1 EXECUTIVE SUMMARY

Major achievements in 2010:

- Launching of an on line DevInfo-based information system, including 279 key child-related indicators disaggregated by age, gender, ethnic origin and place of residence; analysis of social programmes and expenditures for children.

- Implementation of inter-institutional protocols to respond to violence in Federal District, Zacatecas, and Oaxaca addressing children in excluded and violent urban areas, and indigenous children in remote communities.

- First calculation in 10 years of non- and late birth registration; design and piloting of an ECD module within the main social protection programme (Oportunidades/Seguro Popular) targeting more than 3.5 million children aged 0-5. Both initiatives will provide entry points for equity-promoting policies in rural and indigenous communities.

- Release of evidence on the impact of the economic crisis on children from a UNICEF/CONEVAL nation-wide survey, and discussion of effective policy responses with involvement of WB, ECLAC, IDB, government and extensive media coverage.

Shortfalls:

Delays in reaching agreements with counterparts due to changes in government officials, and electoral changes, led to cancellation of some planned activities, e.g. review of operating standards for a nation-wide community-based day care; some IMEP activities.

Collaborative relationships:

- Key ministries and social programmes, to advance a nation-wide ECD policy and services
- National Council for the Evaluation of Social Policy, to generate knowledge on child poverty and equity promoting policies.
- IXE Bank, the Interior Ministry, National Statistics Bureau, the National University, the Appleseed Foundation and General Electric, to promote children’ right to identity.
- Sabritas Foundation, to promote the rights of migrant farmworkers’ children
- Random House Mondadori, to work in inclusive adolescent education.

In 2010 the MTR confirmed the relevance of a renewed equity focus in UNICEF’s interventions. Main findings point to UNICEF’s added value in strengthening national capacities for rights-based policy development, facilitating international exchange, and convening multi-actor initiatives in a middle income country where inequities and “unfinished business,” (such as persistent malnutrition, high rates of maternal and child mortality or lack of a birth registration in indigenous and excluded communities) coexist with emerging issues such as migration, obesity, violence and climate change.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

In 2010 Mexico faced the challenge of speeding up economic recovery and dealing with increased violence derived from the fight against and within organised crime.

While in 2009 economic growth fell by 6.5% and unemployment almost doubled to 6.4%, by mid-2010 gradual recovery of the US economy and wise macroeconomic policies led to a 5.3% increase in GDP growth, and a decrease of unemployment, to 5.7%.
Although new poverty figures will not be available until mid-2011, it is likely that due to severe recession, poverty increased during 2009 and 2010. In 2006-2008, poverty increased 4.8% (from 44.7 to 50.6 million people). Of those, 22.9 million were children, including 9.8 million living in extreme poverty. Poverty continues to affect children and adolescents disproportionately (59.5% of children compared to 47.4% of adults).

A nation-wide survey conducted by UNICEF and CONEVAL to measure the impact of the crisis on families and children, revealed that in 2008-2009 about 1.5 million more households with children suffered from food insecurity. On the positive side, results indicate that reduced family income did not lead to increased child labour or school dropout. Results are consistent with household surveys that reflect 600,000 fewer children working in 2009 than in 2007.

In 2010 violence and insecurity were on the rise, particularly in northern border-states. The Government reported a death toll of 30,196 people killed as a result of the fight against organised crime between 2006 and 2010. Of these, 913 were children under 18. Civilians killed in the cross-fire between military forces and crime groups increased levels of perceived insecurity: a national survey shows that in 2008-2009 the percentage of people who felt insecure increased from 59% to 65%; 59% of people surveyed indicated that they had stopped allowing their children to go alone to public places for fear of violence. Children and adolescents are bearing the impacts of this situation: they may be caught in the middle of combat activities against organised crime and may be killed or injured for being directly involved in some form of organised crime, especially in marginal communities.

The Federal Government has invested additional financial resources and made institutional efforts to fight organised crime, including deployment of military forces; enacting of anti-money laundry laws; and strengthening social programmes to protect families and to prevent the spread of organised crime in the most affected areas. Involvement of adolescents in organised crime has increasingly attracted public debates that advocate for more punitive juvenile justice laws. By year’s end a long overdue federal law that creates a specialised juvenile justice system, as mandated by a 2005 constitutional reform, made progress in Senate. Its approval would lead to a more consistent policy response to deal with adolescents in conflict with the law. This is even more crucial vis-à-vis 6.5 million adolescents living in poverty; almost 2 million that neither work nor study; and an unknown number willing to migrate unaccompanied/undocumented in search of better opportunities.

Beyond the visible effects of the crisis and increasing violence, inequity remains the most important structural feature affecting children in Mexico. In national averages, the country has made important progress in universal access to primary school, combat against HIV/AIDS, and reduction of child mortality. Effective public health interventions place the country among those on track to achieve child mortality reduction goals by 2015.

Positive trends in national averages conceal the challenge of reaching the most excluded and prevent progress towards MDG achievement for all. In key social indicators, indigenous children and adolescents living in Chiapas, Oaxaca, Guerrero and Veracruz are the most disadvantaged. Challenges remain with respect to the eradication of extreme poverty, gender and ethnic equality, the reduction of child mortality in excluded communities, and an accelerated reduction of maternal mortality.

Major publications
• Children’s and adolescents rights in Mexico.
• Children & adolescents in the context of the economic crisis in Mexico.
3 CP ANALYSIS & RESULT
3.1 CP Analysis

3.1.1 CP Overview
In 2010 the MTR confirmed the relevance of a renewed equity focus in UNICEF’s interventions. Main findings point to UNICEF’s added value in strengthening national capacities for rights-based policy development, facilitating international exchange, and convening multi-actor initiatives in a middle-income country where inequities and “unfinished business”, such as persistent malnutrition, high rates of maternal and child mortality or lack of a birth registration in indigenous and excluded communities coexist with emerging issues such as migration, obesity, violence and climate change.

A mapping of strategic partnerships led to the definition of a tool for assessing potential partners. Strengthening partnerships will be crucial to reinforcing UNICEF’s capacities to effectively approach such a complex agenda in view of the CO’s limited staff structure and resources. The MTR also highlighted the role of PFP, not only as the main source of funding for the CP, but as a powerful strategy to build constituency among pledge donors and to engage the private sector in advancing the equity agenda for children.

The transition to a Simplified Results Management set in motion a series of internal discussions about the design of a pertinent structure capable of advancing a more effective equity focus in the next two years, particularly in rural and indigenous communities with lower HDIs. Main entry points towards that goal will be: work within a multi-actor initiative to combat non- and late birth registration; the expansion of ECD services within the largest Mexican social protection programme (Oportunidades/Seguro Popular); inter-institutional protocols to respond to violence; and on line DevInfo-based information systems to provide disaggregated information on children's situation at the sub-national levels.

In 2010 streamlined businesses processes and fund monitoring were strengthened through consistent implementation of HACT and FACE, resulting in low outstanding DCT and high implementation rates.

Knowledge management was strengthened in 2010 through alignment of IMEP to national and regional information needs and the launch of a national information system consolidating more than 279 child-related indicators that will enable effective monitoring of disparities affecting children. These advances will provide high-quality analysis of social programmes and expenditures for internal and external audiences.

3.1.2 Programmeme Strategy

3.1.2.1 Capacity Development
In coherence with the overall strategy of the CP, capacity development efforts in 2010 were directed mainly to:

Building policy development and planning capacities at the sub-national level, including on M&E systems, data collection and analysis from a child rights and equity perspective:

- In Yucatán, 25 key representatives from civil society, academia and Government were trained in the use of child indicators in planning exercises from a
database developed jointly by UNICEF’s implementing partner IEEPAC and the state University

- In Chiapas 50 civil servants from the state social welfare agency and 30 CSO representatives participated in two training workshops on the use of data in rights-based planning and implementation. Participants learned to develop a rights-based and MDG-oriented approach to several planning tools soon to be part of the regular planning of the state government.

- In Oaxaca 44 local staff from the cash transfer programme ‘Oportunidades’ received training on child rights, mother-child health, nutrition, cultural sensitivity and gender awareness. These activities were mainly targeted to the 15 municipalities with lowest levels of HDI.

- A training package to promote hygiene in the prevention of the spread of diseases, including the H1N1 virus, was developed in partnership with the state ministry of health officials and will be rolled out in 200 schools in 2011.

**Strengthening capacities on HRBA of civil society actors:** Building on an existing partnership with the National Network of Children’s Rights, which consists of more than 60 NGOs, efforts were directed towards expanding the concept of HRBA to civil society organisations in the framework of the UNICEF Child Rights Award to “best practices” by civil society organisations and “best research” by young researchers. The Award aims at developing the capacities of child-related CSOs, enhancing their visibility through the dissemination of their work, capacity building efforts and exchanges with other countries.

### 3.1.2.2 Effective Advocacy

In 2010 advocacy strategies were designed around the following issues:

- **Inequities and disparities affecting children:** The overall CP communication and advocacy strategy seeks to make disparities affecting children and adolescents visible. Efforts aim at influencing public opinion to build consensus in support of appropriate policy making. The “disparities message” was mainstreamed in each media communication and public interventions made by UNICEF spokespersons using hard evidence (e.g. disaggregated data), human interest stories and examples of how unequal opportunities affect children.

- **Adolescent development and participation:** Taking advantage of the International Youth Conference held in Mexico, and based on on-going work by UNICEF and partners, key messages on the need to improve adolescent participation, provide opportunities for development, and avoid stigmatisation of the most excluded were put forward to government delegates through the publication of a concept document, technical assistance to the drafting of the conference’s declaration, and extensive media coverage.

- **Unaccompanied migrant children:** For the first time, civil society and over 150 Government delegates discussed the impact of migration on children and adolescents in the Global Forum on Migration and Development held in Mexico. UNICEF contributed by working closely with the Mexican government to put children on the agenda, and participated in round-table discussions and in the launch of a Platform for Partnerships featuring a project to increase international co-operation on child rights training for migration officials. Adolescents’ views on migration were disseminated through an inter-agency photo competition exhibited at the Forum, and a publication sponsored by UNICEF’s partner Random-House Mondadori. Relevant documents on the issue were also made available through a much-visited UNICEF stand.

- **The impact of the economic crisis on children:** Advocacy was based on evidence provided by a 2009 survey conducted by UNICEF and partners, an international exchange Forum, involvement of key stakeholders (World Bank, ECLAC, IDB, and national authorities), and extensive media coverage (88 media mentions, 8 interviews, 11 opinion columns, 52 references in broadcast media). Key messages
focused on the need to protect children from budgetary cuts, and strengthen equity-oriented (i.e., not only poverty-oriented) policy responses.

3.1.2.3 Strategic Partnerships

As an input to the MTR, and based on the global framework for partnerships, in 2010 UNICEF conducted a mapping of partnerships to produce a database of potential partners, grouped by categories (corporate partners and foundations, civil society organisations, knowledge partners and centres of excellence, media and individuals, federal and state-level government actors); and to develop an assessment tool to guide analysis of new and potential partners.

Main recommendations of the exercise were: i) Beyond ad hoc collaborations, strengthen medium- and long-term strategic partnerships with centres of excellence in the areas of M&E, advocacy and knowledge generation; ii) take advantage of new identified opportunities with foundations, medium-size enterprises and state- and municipality-level associations under the platform of CSR; iii) establish a systematic process for the identification, follow-up and coordination of new and current partnerships to enhance the already strong CO capacity to initiate and develop collaborations. The tool was internally validated and customised to the context and experience of the CO, and will be regularly put in use in 2011.

Current most important partnerships include:

- Health and Education Ministries, Oportunidades/Seguro Popular to advance a nationwide ECD policy and to expand ECD services for children aged 0-3 in most excluded communities
- National Council for the Evaluation of Social Policy to generate knowledge on child poverty and equity-promoting policies.
- A multi-actor partnership (IXE Bank, the Interior Ministry, National Statistics Bureau, the National University, the Appleseed Foundation and General Electric), to promote children’s right to identity.
- Sabritas Foundation to promote the rights of migrant farm workers’ children
- Random House Mondadori to work in inclusive adolescent education
- Collaboration with several multilateral institutions (UNDP, WB, IDB) in a peer review of a child-related social expenditure analysis, and bilateral discussions on how to leverage work in areas of common interest to maximise advocacy results in 2011.
- The National Statistics Institute to improve data collection and analysis of child rights indicators.

3.1.2.4 Knowledge Management

In 2010, knowledge management strategy included:

Launching of a DevInfo-based Information System and publication of the SITAN, the system (www.infoninez.mx) compiles and makes available key information on children in Mexico for internal and external audiences. The System features various modules, including 279 disaggregated indicators for three age groups (0-5, 6-11, 12-17), document repository, analysis of child-related policies and programmes, a child-related directory of institutions and CSOs, and budgetary information. Published in 2010 and widely disseminated, the SITAN has been referenced in the media and by counterparts.

Realigned IMEP: Elaboration of IMEP followed guidelines issued by the LAC RMT aimed at realigning a regional research agenda to meet the need for filling knowledge gaps on key regional and CO priorities: child poverty, disparity reduction and social investment; violence; migration and the impact on children; access to and participation in secondary education. Particular attention was placed on generating solid evidence to inform policy advocacy. Main constraints in completing some of the planned activities were delays in reaching agreements with counterparts or cancellations due to reasons beyond UNICEF’s
control. IMEP monitoring and quality control was ensured through internal mechanisms established between M&E, Communications and Programmes areas.

**Strengthened Partnerships with Centres of Excellence:** CO increased alliances with national centres of excellence, to stimulate the generation of knowledge on the situation of children, particularly those most vulnerable. Centres were identified and selected through a set of criteria, resulting in collaborative relations with:

- INEGI/SEGOB/UNAM, to investigate low birth registration
- National Public Health Institute, to evaluate the Oaxaca initiative on social inclusion of children with disabilities
- National Child Rights Network, to analyse violence against children in four regions
- Cauce Ciudadano researchers from UAM University and University of Buenos Aires, to develop indicators on the impact of social inclusion projects with adolescents
- CONEVAL, to generate analysis on child poverty and equity-oriented policy responses
- Idea Foundation/C230 to analyse social expenditure for children.

### 3.1.2.5 C4D Communication for Development

Framed into the overall CP communication strategy, C4D initiatives aim to influence the dominant mind-set vis-à-vis priority issues such as inequity, violence, child labour, discrimination, adolescent participation.

Main initiatives in 2010 were:

- A communication strategy on *adolescent and youth participation* sought to inspire high school students to get involved in decision-making at school by enabling them through skills training and information (see the Education component). Additionally, the campaign included actions targeted to adult audiences through media work and audio-visual materials featuring the voices of adolescents to influence the widespread associated of adolescents with negative social behaviours. An example of these actions was the joint initiative with the OHCHR, five local NGOs and the One Minutes Jr. Foundation, to train 17 adolescents from urban and marginalised areas of Mexico City to produce their own videos, voicing their opinions on various issues, which were then exhibited to different audiences.
- A C4D campaign focused on *ECD as an equity promoting strategy* for the most excluded children was developed jointly by UNICEF, the health component of the cash transfer programme *Oportunidades* and the *Seguro Popular*, a nationwide government health insurance programme for the poorest people. To be progressively implemented in 2011, the campaign includes 11 community-based spots that will be distributed to parents, families and local health workers to raise awareness on the importance of ECD to improve the opportunities for development of children from 0-to-5-years-old by taking appropriate actions.
- In partnership with MSN, Prodigy (Microsoft Internet Channels & Hotmail) UNICEF launched an online communication and fundraising campaign designed as a call to action to a target audience (namely the fans of the 2010 FIFA World Cup) to support children as enthusiastically as they support the national soccer team. Key messages were selected to turn the adherence/support into a concrete commitment for children with respect to issues such as corporal punishment, nutrition, care and protection, etc. More than 12,000 people visited the www.pontelacamiseta.org.mx website and more than 550 people signed the *Commitment for the Rights of Children* pledge.

### 3.1.3 Normative Principles

#### 3.1.3.1 Human Rights Based Approach to Cooperation

Strengthening capacities of federal, local and civil society actors in human rights-Based approaches (HRBA) continued as a priority for the CO during 2010. As part of the actions
in this field, 30 civil society organisations increased their capacity to incorporate and implement a child rights approach in their programmes using the HRBA framework, through their participation in the second "Forum: Child and Adolescents’ Right: Developing good practices” organised by UNICEF in alliance with the National Child Rights Network, the Federal District Private Assistance Board and the Ministry of Foreign Affairs. UNICEF also funded the National Child Rights Network in initial work to develop an on-line platform with the National Autonomous University, Social Work Faculty, for a University Extension course in Working with a Child Rights Perspective.

Contributing to the process of incorporation of HRBA through activities of the United Nations System in Mexico, the CO participated in the promotion and dissemination of the 'Interactive Basic Human Rights Course for United Nations Staff Members', developed by the Human Rights Inter-agency Working Group. Within UNICEF 12 staff members completed the course.

Internal discussions on the renewed equity focus in the framework of the MTR opened up an opportunity to reflect on HR principles such as non-discrimination and universality applied to concrete programme strategies to make disparities visible and bridge the gaps, e.g. through disaggregated information and analysis. Key studies completed this year relied on a HR perspective, including the SITAN, Child Poverty analysis, and a study on Social Spending.

UN Human Rights Reporting Mechanisms
UNICEF’s CO supported the participation of civil society organisations and attended the pre-session briefing of the Committee on the Rights of the Child in June, providing information on Mexico’s progress in relation to the CRC Optional Protocol on the Sale of Children, Child Prostitution and Pornography, and the Optional Protocol on Children involved in Armed Conflict. The CO also provided information to the Committee on Migrant Workers, examining Mexico’s compliance with the UN Convention on Migrant Workers and their Families.

3.1.3.2 Gender Equality and Mainstreaming
A gender perspective cross-cuts the Country Programme, and is evident in disaggregated information-gathering by the Policy Programme, initiatives to empower adolescent girls promoted by the Education Programme, and through emphasis in the Protection Programme on prevention of gender violence, and developing gender- and child-sensitive justice mechanisms to address sexual violence against girls in indigenous municipalities and urban peripheries.

In April, Mexico’s Education Secretary and UNICEF’s Representative launched ‘Gender Violence in Basic Education’, a publication of the joint 2009 survey of 29,000 children in primary and secondary schools, sharing results with the public, academics, state education secretariats and decision-makers in the Education sector. In follow-up, the Federal Education Secretariat rolled out a capacity-building programme to prevent violence against women; the third edition of its nationwide multi-media competition among adolescents ‘Respect is the way to Equity’; a manual for teachers entitled ‘Gender equity and violence prevention in primary schools, and a C4D tool for children to identify gender violence, distributed to 15 million children in primary schools, providing the number of a hotline, ‘Life without Violence’.

UNICEF was very active in the Inter-Agency Gender Working-Group (GIG). This included contributing to the design of a Joint Programme that successfully won resources from the UN Trust Fund to Eliminate Violence Against Women, competing against more than 1,000 other projects from around the world. UNICEF joined ECLAC, UNDP, UNFPA, UNESCO, several federal bodies and civil society organisations in starting up the three-year Joint UN Programme ‘Building and Evaluating an Integral Model to Prevent Gender Violence amongst Indigenous Populations in Mexico, with an intercultural perspective’.
UNICEF’s contribution includes piloting protocols to respond to gender violence against children and adolescents in indigenous communities in Oaxaca and Chiapas states.

Gender was taken into account in recruitment processes, striving for gender-balance in management positions.

3.1.3.3 Environmental Sustainability

In December, Mexico hosted the 16th Conference of the Parties of the UNFCCC (COP16) and the 6th Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP). The UNICEF CO worked with the Division of Policy and Practice (DPP) of UNICEF HQ to promote the participation of four child delegates from Mexico, Belize, Haiti and Bolivia as Climate Ambassadors in several youth activities during the conference. The Mexico CO nominated a Mexican representative to participate at the conference as ‘Climate Ambassador’. A selection process took place with several candidates from various local NGOs involved in the defence and promotion of environmental issues. After a thorough scrutiny, a 17-year-old adolescent from the Campeche NGO ‘Mente Verde’ was selected for her active involvement in the implementation of local initiatives to protect natural resources in her region. She participated in two major side events organised by UNICEF and its partners, The Earth Child Institute, Save the Children and Plan International. The first focused on environmental education and outreach (article 6 of the UNFCCC) and, the second dealt with promoting engagement of children and youth in building climate change resilience.

3.2 Programme Components

Title: Education

Purpose

The education component aims to support Government efforts in granting the right to education to every child in Mexico. The programme works with government institutions at all levels and with civil society to build capacities that can impact children’s access, attendance, attainment and achievement in education, focusing on excluded and/or vulnerable groups. The programme focuses on: a) inclusive education and social participation; b) adolescent and youth participation in education; c) emergency preparedness and risk management; d) early childhood development and early education.

Main results planned for 2010 were:

- ECD module of the social protection programme Oportunidades/Seguro Popular designed and launched; technical assistance provided to an inter-institutional group led by the Education Ministry working on the design of a national ECD policy;
- Progress attained on the expansion and institutionalisation of the UN Joint Programme ‘Construye T’ as a platform for a national policy on adolescent development and participation at school;
- Systematic documentation of the initiative ‘All Children in School’ at the sub-national level completed;
- Emergency response to the Education sector provided in the states of Oaxaca, Yucatán and Chiapas.

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Result Achieved

The **ECD module** of the main social protection programme, Oportunidades/Seguro Popular, was designed and launched targeting children aged 0-5 from excluded communities. When implementation is complete, the module will reach more than 3.5 million children, involving 22,651 doctors, 24,669 nurses, 10,904 technical health promoters in 10,049 medical units and 1,507 mobile medical units. In 2010, work focused on piloting the initiative in four states to capture lessons from its implementation, including a C4D campaign focused on ECD as an equity-promoting strategy for the most excluded children. The campaign included 11 community-based spots targeted to parents, families and local health workers. Along the same line of cooperation, UNICEF provided national and international expertise on ECD to an inter-institutional group working on the design of a national ECD policy, led by the Ministry of Education.

1,331,686 adolescents and 1,716 schools were covered through the UN Point Programme “Construye T” to promote inclusive education and adolescent participation. The programme has been particularly active in the northern states and cities, where a worsening security situation has affected the daily lives of adolescents. In Chihuahua, nearly 24,000 students benefitted from a special model to mitigate the effects of violence, including 26 high schools in Ciudad Juarez. An evaluation conducted this year revealed a higher than expected degree of acceptance of the programme by schools, not least because it contributes to turning schools into ‘safe havens’, particularly in violent and insecure contexts. This, and a renewed commitment by the Ministry of Education contributing US$5.7 million (the third consecutive increase in support to the programme’s annual budget), are indicators of a progressive institutionalisation of Construye T as part of a wider national secondary education policy.

In 2010, promoting adolescent participation at secondary school also included work with education authorities in the Federal District: strengthening of 180 students’ associations to make their voices heard in governance and academic issues and to carry out projects related to gender violence, environment, community service; working with 80 schools and 110,000 students to keep schools open throughout the year; supporting production and distribution by teachers and students of 200,000 school magazines reaching 920 schools and over 400,000 students as a communication tool to enhance participation.
Documentation of the initiative ‘All Children in School’ was completed, highlighting main lessons learned and indicating the need for revisiting the methodologies applied in each context to strive for more consistency and a renewed equity focus.

Although not a planned activity, UNICEF seized the opportunity to influence the child rights learning content in basic education by providing technical assistance, jointly with the National Council for the Prevention of Discrimination, to more than 100 teachers, editors and designers in charge of developing, editing and illustrating the official textbooks (nearly 180,000,000) that are distributed yearly to 25,603,606 children attending basic schools country-wide.

Constraints
Rotation of staff within key counterparts and several state and municipal elections posed challenges to fully implement planned activities. At times work demands and requests were greater than available staff time and resources.

Studies, M&E
• Research on the voice of indigenous adolescents with CIESAS to be completed in 2011
• Evaluation of the UN Joint Programme ‘Construye T’ (see Evaluation Section)
• Documentation of ‘All children in School’ initiative completed

Strategic Partnerships
• Ministry of Education, CONAPRED, Santander Bank, Comercial Mexicana, Laboratories Liomont for work in inclusive and quality education
• Barclays, Prudential, Random House to promote adolescents participation
• Prudential Foundation/US Committee to support inclusive education
• Ministry of Education and Seguro Popular to work on ECD

Emergency Preparedness
• Joint emergency preparedness plans by the Ministry of Education and UNICEF were activated after Hurricane Karl in Chiapas, Veracruz and Oaxaca, benefitting 15,000 students and 1,500 teachers with support and emergency materials
• 29,350 children and 1,165 teachers attended emergency preparedness workshops in Tabasco, Chiapas and Yucatán

Future Workplan
Work on ECD as an entry point for equity-promoting policies at the sub-national level; support for ‘Construye T’ to advance toward becoming a national policy; lessons from ‘All children in School’ to inform future work.

Title: Protection of child and adolescents rights

Purpose
This programme focuses on: i) strengthening mechanisms to protect child rights; ii) appropriate justice for children iii) improved responses to violence and exploitation, including physical violence, sexual exploitation, and child labour, with special attention on the most vulnerable and excluded, i.e. in marginal urban areas, rural indigenous communities, migrant children.

Main results planned for 2010:
• Legislative advice and technical assistance provided, and knowledge generated in relation to birth registration to ensure the right to identity for all children
• A model for non-custodial sentences for adolescents in conflict with the law adopted in the Federal District and Yucatan
• Inter-institutional protocols to respond to child and adolescent victims of violence in Oaxaca, Chiapas, Zacatecas and the Federal District developed
• The rights of migrant children protected through effective mechanisms, and made visible in national and international discussions (in particular through the IV Global Forum on Migration and Development)
• Information on child labour disseminated to strategic actors at national level, and a model for educational inclusion of indigenous children of migrant farm-workers in Sinaloa state developed
• A methodology for rapid psycho-social response for children in natural and social emergencies developed, and a network of implementing actors trained.

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/In thousands of USD.

Results Achieved

• Updated figures of birth under-registration generated (see below). 100,545 children registered in Chiapas, the state with the greatest lag, in a new capacity-building drive targeting children of indigenous and migrant families. To ensure universal, free and timely birth registration, a Constitutional Reform proposal was presented to Congress with multi-party support to be discussed in 2011.

• A long overdue federal, CRC-harmonised Law on Juvenile Justice made progress in Congress. 700 legal staff increased their capacity to implement the new specialised juvenile justice system. Models for non-custodial measures were developed in the Federal District (targeting an average of 3,500 adolescents yearly) and Yucatan; 19 civil society organisations trained to incorporate adolescents in conflict with the law.

• For the first time, over 150 government and society delegates discussed the impact of migration on children in the GFMD hosted by Mexico. UNICEF worked closely with the Mexican government, participated in round-table discussions, and in the launch of a Platform for Partnerships featuring a project to increase international co-operation on child rights training for migration officials, taking advantage of the Mexican Migration Institute’s acquired capacity to train its 6,000 staff and those of other countries. UNICEF gave technical assistance to Mexico’s 17-member Inter-institutional Panel to consolidate a model to protect unaccompanied migrant children. Five new care units for
unaccompanied migrant children were opened in the states of Tabasco, Chiapas, Veracruz, Oaxaca and Coahuila, run jointly by the Migration Institute and the Social Welfare Agency.

• Four inter-institutional protocols to respond to violence and sexual abuse against children and adolescents were implemented in the Federal District, Zacatecas and Oaxaca, addressing children in excluded and violent urban areas and indigenous children in remote communities.

• New standards and procedures for the supervision of residential care were developed in the Federal District, including training of 80 relevant staff, and a census of children.

• 11,347 children of migrant farm workers were included in the regular education system in Sinaloa as a result of a multi-actor strategy to prevent child labour and increase school inclusion. Representatives from 30 agro-exporting companies increased their capacity to promote children’s rights, through a Forum organised by UNICEF, Sabritas Foundation and Sinaloa Agricultural Associations.

Studies:
• To sharpen its equity focus the CO secured the first calculation in 10 years of birth under-registration, detecting that one in ten children are not registered within their first year of life in Mexico, and identifying 165 municipalities (mostly rural and indigenous) where less than 50% of children are registered in their first year.
• An analysis of violence against children in Mexico’s four regions was published by the National Child Rights Network, revealing sharp increases in homicide rates affecting adolescents in northern states.
• A public policy model for social inclusion of children with disabilities in the most remote, indigenous municipalities in Oaxaca was evaluated, with UNICEF support, by researchers from Mexico’s Public Health Institute (see Innovations Section).

Partnerships
- ECLAC, PNUD, UNFPA, UNESCO, federal bodies and civil society organisations, for a Joint UN Programme to prevent gender violence amongst indigenous populations
- IIXE Bank, the Interior Ministry, National Statistics Bureau, and the Juridical Research Institute of the UNAM joined UNICEF, the Appleseed Foundation and General Electric, to promote children’s right to identity
- The National Statistics Bureau, to improve collection of data on juvenile justice.
- The National Network for Children’s Rights, to build civil society capacity to apply a HRBA to monitor violence against children
- Cauce Ciudadano, to document its methodologies promoting resilience among adolescents in violent contexts.

Emergencies:
Over 500 people from 35 government and civil society organisations in Tabasco, Veracruz and Chiapas were trained by UNICEF and implementing partner IEPAAC to provide rapid psycho-social responses to children affected by heavy flooding, affecting some half a million people. Nearly 250 Government staff and volunteers received specific training on psycho-social techniques and 1,976 children benefitted.

Future Workplan
Focus will be on building evidence on the effectiveness of protection models to address violence, abuse and exploitation faced by children in localities of greatest social exclusion and/or vulnerability. New data on birth under-registration should drive efforts by federal and state authorities to close gaps in the 165 municipalities identified with lowest registration rates.
Title: Public policies and partnerships for children’s rights

Purpose
As defined by the CPD, the Public Policy and Partnerships for Children’s Rights programme aims at establishing long-term strategies to generate evidence, knowledge and capacity, at federal and sub-national level, to strengthen policy analysis and ensure that children’s rights are at the core of the national policy development process. This component feeds strategically into the education and protection components, to ensure an integrated policy approach. The programme focuses on: a) improving data, indicators and policy analysis on the situation of children’s and women’s rights; b) strengthening capacities at the sub-national level for creating integrated policy frameworks for children’s rights; c) developing evidence-based analysis and policy options on the issues of health, nutrition and the impact of the HIV/AIDS epidemic on children and adolescents; and d) monitoring and analysing social investment in favour of children.

For 2010, the main results planned were:
- Knowledge on key policy issues affecting children generated and disseminated:
  - Situation of children and adolescents in Mexico
  - Impact of the economic crisis
  - Social Expenditure
  - Educational exclusion in secondary schools
  - Review of key Social Programmes from a child-rights perspective.
- Sub-national capacities for creating integrated policy frameworks for children’s rights strengthened in Chiapas, Oaxaca, Yucatan and Zacatecas.
  - Preventive strategies on mother-to-child transmission of HIV/AIDS implemented with federal and local counterparts from the Government and civil society.

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/As of December 22, 2010. In thousands of US$

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/In thousands of USD.

Results Achieved
- As part of a revamped knowledge generation and dissemination strategy aimed at making visible gender, ethnic and age-based disparities affecting children, two main results were achieved: a) completion, publication and dissemination of an updated Situation Analysis that has been referenced in the media and by counterparts; b) launch of an online DevInfo-based platform that consolidates and make available key information on children in Mexico. The system features various modules, including disaggregated indicators, document repository, analysis of child-related social policies and programmes, a directory of child-related government and civil society organisations, and relevant budgetary information (under construction)
• Results of the 2009 nation-wide survey carried out by UNICEF and the Mexican evaluation authority to monitor the impact of the economic crisis on families and children were published and made available to key audiences. Results revealed that about 1.5 million more households with children suffered from food insecurity between 2008 and 2009. On the positive side, results indicated that reduced family income did not lead to increased child labour or school drop-out. The survey results were presented in an international forum where participants from the Mexican government, academia, ECLAC, IADB and WB discussed the most effective policy responses to protect children in various country contexts.

• A first-ever child rights-based analysis of social spending on children in Mexico was completed. Preliminary findings showed higher budgetary allocations in education and health programmes as compared to protection issues. A significant share of federal spending on children is earmarked for spending at the state level, with much fewer accountability requirements compared to those applied at the federal level.

• Development of an integrated strategy for PMTCT continued through interagency action with UNAIDS and the National HIV/AIDS programme (CENSIDA). Testing and counselling was provided to 6,676 pregnant women in the Federal District.

• In Chiapas, Oaxaca, Zacatecas and Yucatán actions focused on building the capacity of local CSOs and authorities for policy development and planning, including on M&E systems, data collection and analysis from a child rights and equity perspective (see details in 3.1.2.1 Capacity Development).

Constraints:
The Chief of Policy post was vacant for six months and extra workload deriving from the MTR process placed additional demands on staff's time. Planned results related to the review of social programmes from a child-rights perspective were not achieved due to the recurrent turnover of key government staff, which meant re-negotiation of work plans and postponed implementation.

M&E Studies:
• The Rights of Children and Adolescents in Mexico: A Present Day Agenda (SITAN)
• Children and Adolescents in the Context of the Global Economic Crisis: The Mexican Case
• Mapping of Partnerships and Partnership Evaluation Tool.
• Analysis on Federal Public Expenditure on Children in Mexico: 2007-2010 (to be released in 2011)
• Multi-dimensional Poverty and Children and Adolescents Rights in Mexico (research completed, to be released in 2011)
• Proposal for an international comparative study on exclusion from secondary school education (to be carried on in 2011-2012)

Partnerships:
• CONEVAL (Evaluation Authority), to continue working on child poverty and equity-oriented policy responses
• Mexican Statistics Institute, to produce disaggregated and quality data on children and adolescents
• Idea Foundation/C230 (Centre of Excellence), to work on social expenditure for children
• IADB, UNDP, WB, ECLAC and centres of excellence, for exchange and research on key poverty and equity policy responses affecting children
Emergency:
• Thematic set-aside funding related to the outbreak of Influenza AH1N1 has been used to strengthen community hygiene habits as prevention and mitigation strategies among students. To support this intervention, 100,861 units of antibacterial gel were purchased, to be distributed in Chiapas, and a rights-based training package for teachers was developed for use in elementary schools in 2011.

Future Workplan
Focus will be on making high-quality information and research available to decision-makers at national and sub-national levels. Advocacy based on the results of the social expenditure for children study will be designed and implemented; research on multi-dimensional child poverty will be published; a rights-based review of social programmes will be carried out. Newly released national data (household survey and the national census) will be used to produce timely analyses on persistent equity gaps.

Title: Cross-sectoral costs

Purpose
This Programme Component includes cross-sectoral areas and strategies such as communication and advocacy; planning, monitoring & evaluation; knowledge management and PFP.

Main results planned for 2010:
• M&E and knowledge management systems strengthened to provide quality and disaggregated information on the situation of children and adolescents in Mexico, and effective monitoring of programme management and results
• Effective implementation of the overall CP Communication and Advocacy strategy through the dissemination of quality information and analysis on inequities affecting children to influence public opinion, debate and policy-making, and to build strategic partnerships around the fulfilment of children’s rights, particularly with the private sector
• Support provided to C4D actions in all CP components
• Mid-Term Review (MTR) of the CP (2008-2012) completed

Resources Used:

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<td>Total</td>
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*In thousands of USD.*
Results Achieved

Launch of an online DevInfo-based information system (www.infoninez.mx) as part of a revamped knowledge generation and management strategy that consolidates and makes available key information on children in Mexico. The system features various modules, including more than 279 disaggregated indicators on child health, nutrition and education for 3 groups of age (0-5, 6-11 and 12-17), document repository, analysis of child-related social policies and programmes, a directory of child-related institutions and civil society organisations, and relevant budgetary information.

Effective monitoring of AWP progress internally and externally with implementing partners and counterparts through the regular review of the Office Management Report, complemented by an in-house designed monitoring report.

HACT and FACE effectively implemented, particularly with implementing partners at the sub national level (see Annex B).

MTR of the CP process completed after consultation with Government, implementing partners at the sub-national level, representatives from academia, the private sector, TACRO and NYHQ. The MTR allowed for an in-depth review of results achieved based on the roles and strategies of UNICEF’s cooperation in a middle-income country such as Mexico. The MTR’s main findings are related to UNICEF’s added value to existing national capacities in a national context where inequities and “unfinished business” (such as persistent malnutrition, high rates of maternal and child mortality or lack of a birth registration in indigenous and excluded communities) coexist with emerging issues such as migration, obesity, violence and climate change. The MTR basically reaffirmed the relevance and value-added of UNICEF’s cooperation in reinforcing an equity agenda for children, facilitating international exchange, building capacity in HRBA, and convening multi-actor initiatives. Findings also pointed to the need for strengthening CO capacities in the areas of: improving evidence-based analysis, building collaborative partnerships to streamline cooperation demands, and strengthening the programme and advocacy focus of the sub-national approach to achieve a greater and more sustainable impact, given current limited staff structure and resources.

A communication strategy based on multiple platforms, channels and audiences was implemented in support of the CP advocacy and partnership-building initiatives:

Regular media outreach through more than five op-eds in major national newspapers, monthly UNICEF editorial participation on a nationwide radio programme, and an improved communication risk management strategy on politically sensitive issues

Regular updating of the website and dissemination of its content through diverse on-line strategies resulted in a 41% increase in webpage visits compared to 2009

Implementation of a strategic plan for on line communication through social networks: Facebook, Twitter and YouTube, achieving around 10,000 followers in eight months

Release of a bimonthly electronic newsletter reaching around 17,000 people (journalists, partners, donors, etc.)

Edition and dissemination of key publications to further position UNICEF as a key actor on issues affecting children, including thematic reference books (on adolescents, migrant children and SITAN), general publications on children’s rights and global publications widely disseminated to key audiences (institutions, media, and civil society organisations)
Participation by Good Will Ambassadors in initiatives to mobilize people and resources through a series of clips related to children and adolescents rights.

In 2010 PFP operations consolidated on-going activities and established new strategic alliances with the corporate sector which, in addition to serving a fundraising purpose, increasingly sought to engage partners as child rights advocates. Among them: Grupo Financiero Santander, Comercial Mexicana and Laboratorios Liomont continued to support inclusive education for excluded children; Fundación Sabritas (Pepsico Group) and the Agricultural Producers’ Association in Sinaloa, to work on the rights protection of migrant farm workers’ children; major publishing corporation Random House Mondadori to work on initiatives on inclusive education for adolescents and migrant children; and a newly established alliance with IXE Bank, to reach through ATMs and the internet, nearly 400,000 customers with messages on the children’s right to an identity and birth registration.

**Future Workplan**

Focus will be on strengthening the M&E function to ensure effective quality control, monitoring and adequate management responses to evaluations. Infoninez will be expanded, including a dedicated ECD micro-website and a strengthened module on child-friendly budgets. The overall communication strategy will reemphasise the equity/disparities focus to support policy advocacy. Based on a recent mapping, corporate engagement will be expanded.

### 4 OPERATIONS & MANAGEMENT

#### 4.1 Governance & Systems

##### 4.1.1 Governance Structure

Office governance structures were updated during the first quarter of the year as part of the Annual Management Plan (AMP) preparation process. The AMP was completed in March. This was an opportunity for the CMT to define key annual management priorities for 2010. Five priorities were identified: 1) Follow up of the MTR preparation process, 2) phasing out of the PLM operation and options for the licensing business model, 3) transition to Vision-One ERP 4) local fund-raising strategy 5) operations performance management.

Among the various topics identified by the CMT as standing items on the agenda of the monthly meetings were: a) Follow up of management indicators as reflected in the Office Management Report, and b) Monitoring of progress made in the implementation of the five priorities mentioned above.

- **MTR preparation process**: Regular updates were given to the CMT on the progress made, and strategic decisions were made.
- **Phasing out PLM Operation**: In close collaboration with the Regional Office and Geneva, Mexico CO went through all the required phases to ensure a smooth transition to the new business model of licensing.
- **Capacity building in RBM and HRAP**: A training course was provided to PFP and Operations Staff in the results-based planning approach using the balance score cards methodology. As a result, Operations section could develop its work plan using the logical framework approach.
- **Operations Performance**. Several initiatives were implemented by Operations section in 2010 aiming to improve the section’ performance: using e-ticket for leave request, official transport, request for contract and supplies; improving the electronic processing of job applications and short listing; setting up of a strategic map for Operations section with clear results to achieve and indicators for appropriate follow-up.

The CMT maintains oversight of all key management indicators through a monthly analysis of the Office Management Report. This report, generated by HQ, has been
adjusted to the Office’s needs and additional internal indicators were included to ensure an exhaustive management overview, mainly on PFP monitoring.

4.1.2 Strategic Risk Management

In addition to the traditional statutory committees, ad-hoc task forces were put in place to manage risks and mitigate the impact of changing business processes, and also to articulate the changes in the various business management processes in a changing programmatic environment. Such ad-hoc task forces included: a) mapping of alliances for UNICEF, b) analysis of international experiences on integral protection systems for children, c) capacity building in HRAP and RBM for counterparts and UNICEF staff, d) MTR and Vision transition.

In an effort to maintain oversight and ensure a timely response to emerging issues, focal points were designated for Gender and Adolescence, as well as interagency committees on HIV/AIDS, Maternal Mortality and Communications. Also, in response to the Ethics audit of 2008, an Ethics Focal Point was appointed.

All these structures contributed to identify niches and opportunities for UNICEF to make strategic decisions, manage financial and human resources and ensure timely response to changes in the internal and external operating environments.

In collaboration with the Regional Office, the EW-EA plan for Mexico was finalised and appropriate mechanisms put in place to improve office emergency preparedness and response capacity. This was also an opportunity to update the BCP and adjust it to the current context.

UNICEF’s security plan was revised and staff training conducted by COVAMI (local contractor) in first aid intervention, complemented by evacuation drills. This was part of the security awareness measures as defined in the interagency security plan.

Risk & Control Library as well as the Mexico CO risk profile are under preparation after a two-day workshop on ERM conducted under the leadership of the Regional Chief of Operations. An action plan will be set up accordingly and will be the basis for the preparation of the 2011 Annual Management Plan.

4.1.3 Evaluation

In 2010 the elaboration of IMEP followed guidelines issued by the LAC RMT, aimed at realigning a regional research agenda to the need to fill knowledge gaps on key regional and CO priorities: child poverty, disparity reduction and social investment; violence; migration and the impact on children; access to and participation in secondary education. Particular attention was placed on generating solid evidence to inform policy advocacy and to inform discussions during this MTR year.

Three external evaluations were completed, following careful selection of evaluators, and ensuring closer supervision and quality control:

- **Impact and process evaluation of the UNDP-UNESCO-UNICEF and Ministry of Education Joint Programme ‘Construye – T’** (See Education Component)
- **Design and results evaluation of the Education programme ‘CREA Tu espacio’**. (SERAJ-UNICEF). (See Education Component)
- **Evaluation of the community based rehabilitation project for disabled children in four municipalities of Oaxaca**. (CIESAS-UNICEF-PIÑA PALMERA -INS). (See Protection component)

UNICEF Mexico is also participating in the **Evaluation of UNICEF programming at the sub-national level** led by TACRO. The evaluation will provide key information on UNICEF’s sub-national models of work in the region.
Results of the evaluations will serve as key programming inputs for 2011 and 2012, to help strengthen and/or reorient interventions. As the first evaluations of the CPAP 2008-2012, management response to their recommendations will be a priority in 2011.

A mapping of national centres of excellence and partnership with the national social evaluation authority confirmed the strengths of in-country evaluation capacities. UNICEF Mexico will strengthen those partnerships to move towards evaluation of child-oriented government programmes. Possible south-south cooperation to take advantage of Mexican capacities to measure performance of social programmes is also foreseen, as emerged during the VI Conference of the LAC M&E Network held in Mexico, with the participation of UNICEF Mexico and HQ Evaluation Office.

4.1.4 Information Technology and Communication

A particular focus this year was the introduction of an innovative approach to ICT services. An in-depth analysis was conducted on the type of support needed by Programme and PFP areas using new technologies as analytical tools to improve efficiency and cost-effectiveness of daily operations.

- **Systems improvement**: Sales perfect system was replaced by business admin software in the PL&M area. A new service desk for HR, administrative and supply services was implemented; the processing of incoming correspondence was improved through the use of a new digital system. The ICT section also provided technical assistance to the Education Programme on the definition of the hardware and site requirements to install a monitoring system on school attendance in Chiapas.

- **Alternate SITE and business continuity**: Mexico CO is exploring the possibility of setting up the BCP Server on a high-security site. Starting 2011, a new server on TELMEX’s High Security Data Centre will be implemented as part of the office BCP. Also, primary telecommunications link was increased to 4MB.

- **Nine handsets radios (NEXTEL) were acquired following MOSS and were assigned to critical staff as defined in the BCP.** The acquisition of seven additional CITRIX licenses will facilitate remote access to office server by identified staff.

- **ICT Network**: A replacement plan was set up based on hardware life-cycle guidelines to ensure that all users will have appropriate equipment to support new applications related to the change in business processes. Considering financial implications of this requirement, part of the equipment was charged against 2010 budget and the remaining will be purchased in 2011, the objective being to have all new equipment in place by July.

**Perspectives for 2011**

Installation of Windows 7 will be completed by March 2011. Related trainings were conducted in November 2010, together with the installation of Windows 7, Office 2010 and ProMS 9.1. The ICT roll-out plan for migration to the various business processes was endorsed by the CMT. Starting in January 2011 the office will go live with the simplified results structure.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

In the context of UNICEF’s strategic framework for partnerships and collaborative relationships, the CO maintained the effort initiated in previous years to build up corporate alliances with the business community. Beyond the traditional fund mobilisation strategy, the new approach was based on the promotion of corporate social responsibility through innovative advocacy and communication channels. This became one of the main priorities, taking into account the economic downturn which strongly affected the corporate sector and led to a 33% decrease of gross income in 2009. Considering that the total amount mobilised locally represents more than 80% of the
total OR income and the need to secure flexible and predictable funds, an emphasis on increasing pledge donors continued in 2010 through various channels: face-to-face, telemarketing, new media, direct mail, and DRTV. The objective is to expand the number of new individual donors. Contributions by this segment represent currently 77% of total income mobilised locally. New prospective initiatives are promising as the number of monthly committed supporters increased 7% compared to 2009: 1,580 new pledge donors were added to the donor database. To support this initiative, additional FDP funds were received for US$255,000. If this trend is maintained in coming years, a significant increase in the number of individuals can be expected not only to contribute to Programme funding, but also to commit to UNICEF’s mandate, hence building constituency.

Local fundraising provided 54% of total financial resources invested by the CO in 2010. Total sales net income generated by PL&M was US$25,779; total gross income generated by PSFR was US$ 2,333,272. PSFR’s programme cost/income ratio is 0.20 and gross R.O.I. is 4.67. In 2010 contributions by NatComs have provided a more prominent share of overall CP financing.

UNICEF Mexico mobilised US$1,389,385 USD for the response to the earthquake in Haiti, the highest contribution in the Region.

Nine reports to local donors and eight reports to Natcoms were submitted on deadline, meeting standards ensured by a quality control process jointly established by Programme, PFP and M&E.

### 4.2.2 Management of Financial and Other Assets

Starting in 2010, a results-based approach was used to set up the Finance AWP, defining clear objectives and performance indicators. Key expected results were articulated around the following areas:

**Financial Contributions:** Mexico CO has diversified its portfolio with regard to the types of contributions received (PSFR, Natcoms, Thematic Funds). However, local fund-raising is still the main source, with more than 80% of the total OR allocated to Programme activities in 2010 and 54% of the total office budget. Local and international resource mobilisation allowed Mexico CO to cover its financial needs for 2010.

**Expenditures:** A close monitoring of Programme Budget was maintained by the CMT throughout the year; by end-November the CO reached 98% implementation rate of RR and 94% for OR, against the objective of 100% by year-end.

**Cash-flow management:** The Office is still dedicating particular attention to the bank optimisation initiative, with a goal of keeping a minimum amount for two weeks office cash-flow needs. Variance between financial forecasts and implementation is a CO internal management indicator and was regularly monitored by the CMT.

**Financial reconciliation and reporting:** Mexico CO manages five bank accounts, three of them related to fund-raising operations, recording only deposits. The “triangular” reconciliation initiated in 2009 as part of the Audit recommendation remained in place in 2010. All local contributions are systematically registered in Donor Perfect, based on bank statements. The same transactions are recorded in ProMs, reconciling entries in Donor Perfect with deposits reflected on bank statements.

Direct cash transfers are well monitored by the office. By end September 2010, no DCTs were outstanding for more than nine months, and the total outstanding of more than six months was 6% of total cash advances. There will not be any major changes by end-December and the effort will continue in 2011.
4.2.3 Supply
The supply component of the Mexico CP represents 5% of the entire Programme Budget, amounting to US$290,000 as of end-November 2010. More than 95% of Office supply activities are related to local procurement, with Communication representing 54% of the total and PFP 38%.
This reflects the nature of the CP, since Mexico is a Middle-Income Country. Supply activities were very concrete; the main one was implement procurement of mosquito nets to the State of Chiapas, for a total amount of US$3 million. The products were highly appreciated by the local authorities in terms of quality and cost compared to local production. The success of this operation opens a new approach in the type of supply assistance that can be developed with CO’s counterparts, and the Office will explore other opportunities to procurement promote services next year.
Mexico CO is currently investigating the possibility of promoting sub-regional procurement, taking advantage of the strategic position of Mexico in relation to Central America and the Caribbean.

4.3 Human Resource Capacity
A results-based approach was adopted to design the 2010 AWP of the HR section, and several priorities emerged from the planning exercise:

Working environment: In collaboration with the local staff association, the CMT set up a three-point action plan to address some of the recommendations from the global staff survey: a) implementation of flexitime, which will start with a pilot phase in January 2011; b) a staff exchange programme between GS staff to be reassigned temporarily to another position of the same grade, in order to gain a different working experience; c) social integration and team-work activities.

Learning and staff induction: The learning plan was designed based on a competencies gaps analysis conducted by each section’s Head. For PFP and Operations sections a one-day training session was conducted by a private firm on balance-score cards methodology following a competency gap analysis. Various other learning activities took place involving around 15 staff. The induction package for newly recruited staff was revised to ensure that all new staff have a basic knowledge of UNICEF Operations.

Phasing out of the PL&M Operation. One of the main priorities for HR section was to ensure a smooth transition to the new PL&M business model (Licensing). Particular attention was dedicated to the HR dimension of the process. In collaboration with TACRO, the CO initiated an information campaign and also implemented several initiatives to mitigate the negative impact of the phase-out operation. All staff concerned were regularly informed about the different steps of the process in a very transparent and objective manner. The Office took advantage of the operation to undertake a thorough analysis of job profiles of the entire PFP section; some recommendations were sent to the regional PBR in that respect.

Recruitment processes: 17 recruitment processes were completed in 2010 including two IP positions. This was one of the major achievements of the HR section, considering the average of 40 days required to complete each process. In 2011 all vacant posts will be duly filled.

4.4 Other Issues
4.4.1 Management Areas Requiring Improvement
Since March 2010, the office started to implement a new service desk using Lotus Notes, by sending e-tickets to the section concerned (HR, Administration, Supply and ICT), reducing paper use for the various services such as requests for contract, transportation, leave requests, and IT assistance. This also contributed to speed up related work processes, facilitate the performance evaluation of some services provided by the Operations section and take timely corrective measures. Digitalization of internal
correspondence, similarly, allowed improved processing in terms of effectiveness and savings in the use of paper supplies.

4.4.2 Changes in AMP
As previously mentioned, in 2011 the Annual Management Plan will mainly focus on the implementation of the ERM action plan. Another component will be the Office action plan to implement the new business processes, such as Vision, One ERP, SAP-HR and IPSAS. Other work plans will be very flexible considering the national context of a pre-electoral year.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:
1. International migration, children’s rights and development. Glossary of terms, acronyms and international treaties.
2. Design for a comparative study on education exclusion among adolescents
5. Mapping of UNICEF Mexico alliances and partnerships
7. Design and results evaluation of the education programme CREA Tu espacio

5.2 List of Other Publications
1. UNICEF in the World Youth Conference (DVD & quicktime video)
3. UNICEF Mexico Award 2009: Best research and best practices on children’s and adolescent’s rights in Mexico
4. Lo que vemos/What we see” Photo contest Zoom in on migration and development (Photographs taken by adolescents-Global migration forum )
5. Children and adolescents as a media issue: Mexico
6. 2011 Calendar including children’s rights messages
7. UNICEF’s institutional communication products (posters, brochure, postcards, stickers and bookmarks)
8. The rights of children and adolescents in Mexico: An agenda for today (SITAN)
9. Child labour in Mexico: Children’s participation in economic and non-economic productive activities.
10. Convention on the Rights of Children
11. From words to action: building citizenship in Mexico through adolescent positive development
13. El niño que soy/“The child that I am"
14. Educational inclusion and eradication of child labour in Sinaloa (video)
15. Launch of the Pilot Model for the ECD Module for Oportunidades families (Seguro Popular) (DVD & quicktime video)
16. 1 spot donor pledge for Haiti (DVD & quicktime video)
17. UNICEF Mexico 2010 Awards ceremony (DVD & quicktime video)
18. 17 Spots on UNICEF Mexico Communication Platform (DVD & quicktime video)
19. 5 spots of Julieta Venegas, UNICEF Mexico Good Will Ambassador on: Education, Migration, Health, Participation and Protection (DVD & quicktime video)
6. INNOVATION & LESSONS LEARNED

Title: Developing public policies for community and school inclusion of children with disabilities in rural communities with large indigenous populations

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Abstract:
Children with disabilities in rural and indigenous communities face the possibility of multiple discrimination and scant access to services to ensure their full development, integration and participation in the community.

The initiative, evaluated positively by researchers from Mexico’s National Public Health Institute, offers a methodology to increase parental acceptance of disability and co-participation in rehabilitation, and achieve a measurable increase in the participation of children with disabilities in community life and schools. The innovation of this community-based initiative lies in its public policy implications - the involvement of state level authorities from the onset to ensure allocation of multi-disciplinary teams and resources, and potential engagement in scaling-up. Another difference lies in the application of community-based rehabilitation to largely indigenous communities.

Innovation or Lessons Learned
This is a community-based rehabilitation programme that goes beyond working with families to build their capacity to enhance the autonomy of children with disabilities and their greater participation in community life. Through considerable networking with local authorities it goes to the heart of human rights based programming, to address issues of equity and exclusion, to promote much more inclusive communities, with an inter-cultural perspective.

Potential Application
The approach addresses equity issues in several dimensions, given that children with disabilities, living in rural communities and of indigenous origin, are doubly or triply excluded from services, and community life.

Contrary to many community-based rehabilitation programmes, UNICEF negotiated the participation of government staff and resources from the outset of the pilot, increasing the chances of its adoption and scaling-up as a public policy in the state of Oaxaca. The external evaluation indicates the approach’s applicability widely within Oaxaca state, in the country and in other countries.

Issue/Background
UNICEF and partner CIESAS developed a model for inclusion of children with disabilities in four municipalities with large indigenous populations and low HDI in Oaxaca. This was part of a wider effort to develop a protective environment for children through inter-sectoral planning, bringing together actors in education, health and social welfare. A house-to-house survey conducted in the context of the ‘All Children in School’ initiative identified two main groups of children not attending school: children without birth certificates and children with disabilities. UNICEF/ CIESAS negotiated with authorities specific actions to ensure that those children would have access to school.

Strategy and Implementation
This three-year pilot initiative in remote rural communities addresses issues of prevention, early-identification of children with disabilities, their rehabilitation in the community, referral in cases of medical concern, and school inclusion. At the same time
it addresses community attitudes, working with mayors and local councils, teachers, health and welfare staff, to ensure a much more inclusive approach to these children at the state and municipal levels. Multi-disciplinary teams made up of a doctor, a physical or occupational therapist, an education specialist and two community promoters are deployed in the community, financed by the state Welfare Agency (DIF). The promoters are men and women recognised in the local community, with command of local indigenous languages, and form important links within the community to mobilise resources for, and to redress stigma against, children with disabilities. Technical Assistance to the multidisciplinary teams is provided throughout the process by Piña Palmeira A.C, an NGO with a track record in community-based rehabilitation for persons with disabilities, and winner of 2nd place for good practices in UNICEF´s Child Rights Award 2009.

**Progress and Results**

a) 250 children and adolescents with some degree of disability attended; 77 hospital referrals completed; 340 psychological checks and 330 home visits undertaken; and 32 new school enrolments.

b) Designed on the basis of intercultural pertinence and shared responsibility, the model proved effective in achieving integration and increased acceptance of indigenous children with disabilities not only by their own families and communities, but also securing adequate response by relevant social services.

c) Use of community workers with command of indigenous languages employed by local authorities was an important element.

d) Innovative management approach with community groups (municipal authorities, parents, teachers and the children themselves) leading collective decision-making on content and nature of rehabilitation activities.

e) Evaluation confirmed that scaling-up of the model is viable and desirable, not only at state level, but eventually as a national programme.

f) Strong ownership and sustainability as budget allocations by state government are already secured for a two-year period.

**Challenges**

a) Monitoring system

b) Logistics to ensure children’s transportation between home, school and health centres

c) Low remuneration and limited training of community promoters

d) Scant teacher’s awareness of and training on issues of inclusion of disabled children in regular schools.

**Next Steps**

Following the recommendations of the external evaluation, UNICEF Mexico will present the project and its evaluation to a range of authorities at the state and national levels and publish the evaluation in Spanish and English.

### 7 SOUTH-SOUTH COOPERATION

Mexico is in the process of institutionalising its development cooperation through the establishment of a Mexican Agency for International Development Cooperation. In this context, UNICEF/UNCT participated in the development of an information system aimed at improving aid coordination in a country that is both aid receiver and donor. The UNCT can open new avenues for thematic South-South cooperation in areas where the combination of strong national capacity and UN system experience could facilitate multi-agency involvement. Disaster relief and reconstruction, anti-poverty programmes, democratic governance, migration, public health, and especially child healthcare are
among the areas in which improved and more systemic cooperation between national institutions and the UN System could help strengthen Mexico’s cooperation. One thematic area in which UNICEF took advantage of Mexican expertise to promote cross-border cooperation was protection of the rights of migrant children. Migration authorities in Honduras and the Dominican Republic in 2010 joined El Salvador and Guatemala (2009) in establishing a corps of Child Protection Officers in their Migration Institutes. These officials received training from Mexico, UNICEF, IOM and UNHCR in protecting the rights of unaccompanied children. UNICEF supported the sustainability of these efforts through building the capacity of the Mexican Institute of Migration’s own training unit to carry out similar training for other countries, and for continuous training of Mexican officials. UNICEF also supported the Global Forum for Migration and Development Platform for Partnerships, to increase international cooperation in this field. In the area of disaster relief, Mexican official aid to the Haiti earthquake was complemented by a rapid mobilisation of private actors. UNICEF Mexico, in coordination with UNICEF Haiti, facilitated the delivery of emergency aid by the Telmex Foundation with technical advice and logistical support, including coordination of a field visit to Haiti by the Foundation’s president, Mr. Carlos Slim.