hidalgo and Jalisco, with a plan to replicate the experience in all Mexican states by end of the new Country Programme. The first phase involved the creation of more rapid mechanisms to collect and input information for the SitAns in Chihuahua, Hidalgo and Jalisco states, to ensure homogeneous quality final products. In addition best practices on a range of issues, based on experience in the last Country Programme, were compiled and prepared for release in 2015.

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

Analytical Statement of Progress:

A National Campaign for universal and timely birth registration continued, and in June the Right to Identity was included for the first time in the Constitution, with a provision for babies to be registered immediately after birth and for the first birth certificate to be issued free of charge, independent of age.

UNICEF Mexico made important progress in consolidating alliances with relevant national actors in ECD, mainly with Seguro Popular, the National Centre for Childhood and Adolescent Health (CENSIA) and the National Council to Foster Education (CONAFE). ECD strategies and materials from these institutions were reviewed and improved, and their personnel were trained in child development assessment and the use of ECD materials. Studies on CONAFE's early education programmes were concluded, presented and discussed, inputting into planned improvements in the quality of care. A similar study of National Welfare Institute (SNDIF) programmes will be undertaken in 2015.

In alliance with the National Institute for the Evaluation of Education, UNICEF Mexico actively supported and participated in the design of a consultation process with indigenous people about

their views of the education system. The pilot phase included consultations in 49 indigenous communities, featuring special meetings with children and adolescents. In Yucatan and the State of Mexico, forums with indigenous girls were organised to identify bottlenecks to their educational inclusion and propose alternatives, with the participation of key state authorities. In Oaxaca and Michoacan workshops with teachers, principals and supervisors were organised as a measure of continuity from previous forums. The issues discussed, as suggested by girls were: intercultural education, children's participation, gender approach and children's rights.

As of 2015, 11 million children under 5 will receive an insert with their immunisation card, which was designed and printed this year for the Ministry of Health with UNICEF support. The insert promotes the role of caregivers in ECD and identifies key milestones, according to a child's age, to facilitate timely identification of developmental delays that could reduce the possibility that they will progress into a disability.

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

Analytical Statement of Progress:

A National Campaign for universal and timely birth registration launched in April 2013, entered a second phase with the launch of a major communication campaign 'If you don't register them, they don't exist' in March 2014 developed with support from UNICEF and the Carlos Slim Foundation. The campaign included TV and radio spots and printed materials distributed throughout the country, emphasising the importance of prompt birth registration to access rights and services. Between the original launch in April 2013 and October 2014 some 770,953 births were registered in over 451 special initiatives and outreach activities, in addition to routine registrations in birth registration offices. UNICEF supported special efforts to train 4,271 traditional birth attendants in the state of Chiapas to reach children born outside the hospital network, in indigenous communities, and developed materials for other states to do likewise.

In June a major milestone was reached when a reform including the 'Right to Identity' was included for the first time in the Constitution, including a provision that babies can be registered immediately after birth and first birth certificates are to be issued free of charge independent of age. This was important since in Mexico birth registration is decentralised to states and municipalities, lacking common norms, procedures and costs for birth registration. In 2015 UNICEF will support states to harmonise their legislation and budgets to ensure that first birth certificates are issued free.

At the end of the year, Mexico agreed to host the III Regional Conference on the Right to Identity and Universal Birth Registration in 2015, so that countries can share and accelerate initiatives to meet regional targets for universal birth registration; especially efforts to reach the most marginalised children.

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

Analytical Statement of Progress:

UNICEF contributed to strengthening the ECD strategy of Seguro Popular, participating in the revision of materials and training of Seguro Popular workers. More than 1,300,000 materials were distributed to families of the 'Oportunidades' programme (now renamed 'Prospera', or

Prosper) and almost 15,000 workers were trained in assessing child development and using ECD materials. The kit was composed of booklets, visual support for training sessions and CDs in Spanish and 12 indigenous languages. The translated materials will be disseminated in 2015 by the Ministry of Education to indigenous education services nationally.

UNICEF Mexico provided technical assistance for improving a national norm for attention to children in public health services (NOM031). UNICEF collaborated with CENSIA to produce an insert to the national vaccine card that promotes good practices in early childhood development in the family and identifies red flags in development that require assessment from a health care professional in the hope of preventing disability through early detection of delays. The Government agreed to include the insert in the over 11 million vaccine cards in the possession of children under five nationwide.

A study on family-based early education programmes by the Council to Foster Education (CONAFE) was presented and discussed with federal and state ECD experts. CONAFE renewed its request for continued technical assistance from UNICEF to improve its Early Education Programme. UNICEF agreed to the terms of reference for a study with the Welfare Agency, which will contribute to linking and unifying the three different early care and education programs run by that agency. With the support of UNICEF, CIESAS and DGEI collected cultural and linguistic inputs to serve as the basis for elaborating educational materials for children under five in 10 indigenous languages.

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:

Contributing to the dissemination of good practices on rural and indigenous education, UNICEF Mexico documented and published three experiences developed with UNICEF technical assistance in prioritised states. This documentation will be useful for advocacy, planning, budgeting and implementation of more pertinent strategies to include rural and indigenous children, particularly girls, and promote their retention in and successful conclusion of school, in the context of sub-national governments' commitment to advancing within the 'Ten Points for Children' advocacy platform.

As a contribution to guaranteeing equity in national education policies, UNICEF gave financial and technical support for including children and adolescents in a consultation process conducted by the National Institute to Evaluate Education with indigenous populations on the quality of education. To define a more pertinent education and evaluation of education, and elaborate a protocol of consultation, INEE implemented a pilot in 49 indigenous communities. This is a unique experience in the region that can contribute to guaranteeing the rights of indigenous children and adolescents to culturally pertinent education in Mexico and other countries in the region.

To identify, reduce or eliminate bottlenecks that impede girls' access to education, retention and successful conclusion, two "Forums of Indigenous Girls for Educational Inclusion" were organised in Mexico State and Yucatan, gathering information on problems and alternatives from the girls and adolescents and their mothers. More than 120 girls, 100 teachers and high-level state and federal representatives were present at the closing ceremony of the event, where girls gave their testimony about the challenges they face to access and complete their education. Their proposals for the design and implementation of more pertinent educational

policies and strategies were presented to state authorities. The forums were organised in alliance with the General Direction for Indigenous Education and the MoE at the state level. In two more states, Chihuahua and Oaxaca, UNICEF contributed to the implementation of eight workshops with teachers, principals, directors, supervisors, technical advisors and administrative employees to strengthen the capacity of these actors to foster access and permanence of excluded children in education (149 in Chihuahua and more than 500 in Oaxaca).

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

Analytical Statement of Progress:

Given that health and nutrition of under-fives was included as part of the new CPD for the first time in the recent history of UNICEF's presence in Mexico, and that the programme cycle began this year, UNICEF has begun positioning itself as a credible actor in this area. Progress focused primarily on: generating knowledge about under-nutrition and marketing practices related to overweight/obesity and promoting exclusive breastfeeding in the first six months of life.

To better understand the factors that underpin under-nutrition in rural municipalities of Oaxaca, UNICEF conducted a nutrition survey, the results of which will be presented for publication in early 2015 with recommendations to both state and federal governments for improving the nutritional status of children through C4D and Government outreach to families.

UNICEF Mexico has also been active in breastfeeding promotion, leveraging partnerships with civil society, academic institutions and the Senate. Jointly with the NGO *Un Kilo de Ayuda*, UNICEF launched a state-level nutrition index and co-organised the second regional forum on breastfeeding for international breastfeeding week in August, with a South-South exchange facilitated by UNICEF colleagues in Chile, Brazil and Vietnam. UNICEF participated in the launch of the Ministry of Health's new national breastfeeding strategy, which included the basic components for which UNICEF had advocated. It is also currently negotiating its cooperation with the MoH, in the framework of the collaboration agreement renewed this year, to a) strengthen the Baby-Friendly Hospital Initiative in Mexico through training materials, b) develop a scheme of home visits during the first post-partum week, and c) support breastfeeding among mothers whose children are in public day-care centres. UNICEF Mexico also signed a collaborative agreement with the National Institute for Public Health to work on various topics, including child obesity, under-nutrition, early childhood development, disability and the MICS5 survey planned for 2015.

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

Analytical Statement of Progress:

To open up more positive opportunities for adolescent development and participation, in 2014 UNICEF provided technical assistance to the Government of Mexico, contributing to the National Youth Plan and the National Programme to Prevent Violence and Crime (2014-2018), strongly focused on the 12-17 population, which traditionally is underserved in public policy making and coverage. To promote greater attention to this age group, UNICEF participated in the Technical Committee on Information on Youth, supporting greater collection and

disaggregation of data on rights issues affecting adolescents.

UNICEF also supported the Ministry of the Interior to develop criteria for adolescent projects focused on generating resilience and preventing violence in the families, schools and communities in 73 of the most violent districts of the country. The Federal Programme supported more than 6,000 events were held this year, including community theatre and cinema, sports tournaments, cultural exhibitions, community fairs and concerts, reaching 74,545 youth. The same Ministry promoted a 'Social Cohesion Survey for the Prevention of Violence and Crime' (SEGOB-INEGI), identifying risk factors faced by young people and conducted in 82,250 homes in 47 major cities, the results of which will be available in 2015.

The General Law on the Rights of Children and Adolescents that passed this year, with strong technical advice from UNICEF, includes a section to ensure the right of participation for all children and adolescents.

Within the framework of the 25th Anniversary of the CRC, several initiatives for adolescent participation, mobilisation and involvement were conducted by UNICEF: a TEDx Talk on children's rights, a workshop, One Minutes Jr. videos, a music contest with the participation of 13 bands voted by 1,210 adolescents, the 2nd. "Festival Somos UNICEF", and the recruitment of 6,779 cyber-volunteers committed to the rights of children and adolescents through the 'Somos UNICEF' online platform.

Jointly with Education Authorities UNICEF Mexico promoted in four states the elimination of gender and ethnically based barriers and discrimination that prevent the access of indigenous girls' to school and have an impact on dropout and failure. The strategy, initiated in 2013, was further developed in 2014, with follow-up actions to two forums (Oaxaca and Chihuahua), including training and planning sessions attended by indigenous girls and women, multicultural teachers, government authorities and civil society organisations. Similar forums were held in December 2014 in the State of Mexico and Yucatán.

UNICEF continued to support girls' empowerment and participation at international fora. In September 2014, a delegation of Mexican indigenous children and teenagers participated in the UN General Assembly side event to promote the rights of adolescents to participation and inclusive education in the Post-2015 development agenda.

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

Analytical Statement of Progress:

UNICEF promoted, jointly with the indigenous education section of the Federal Ministry of Education and local authorities, the elimination of gender and ethnic barriers and discrimination that prevent the access of indigenous girls' to school and have an impact on dropout and failure. This strategy provided follow-up actions to two forums in Oaxaca and Chihuahua attended by indigenous girls and women, multicultural teachers, government authorities and civil society organisations. Similar forums were held in December 2014 in the states of Mexico and Yucatán. UNICEF provided strategic guidance, accompaniment and financing for this strategy, in order to identify specific barriers and comprehensive solutions to complex problems that indigenous girls face when seeking to fulfil their right to education. UNICEF will continue this strategy in other states in 2015, and will prepare a publication to reflect its results.

UNICEF continued supporting girl's empowerment and participation in international fora. In

September 2014, a delegation of Mexican indigenous children and teenagers participated in the UN General Assembly side event to promote the rights of adolescents to participation and inclusive education in the Post-2015 Development Agenda. In November a delegation composed by two indigenous girls from Oaxaca, the Coordinator of the Gender Equality Unit, of Chihuahua's ministry of education participated in the II International Seminar on Girls' empowerment in Brasilia. Over 70 girls participated in the Seminar as well as CSOs, international organisations, national human rights institutions and public servants from Brazil, Ecuador, Guatemala, Jamaica and Mexico. These actions at the national and international level aimed to promote girl's empowerment through exchanges of experience between them and public servants, facilitating programmatic design that takes into account specific problems faced by vulnerable girls.

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

Analytical Statement of Progress:

Aided by UNICEF technical assistance, the National Youth Plan and the National Programme to Prevent Violence and Crime (both spanning 2014-2018) incorporate a focus on the 12-to-17-year-old adolescent population that is generally underserved in public policy-making and service coverage. UNICEF also worked within the UN Country Team to stress the importance of this age group in public policy planning. To promote greater attention to this age group, UNICEF participated in the Technical Committee on Information on Youth, presided by the Mexican Youth Institute, promoting greater collection and disaggregation of data on issues affecting adolescents, such as poverty, child labour and participation. UNICEF supported the Interior Ministry to develop criteria for adolescent projects focused on generating resilience and preventing violence in families, schools and communities. These criteria were used in 73 projects throughout the country. More than 6,000 events were held this year, including community theatre and cinema, sports tournaments, cultural exhibitions, community fairs and concerts, benefitting 74,545 youth.

The Social Cohesion Survey for the Prevention of Violence and Crime, which aimed to identify risk factors faced by young people (aged 12-to-29) was conducted in 82,250 homes in 47 major cities of the country; results are expected in 2015.

The General Law on the Rights of Children and Adolescents, passed this year, includes a section designed to ensure the participation of children and adolescents in all areas of life. In 2014 important initiatives tied to participation, mobilisation and involvement of adolescents and youth around the rights of children and adolescents were taken: activities commemorating the 25th anniversary of the CRC, a TEDx Talk on children's rights, a One-Minute Jr. workshop, a music contest including 13 bands and 1,210 adolescents who voted for the "Festival Somos UNICEF" and initiatives by 6,779 cyber-volunteers committed to the rights of children and adolescents.

OUTCOME 6 New Element

Analytical Statement of Progress:

Important progress was made in 2014 in communication and advocacy activities to put children's rights at the centre of the public agenda and continue positioning UNICEF as the

leading authority in the field, as well as improving its brand image. The 60th anniversary of UNICEF in Mexico and the 25th anniversary of the CRC served to frame several activities, including two major campaigns: The National Campaign for Universal and Timely Birth Registration, and the resource mobilisation campaign 'Hazlo Real', reaching millions through a monumental exhibition of photographs in major buildings and urban furniture in Mexico City and four other major cities.

Key CRC@25 initiatives included the:

- TEDxYouth@mexicocity, an unprecedented event organised by UNICEF and TEDxYouth with participation by young experts;
- One Minutes Jr workshop "How do you live your rights in Mexico?";
- Youth engagement music contest #SubeElVolumenAtusDerechos (Pump up the volume for your rights)
- 2nd Festival "Somos UNICEF" that led to 2,850 new cyber-volunteers registering for the youth engagement platform Somos UNICEF
- Photographic exhibition "Infancia" by renowned Spanish artist Isabel Muñoz, displayed in Pachuca, Hidalgo and the Spanish Cultural Centre in Mexico City, in alliance with the International Image Festival (FINI), reached almost 70,000 people.
- Mexican actresses Yolanda Andrade and Thalia were appointed as Cyber-Ambassadors of Somos UNICEF. The year was characterised by intense media activity and strengthened public relations with media outlets; an MOU was signed with Notimex, the Mexican News Agency, which reaches 230 communication outlets in Mexico daily as well as 218 worldwide.

By year-end UNICEF Mexico had surpassed the threshold of 30,000 pledge donors, raised US\$5.8 million, and increased local fundraising by 29 per cent over 2013. Face-to-face initiatives were scaled up through three different suppliers covering six major cities. Several mobile tests were made to assess the potential of this tool in combination with communication efforts in different media and events. New companies like Scotiabank and Cinemex started supporting UNICEF, and important allies Laboratorios Liomont, Santander and Comercial Mexicana renewed commitments for 2015. Communication and report-back to donors improved in cost-effectiveness by adding more digital and mobile touch-points along the calendar as well as re-designing the annual report and newsletters. Corporate Social Responsibility was also promoted at different events, and BPCR was launched in August. In December the Carlos Slim Foundation signed an agreement with UNICEF to donate US\$100 million to fund UNICEF's global polio eradication activities over the next five years.

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:

In 2014 important advances were achieved in communication and advocacy to put children's rights at the centre of the public agenda and continue to position UNICEF as the leading authority in the field. The 60th anniversary of UNICEF's presence in Mexico and the 25th anniversary of the CRC framed public advocacy throughout the year.

UNICEF launched two nationwide campaigns: first, "Hazlo Real", a resource mobilisation campaign launched to raise awareness on children's and adolescent's rights in partnership with

the Government of Mexico City and with the support of various private sector partners. Second, the 'National Campaign for Universal and Timely Birth Registration', was launched in conjunction with the National Agency for Family Welfare and the National Registry, with support from the Carlos Slim Foundation. During 2014 the campaign placed two PSAs on television and three on radio, achieving over 900 plays on major radio stations and TV channels across the country, with dissemination due to intensify in 2015. There was intensive media activity and strengthened public relations with media outlets, resulting in a new MOU with the Mexican News Agency, NOTIMEX, which reaches 230 communication outlets in Mexico and 128 worldwide every day.

Key CRC@25 initiatives focused on youth engagement included: TEDxYouth@mexicocity, an unprecedented event organised by UNICEF and TEDxYouth with participation by young experts in various areas related to children's rights (such as technological innovation, psychology, sports and education); the One Minutes Jr workshop "How do you live your rights in Mexico", with participation from 16 adolescents; the music contest #SubeElVolumenAtusDerechos (Pump up the volume for your rights) and the 2nd "Somos UNICEF" Festival, an initiative in partnership with the University Tecnológico de Monterrey, Guadalajara Campus. Mexican actresses Yolanda Andrade and Thalia were appointed Cyber-Ambassadors of Somos UNICEF (a platform for youth engagement and cyber-volunteering).

OUTPUT 2 New Element

Analytical Statement of Progress:

This year UNICEF Mexico progressed towards establishing the pillars of the medium-term fundraising plan for 2014-2018.

The network of suppliers and their implementation capacity were expanded with the main goal of increasing the number of pledge donors, and therefore the income stream that allows the office to count on predictable, sustainable income. Two new F2F agencies were added to the existing one to help expand UNICEF's pledge acquisition capacity; as a result, five major cities are now covered: DF, Monterrey, Guadalajara, Puebla and Queretaro. A Mobile Aggregator was also engaged to implement different tests through SMS. A call centre was hired to increase telemarketing capacity over the existing contact centre in-house, and a digital marketing company developed a revamped online fundraising platform.

Several relationships with companies were strengthened to test and develop CPTP and CRM. An agreement with Scotiabank was signed to permit UNICEF to acquire donors from among its 480,000 credit card holders. Cinemex and its 2,300 movie theatres joined UNICEF in December to encourage their 8 million clients to make a donation and participate in a promotion in support of leads 'generation. Relationships with seven multi-level sales companies are under development to test CPTP among its sales forces. UNICEF Mexico also strengthened its relationship with existing partners by renewing alliances with Liomont, Santander and Comercial Mexicana.

Last but not least, Mexico advanced towards positioning UNICEF as a key referent during the month of April (when Children's Day is celebrated) by jointly implementing with UNICEF's Communications team a media campaign titled "#Hazlo Real" and a music concert performed by Aleks Syntek, which were sponsored by important companies and helped to test SMS donations.

In financial terms PSFR activities generated MX\$78,009,934 (US\$5,837,951), meeting the ambitious 2014 target. This represented a 29 per cent increase in local fundraising (in local currency) compared to 2013. In addition to these results, the signature of a five-year agreement between UNICEF and the Carlos Slim Foundation for an annual contribution of US\$20 million in support of the Global Polio Initiative marked the first major contribution of UNICEF Mexico to global funds.

OUTPUT 3 Corporate Social Responsibility

Analytical Statement of Progress:

Advances in regard to corporate social responsibility showed a rapid evolution towards the expected output during the course of 2014.

In March, a CSR specialist was hired as a consultant to help develop and implement a CSR plan for 2014. In April, active participation by UNICEF Mexico was seen during the Annual Convention of El Centro Mexicano para la Filantropía (CEMEFI) through leading meetings and conferences focusing on the impact of business on children's lives. This helped to better position UNICEF Mexico in the context of Business Principles for Children's Rights. On August 19th BPCR were formally launched, in conjunction with Save the Children and the Global Compact. This strengthened UNICEF's positioning in Mexico as an active player in the field of CSR.

In October 27th-28th, Mexico hosted the Regional Workshop on Extractive Industries organised by PFP-HQ and LACRO. Active participation of UNICEF in Mexico took place throughout this event.

On December 5th, a BPCR workshop was organised by UNICEF jointly with Save the Children and the Global Compact. This helped strengthen the knowledge and the skills of business leaders to support business practices respectful of children's rights within their companies.

As a result of these initiatives, UNICEF Mexico is now cooperating with three important companies to support the BPCR implementation: Grupo Salinas (a Mexican conglomerate with 100,000 employees and business assets in television, banking, retail and mobile); Svenska Cellulosa Aktiebolaget (a leading global hygiene and forest products company) and Laboratorios Liomont (a Mexican pharmaceutical company that has supported UNICEF in México since 1993).

OUTPUT 4 New Element

Analytical Statement of Progress:

In January 2015 a change of coding in SAP made it impossible to allocate funds from the Grant SC130729 (OR for funding PSFR-related activities) to the output "Private Fundraising and Partnerships".

This output titled "ORP Cross-Sectoral Resource Mobilisation" was created in SAP on January 22th, 2015 with the sole purpose of permitting the allocation of funds from Grant SC130729 (OR for funding PSFR-related activities) to fund local fundraising-related activities.

Please refer to progress reports and indicators for "Private Fundraising and Partnerships" to assess this output.

Document Center

Evaluation

Title	Sequence Number	Type of Report
Subnational public policies to promote children's and adolescent's rights in Yucatan and Chiapas	2014/002	Study
Confidential report to the Committee on the Rights of the Child (4th and 5th Reports from Mexico)	2014/001	Review

Other Publication

Title
Message of Isabel Crowley "General Law for the Rights of Children and Adolescents"
25th Anniversary of the CRC- Newspaper supplement.
3 Videos for youth mobilisation (Sports for Development)
To win you have to team up with children
César Costa, 10 years of being UNICEF's Good Will Ambassador in Mexico
60th Anniversary of UNICEF in Mexico
9 capsules Growing and learning together – Early Child Development. Indigenous Languages version.
Unaccompanied migrant children in Tapachula
Without birth registration they don't exist (TV Campaign)
Free and informed consultation to indigenous peoples on educative evaluation
7 Videos on Indigenous Girls Encounters
17 One Minutes Jr Videos
9 Videos from the TEDxYOUTH@Mexico City
Series of 10 videos from Make It Real Campaign
Systematization of Construye T Programme.
Education inclusion and quality for indigenous children
Encounters of indigenous girls in Oaxaca and Chihuahua
Improving multilevel education of indigenous children in Chiapas
Adolescent participation in school: Construye T
Adolescent participation in school: Student assemblies
Adolescent participation in school: Literary Expression Circles
Manual on School Assemblies
Early childhood development materials
Protocol on Specialized Justice for Children and Adolescents in Oaxaca
10forchildren: an agenda for 2014-2018
Legislation to create an Integral System to Guarantee Children and Adolescents' Rights in Mexico. General Guidelines.
Reaching the MDGs with equity.
General Observations of the Committee on the Rights of the Child

Policy brief on poverty and children's social rights
Annual Report 2013 (summary)
Annual Report 2013
Convention on the Rights of the Child