

Executive Summary

Achievements

- (i) *Earmarked expenditure for children* - For the first time, Federal Congress approved a federal budget indicating portions of the budget benefitting children. This was based on a UNICEF methodology adapted by the Ministry of Finance and approved by Congress. This is a significant step towards ensuring that children in Mexico will benefit from more equitable and transparent use of federal resources (the share benefitting children totaling US\$ 41 billion in 2012).
- (ii) *More indigenous children access birth registration* - UNICEF supported the efforts of Chiapas and Oaxaca in reaching children excluded from birth registration. Chiapas registered over 160,000 in 2011-70% more than 2010. Together with UNICEF, Oaxaca launched a campaign which announced free birth registration for children within the first year of life to address low registration.
- (iii) *Best interests of children in the Constitution* - This principle was incorporated in the Constitution, and in the new laws on migration and refugees. UNICEF assisted in detailing protection standards for children in both cases.
- (iv) *Profile of most disadvantaged children* - A profile of Mexico's most disadvantaged children and adolescents was completed, targeting federal social programmes and supporting advocacy for improved design. It also provided education on an awareness-raising strategy about the social exclusion of indigenous adolescents.

Partnerships

- (i) *Partnership protecting children in operations against organised crime* - With UNICEF's active participation and technical support, a panel of federal security, justice and welfare institutions agreed on a common protocol for protecting children and adolescents in situations involving organised crime. This helped leverage the engagement of military and security forces to establish protection mechanisms for children during field operations.
- (ii) *Corporate alliances for children*- A strategy which mobilises the private sector beyond fundraising. For example, through its products reaching 6 million families, Liomont Laboratories will distribute ECD messages detailing developmental targets and recommendations for children under five. A multi-actor partnership with IXE Bank, government and private institutions, are promoting birth registration of underprivileged children. IXE bank made its ATM network and mailing list database of 180,000 cardholders available to convey messages and calls to action to their clients.
- (iii) *Strengthened knowledge partnerships to highlight inequities* - Close work with knowledge partners in academia and think-tanks helped develop research on public investment in children, provide technical support to state-level Situation Analyses, advance a regional child-related data collection agenda, and generate child-related poverty analysis.
- (iv) *'Construye T' with Education Ministry, UN agencies and civil society* - A nationwide strategy to reduce dropout rates and improve adolescent participation in upper secondary schools continued to enjoy strong institutional engagement, including a contribution of US\$ 8 million from the Ministry of Education (12% higher than in 2010).

Challenges

- (i) The impact of the security situation on children and adolescents required UNICEF to focus on violence and juvenile justice, to the detriment of other issues such as child labour. However, UNICEF accompanied ILO with policy dialogue and technical assistance, to advance national agenda against child labour.
- (ii) As Mexico approaches the upcoming presidential elections, UNICEF has encountered higher staff turnover in government ministries, occasionally creating delays in joint initiatives.

Country Situation

After rapid recovery in 2010 from the steep recession of 2009, in 2011, Mexico's economy benefitted from measures boosting credit growth and private investments, resulting in increased consumer spending and revitalised job market. But Unfortunately, GDP growth at 3.9% in 2011, and a forecasted decline to 3.1% in 2012, does not augur well for a more dynamic economy. Despite some trade diversification, close interrelatedness with the US continues to make the Mexican economy vulnerable to deteriorations in the US market. Labour market indicators have generally remained at 2010 levels, with average unemployment of 5.3%.

In 2011 Mexico continued to suffer from escalating violence surrounding the battle against and within organised crime, which is responsible for causing a death toll of 47, 515 between 2006 to September, 2011. Of these deaths, approximately 1,300 were children/adolescents under the age of 18. Violence and insecurity expanded to southern states like Veracruz, but some parts of Mexico, including the capital, remain largely unaffected. While Mexico is not the country with the highest rate of violence in the Americas, the homicide rate more than doubled between 2007 and 2009, from 8.2/100,000 to 17.8/100,000; it also doubled for those under 18, from 1.6 to 3.0 in the same period. This rise was particularly prominent among adolescents aged 15-17, with sharp increases in cities such as Ciudad Juarez, Culiacan, Monterrey and Tijuana.

The release of the 2010 Report on MDG Progress confirmed that Mexico is on track to achieve most of the goals only if national averages are considered. But most recent data points to the fact that 5.3% of the population are living on less than US\$1.25 per day, putting the country 0.7 points below the 2015 target (4.6%).

2010 data from the official poverty measure methodology confirms that extreme poverty declined slightly from 10.6% to 10.4% between 2008 and 2010. However, the same source indicates that in 2010, 3.2 million more people were living under the national poverty line compared to 2008 (44.5% to 46.3 %). Poverty continues to affect children disproportionately: 53.8% (21.4 million) live in poverty, of which 5.1 million are in extreme poverty. Among these numbers, indigenous children are over-represented: 69.5% aged 3-17 live in poverty, compared to 24.6 % among non-indigenous. Similar trends affect rural areas, where poverty affects 70.7% of children, compared to 47.5% in urban areas.

Poverty data at municipal level indicates that 190 municipalities (out of 2,456 in Mexico) host half of those in poverty. The 10 poorest municipalities (where more than 96% of people live in poverty) are located in Chiapas, Oaxaca and Veracruz. Eight of them have significant indigenous populations (more than 70%). 46,463 children live in those municipalities.

With GNI per capita at US\$ 8,890 in 2010, distribution of Mexico's considerable wealth has been improving. According to a recent ECLAC Report, the Gini Index has fallen 2% annually between 2002 and 2010. However, in 2008 the average income among the top 10% of Mexicans was 26 times higher than that of the bottom 10% - this ratio being 9 to 1 in a typical OECD country.

Net enrolment in primary school (MDG2) has increased from 101% to 108% from 2005 to 2010. Primary school completion was 95.2% in 2008. Gender equality in education (MDG 3) has also improved over the past years. Net coverage rates for girls are higher than for boys at all levels, although gender differences in enrolment do not exceed 4%.

Thanks to effective health actions, the 2010 MDG Report shows Mexico's steady progress in reducing child mortality, placing it on track for MDG 4. Since 1990, IMR declined from 39.2 to 14.6 in 2009. Still, child mortality in the municipalities with lowest HDI more than doubles the national average of 31.2. At the state level, U1MR reaches 20.6 in Guerrero, 20.2 in Chiapas and 18.4 in Oaxaca - all with significant indigenous populations. U5MR decreased to 17.3 in 2009. However, MDG 5 remains at risk, as official sources estimate a national MMR of 36.3 for 2012 (53.5 in 2010). In the 125 municipalities with lower HDI, MMR peaked at 132.7 in 2010.

With regards to HIV/AIDS, Mexico is still considered low in its prevalence. From 144,127 accumulated cases in 2010, children under 15 represent 2.3%. Prenatal transmission continues to account for the highest percentages of new cases: 92% (81.7% boys and 91.9% girls). While new cases among under-15s are roughly equal among girls and boys (26 vs. 32 in 2010), men account for more than three quarters of new cases in the 15-29 age group.

Updated calculations of birth registration by INEGI and UNICEF helped pinpoint areas of exclusion and vulnerability. In 2010, 93.4% of children were registered nationally within their first year (97.7% in urban areas and 82% in rural). The study pinpoints 168 municipalities where less than half of children born each year are registered that same year.

Considerably greater legal recognition of human rights accompanied an historical reform of the Constitution, entering into force in June. The reform fully integrates international human rights law into the text, gives international treaties constitutional status, and specifically recognises essential principles such as the universality, indivisibility and progressivity of human rights. In October, a complementary reform incorporated the principle of the Best Interests of the Child into the Constitution, is expected to have ramifications in policy-making and judicial decisions in future. But considering a recent survey on discrimination, which indicated that a third of respondents believe parents should determine their children's rights, and 4% claiming that children have no rights, the normative framework will need to be accompanied by changes in deep-rooted beliefs.

In sum, with the political environment increasingly dominated by the July 2012 presidential election, two issues seem likely to capture the debates and the interest of voters: security and economy. The challenge will be for UNICEF and partners to open up spaces for children in those agendas.

**Words in blue lead to links.*

Who are the deprived children in your country context?

Mexico's progress in national averages is contrasted by persistent disparities that leave many children behind. Among the causes of exclusion, inconsistent economic growth and repeated crises with uneven impacts are often cited, as well as relatively low tax revenue. While social service provision has leveled the playing field for many, income equality remains an elusive goal, and the most disadvantaged often remain unreached.

(i) Rural children tend to be the most disadvantaged, particularly regarding poverty, malnutrition, secondary school enrolment, under-5 mortality, access to sanitation, birth registration and child labour. Nearly half of the children under age 1 in rural areas live in extreme poverty, as compared with 18% of urban children. In some states, such as Chiapas, over 90% of rural children live in extreme poverty.

(ii) Indigenous children are nearly twice as likely to live in poverty (over 87%) and nearly five times as likely to live in extreme poverty compared to non-indigenous children.

(iii) Nearly 70% of working children are boys, although girls are disproportionately involved in household chores at the expense of their education. Secondary school attendance is also higher among girls than boys. However, of those who neither study nor work, 67% (over 650,000) are girls.

(iv) With respect to disparities across age groups, several indicators show worse outcomes for adolescents than younger children. For example, underweight problems increase in prevalence from childhood to adolescence. They show no gender gap at younger ages, but gaps among adolescents are high, twice as many girls being affected as boys.

Data/Evidence

The overall strategy of the CP is to strengthen national and sub-national capacities to develop inclusive, rights-based policies, laws and budgets. To that end, high-quality disaggregated knowledge and analysis is being generated, disseminated and used in policy dialogue and advocacy. Particularly, knowledge on inequities and their determinants has been used to make disparities and exclusion visible. Some examples are as follows, on how major issues affecting deprived children and their families were identified and analysed through UNICEF cooperation during 2011:

Birth registration for the most disadvantaged children - UNICEF worked at both federal and state levels, developing alliances to increase birth registration coverage as a key equity-promoting strategy. UNICEF demonstrated, with evidence generated by the National Statistics Office, the importance of reinforcing birth registration capacity in order to avoid creating greater inequity in children's right to identity, with particular focus on states with the greatest shortcomings in birth registration. INEGI's analysis revealed that at national level 93.4% of children were registered before their first birthday, the rate being 97.7% in urban areas but dropping to 82% in rural ones. This means that nearly 1 in 5 children in rural areas are not registered within their first year. The study pinpoints 168 municipalities where less than half of children born each year are registered that same year. Preliminary analysis of this data was provided to state authorities responsible for birth registration in Chiapas, Guerrero and Oaxaca states, where low coverage is of particular concern, to assist them in prioritizing specific municipalities for outreach through targeted strategies.

Online public data on most disadvantaged children - Additional investment in 2010 on the DevInfo platform, infoninez.mx, which was launched in 2010 led to improved impact and accessibility. The inclusion of 2010 household survey and census data allowed for multiple layers of disaggregation and accurate identification of the most disadvantaged children. This information has been the basis to develop a profile of Mexico's most disadvantaged children by MDGs. An analysis of public policy programme coverage has also become a starting point for negotiating programme design, coverage, and targeting mechanisms.

Mapping Out-of-school children - UNICEF Mexico, in alliance with FLACSO (prestigious regional academic institution) and local authorities in priority states provided the groundwork and conducted baseline studies on out-of-school children. This included data collection, the design and establishment of a monitoring system to ensure follow-up and sustainability. The information will be disaggregated by location, gender and age, allowing policymakers and local officials to design strategies to reinsert children into school.

For 2012, main efforts in this domain will continue to ensure that the most disadvantaged children are identified in all programme components, and that this gap analysis serves as an entry point for the body of public policies that reach children in Mexico.

Monitoring Mechanism

The CO is tracking, assessing and evaluating achievement of results for the most deprived children, through a fourfold strategy:

1) *Compiling high quality and disaggregated child-related data* through the update of the DevInfo-based platform INFONINEZ.MX, with data from the most recent surveys and 2010 census. This enabled the office to develop a profile of Mexico's most disadvantaged children by MDGs as a key tool to monitor the situation of these children, and an analysis of public policy programme coverage which serves as a starting point for negotiating targeting mechanisms of federal programs.

2) *Documenting and analysing children's situation on key policy areas at national and sub-national levels*, mainly through the development of specific studies such as: (i) mainstreaming the methodology to develop

four state-level SiTANs to be completed in 2012; (ii) analysis of federal spending on children, which resulted in the first ever earmark dedicated to children in the 2012 federal budget; (iii) the identification of the 50 most relevant ECD practices from day-care centres in partnership with the Ministry of Social Development; (iv) the elaboration of the country report on out-of-school children, with a focus on adolescent exclusion at the upper secondary level.

3) *Establishing alliances* with key government counterparts such as INEGI (National Statistics Institute) and CONEVAL (National Evaluation Council on Social Policy) to improve information production and dissemination and to advocate for age-disaggregated poverty data and analysis.

4) *In-house monitoring* of results achieved by programme areas but also by counterparts and implementing partners at sub-national level. On a quarterly basis, the CMT reviewed programmatic advances based on monitoring reports prepared by programme areas together with the M&E Officer. The new simplified results structure has facilitated monitoring activities, sharpening targets and expected results. Particular effort was dedicated to improving programme monitoring at sub-national level, with a two-fold strategy: work plans based on a minimum core of issues (aligned to CO's PCRs and IRs) and results-based reports.

Challenges in monitoring continue to remain at sub-national level, particularly in terms of monitoring the children's situation in municipalities and smaller communities. However, the above mentioned sub-national SiTANs and a renewed agreement with INEGI will help develop a municipal level monitoring system for child rights indicators. At the national level, monitoring challenges are mainly related to child protection indicators (violence, juvenile justice, alternative care) which are still lacking proper levels of disaggregation and updated information.

Support to National Planning

Mexico's Government has strong institutional capacity for collecting and analysing information for social monitoring, including an established monitoring and evaluation system of the country's social programmes and policies.

Data collection and analysis for social monitoring: (move the paragraph up)The Mexican Statistical Institute, INEGI, is well respected in the LAC region for its track record for the generation of quality information from census, surveys and administrative data, thus demographic, social and economic indicators are produced. INEGI's capacities, together with the work of other governmental institutions such as the National Public Health Institute and the National Population Council, constitute a solid platform for information generation and analysis to assess programme progress and outcomes. As part of the on-going efforts to improve child-related data collection and analysis in the region, the CO in partnership with TACRO, INEGI and MoFA organised the first regional conference on child indicators to identify challenges, information gaps, and best practices. As a result, a working group on child indicators was created within the Statistical Conference of the Americas, as a regular mechanism for countries to strengthen national capacities with the technical support from UNICEF TACRO, ECLAC and UNFPA.

M&E of social programmes and policies:

With the approval of a propitious legal framework (e.g. Fiscal Responsibility Law, Management Improvement Programme legislation, Social Development Law), followed by the creation of CONEVAL in 2005, a sound basis was established for the development and sustainability of a national M&E system. This system generates reliable and timely information for decision making, in order to improve the design of social policies and promote accountability of social expenditure. In terms of evaluation, Mexico was a pioneer in LAC in the use of sound methodologies to evaluate the performance of social policies. Meanwhile, the creation of a government-wide performance evaluation system coordinated by the Ministry of Finance, has strongly supported the implementation of a results-based budget process [\[1\]](#). Specifically, this year the CO has closely worked with CONEVAL by following up on the results of evaluations of 27 public government programmes, which will allow to articulate common trends and areas for improvement across the range of

programmes for children that are subject to public evaluations.

Apart from governmental efforts, specific activities by civil society are worth mentioning. For instance, supported by UNICEF's technical advice, the Network for Children's Rights (REDIM) publishes its flagship report each year on key data about children, "La Infancia Cuenta". Other NGOs have developed monitoring tools such as a Performance Index of Public Programmes (GESOC, Rendicion de Cuentas, A.C.) and social spending analysis (FUNDAR).

[1] http://siteresources.worldbank.org/EXTEVACAPDEV/Resources/4585672-1251461875432/mexico_me_wp20.pdf

Any other relevant information related to data/evidence?

Country Programme Analytical Overview

With one year remaining prior to the end of the current CPD [1], the CO's strategies will reinforce the focus on disparities, particularly to take advantage of the pre- and post-election opportunities in 2012.

Advocacy efforts for the equity agenda with the new government: With a new government likely to be elected next year, the CO will with the newly elected federal officials to advocate and focus their attention towards unfinished business in the children's agenda. The strategy will include campaigning efforts around public spending to include measures of equity and efficiency of spending. ECD efforts will continue to focus on providing evidence of the equalising effect of ECD on the opportunities for the most disadvantaged children. The CO will reiterate to the new government the importance for expanded services for adolescents from marginalised groups as part of a positive approach to adolescent development and to pay special attention to document and promote integrated child protection mechanisms to respond to children as victims and witnesses of violence.

Strengthened knowledge management and partnerships to make inequities visible: CO will seek to reinforce capacity of national actors, in government, academic and civil society, to generate and disseminate knowledge as a basis for equity-oriented policy advocacy. Key to generate knowledge will be emphasizing the ability to draw upon subnational and municipal data, particularly among the 125 Municipalities with lowest IDH, to influence local policy-makers. Using the results of the Global Study of Children out of School to be produced in 2012, the CO will draw on its findings of the adolescent exclusion to propose specific education reforms to increase attendance and completion rates in upper secondary schools. An important front will be to analytically review existing municipal data on birth registration to promote policies for those municipalities and groups of children with lowest registration rates.

Reinforced communication strategy for accelerated social mobilization and fundraising: The mobilisation and brand management strategy will be reinforced to contribute to the needs of a 'transformed visibility' of UNICEF in a scenario of accelerated country office fund-raising. Special attention will be paid to the synergies among programme, communication and fundraising strategies; outreach activities that can advance programmatic and fundraising objectives simultaneously will be implemented. In particular, the CO will work on social networks, in order to reach audiences through these platforms and other new technologies in innovative and effective manners – in support of both mobilisation and fundraising.

[1] Please note that decision on a request by the UNCT for a one-year extension of the current UNDAF is still pending.

Effective Advocacy

Mostly met benchmarks

During 2012, UNICEF leveraged evidence to promote more equitable and targeted policies benefitting the most deprived children, and mobilised the public for actions in favour of children.

Transparency in Federal Budget for children: Efforts were made to secure greater transparency of the federal budget with regards to children. These were furnished in an original child-budget study conducted by UNICEF, a fruitful partnership with the Ministry of Finance to adapt UNICEF's methodology including a special children's annex as part of the 2012 federal budget, and targeted lobbying efforts with legislators. This resulted in a 'child and adolescent' earmark being passed into legislation in the 2012 federal budget, allowing for more concerted monitoring of spending on children in the coming years. A focused advocacy campaign was directed at opinionated leaders, academics, government officials and legislators, thereby building a foundation for this line of work, and creating the necessary momentum to ensure a more effective use of resources to promote child rights. Accompanying media strategy generated 26 mentions in radio and television, 4 interviews (TV and radio) including a feature on CNN, 26 mentions in print media and internet portals, widening the debate beyond policy-makers and legislators.

Promoting free Birth Registration as a path to Equity: UNICEF worked at federal and state levels to develop alliances that would increase birth registration coverage as a key equity-promoting strategy. By taking advantage of the federal government's drive to introduce identity cards for children aged 4 to 17, UNICEF demonstrated, with evidence generated by the National Statistics Office INEGI and the National Registry, RENAPO, the importance of reinforcing birth registration capacity to avoid creating even greater inequities in the implementation of children's right to identity. UNICEF also focused on states with the greatest shortcomings in birth registration, in order to demonstrate how others could address the issue. Oaxaca State agreed to extend free birth registration up to age one, heeding advocacy by UNICEF and the State Child Rights Council to the effect that the cost to the state of removing registration fees for parents would easily be offset by the benefits of facilitating their access to health, education and cash transfer programmes.

Mobilisation and raising awareness on children's rights: National Goodwill Ambassadors and celebrities launched an online and television media campaign called 'Together: you, me and UNICEF'. The campaign promoted birth registration, prevention of violence against children, eradication of child labour, and access to quality education for all children - with a fundraising component. Free airspace was obtained from TV Networks such as Warner Brothers TV, TNT, CNN Mexico, TCM, etc., and local cable companies like MVS Television, TVC Networks and Sicom. One of UNICEF's most committed allies, Comercial Mexicana, agreed to massive dissemination of the campaign throughout its supermarket chain, to create social awareness and commitment. More than 3 million clients had access to a microsite specially designed for the campaign, and made a commitment to the rights of children through simple, concrete actions that anyone can make in their daily life.

Changes in Public Policy

Recognition of Human Rights in the Constitution: Mexicans and all those living in or passing through Mexico now benefit from considerably greater legal recognition of their human rights, following a historic reform of the Constitution in human rights matters, that came into effect in June. The reform fully integrates international human rights law into the constitutional text, giving constitutional status to international treaties, and specifically recognising essential principles such as the universality, indivisibility and progressivity of human rights. In October, a complementary reform incorporated the principle of the Best Interests of the Child into the Constitution, which should have ramifications in policy-making and judicial

decisions in future. At the Supreme Court's invitation, UNICEF joined the Court's programme to prepare representatives of judicial training centres in all 32 states on the implications of the Constitutional Reform, in particular with regard to Child Rights.

Best Interest of the Child in Law on Migration and Refugees: Early in the year, two additional important advances were made with the enactment of new Laws on Migration and on Refugees and Complementary Protection, which introduced consideration of the principle of the Best Interests of the Child in migration and asylum procedures. UNICEF is playing an active role in helping translate these principles into detailed regulations of laws through the establishment of Best Interests Determination Process in implementation procedures.

Child spending identified in federal budget: The 2012 budget, approved by Congress in late 2011, will include an earmark indicating for the first time in which federal budget lines are dedicated to children. On UNICEF's recommendation, this policy change, proposed by Ministry of Finance (MoF), was approved by Congress, opening the door to detailed monitoring and analysis of this spending via both channels in the future. In addition to the earmark being included in the final budget, mechanisms were also created within the Ministry to quantify and track spending on children.

Improvements to federal programme operating rules: In line with the incorporation of the Best Interests of the Child principle into the constitution, UNICEF worked with the Ministry of Social Development (SEDESOL) to propose changes in the operational guidelines of five federal programmes, including the conditional cash transfer program Oportunidades which currently benefits 5 million families. As part of this partnership, SEDESOL agreed to incorporate many reforms to ensure a child rights perspective, which will take into effect on 1 January 2012. Children will experience concrete policy improvements such as physical violence being detected as part of the routine medical exams, and having their identification cards provided by programme officials if not yet held – a first step towards accessing many other government services.

Leveraging Resources

Main leveraging results in 2011 were:

US\$ 8 million from the Ministry of Education: The Ministry contributed US\$8 million to the UN joint program 'Construye-T', making it the largest program sponsor (UNICEF's contribution was US\$283,433, and UNESCO's US\$20,000). This year's contribution represents an increase of 12% from 2010. Aimed at improving the quality of education and reducing dropout rates, the programme is implemented nationwide. Average national rate of dropout at the upper secondary level is 15.60%, and is considerably higher among indigenous students.

Mobilising the private sector: Promoting the equity agenda included a reinforced strategy to mobilise the Mexican private sector, not exclusively as donors but also generating non-monetary engagements benefitting children and families. As an example, Liomont Laboratories, a national pharmaceutical firm with an extensive in-country market outreach and presence in Dominican Republic, El Salvador and Guatemala, will distribute ECD messages to 6 million families through its products for infants, detailing month-by-month developmental targets and recommendations to stimulate children up to 5 years. The CO has also forged a multi-actor partnership with IXE Bank, the Interior Ministry, National Statistics Bureau, the National University, Appleseed Foundation and General Electric to promote birth registration of underprivileged children. IXE bank made their 186 ATM's network, mailing list database and 180,000 cardholders available to introduce equity reducing strategy messages to their clients and calls to action.

Global Partnership with Prudential Foundation on Out-of-School Children and Adolescent Exclusion: With support from the Prudential Foundation and the US Committee, UNICEF Mexico advanced the national and international agenda for improving educational inclusion of adolescents by expanding UNICEF's Global Study on Out-of-School Children to include upper secondary exclusion in four middle-income countries,

including Mexico. The study, scheduled to be launched in mid-2012, will build on UNICEF and Prudential's leadership in the area of equitable education and provide a solid analysis of key bottlenecks to inclusion of adolescents in four countries facing similar challenges.

Public Expenditure for children: By making the portion of the federal budget allocated to children publicly known, and transferring the methodology to the Ministry of Finance, which in turn included it in the presentation of the proposed federal budget to Congress, UNICEF contributed to the first real analysis of public resources for children at federal level. This established a baseline to ensure that spending on children, calculated at over 550 billion Mexican pesos (roughly US\$ 41 billion) is maintained if not increased from year to year, and initiated a regular process of analysis and debate for leveraging funds for children on an annual basis.

Alliances with national media: These alliances were crucial resource, allowing UNICEF to secure space in newspapers, radio and television programs where UNICEF's spokespersons launched strong call to action in favour of policies that promote equity in different domains. In addition, UNICEF was able to secure the support of TV networks to broadcast 60-second spots of a DRTV fundraising campaign at no cost, with an approximate commercial value of US\$ 350,000.

Capacity Development

Partially met benchmarks

Improving child-related data collection and analysis in Latin America and the Caribbean (LAC): UNICEF Mexico, in partnership with TACRO, INEGI and MoFA organised the first regional conference on child indicators in LAC to identify challenges and gaps in existing information as well as best practices across the region. After two days of exchange and learning, national statistical offices across the region agreed on concrete actions to improve the quality and disaggregation of child-related data collection to guide equity-oriented policy formulation through the establishment of a working group on child indicators within the Statistical Conference of the Americas. The group will serve as a regular mechanism for countries to strengthen national capacities with the technical support from UNICEF TACRO, ECLAC and UNFPA.

Creating capacity to monitor out-of-school children: UNICEF Mexico, jointly with the think tank FLACSO, convened and trained key officials of the Secretary of Education in the states of Chiapas, Oaxaca, Mexico City, Yucatán and Zacatecas to conduct baseline studies on out-of-school children. These sessions included design, data collection, and setup of a monitoring system to ensure follow up and sustainability. The information will be disaggregated by location, gender and age, allowing policy makers and local officials to design strategies for educational re-inclusion.

Strengthening rights-based analytical capacities of CSOs and academia: Trainings on elaborating equity-focused Situation Analysis at sub-national level for local universities, CSOs and state authorities took place in the States of Chiapas, Oaxaca, Zacatecas and Yucatán. The workshops trained actors in methods for data collection and analysis that would inform policy formulation for the most disadvantaged children using a rights-based approach. State level SiTANs will be available in 2012. In partnership with the National Network of Children's Rights (REDIM), an umbrella organization of 73 non-governmental organizations, UNICEF is developing a series of child rights training packages to respond to diverse demands for capacity building at national and sub-national level.

Building capacity among Security Forces and Justice Organs: In order to protect children affected by operations against organized crime, and following the development of a common protocol for protection of children within the complex security situation in Mexico, a training module for federal security forces was field tested, adapted, and then provided to training departments of the army, navy, federal police and

federal prosecution investigation agents. This was part of a strategy to ensure the incorporation of a child rights approach into their internal procedures and routine training programmes. All operational personnel in these federal forces is expected to receive this training. An adapted strategy is also in preparation for training of all federal public prosecutors on how to protect and promote child rights in judicial proceedings in these situations. In a complementary effort, UNICEF is also contributing to the development and dissemination of guidelines for media coverage of these situations, to ensure that children's rights to privacy, safety and dignity are not affected -- thereby combating the widespread stigmatized of children and adolescents in these circumstances.

Communication For Development

Partially met benchmarks

UNICEF Mexico, in partnership with federal and state governments and through the involvement of target communities, has promoted and supported major C4D efforts. Based on careful analysis, priority areas were identified: ECD, adolescent inclusion and participation, birth registration.

Major achievements include:

- In tandem with the Ministry of Health's '*Seguro Popular*' (health insurance for the most vulnerable), UNICEF provided technical support for the formulation and implementation of a national C4D strategy on ECD. This consolidated UNICEF's long-standing advocacy for public policies guaranteeing the development of children between the ages of 0 to 5. UNICEF played a central role through resources and funds, for concrete outputs expected to benefit 1.5 million children: 10 community-based video productions (being translated into 13 indigenous languages); a manual for training health workers in 5,000 health structures; and printed materials for families.
- With '*Seguro Popular*', aligned with UNICEF's priority to promote participation of adolescents in a context of frequent marginalisation and discrimination, UNICEF helped develop and implement a C4D strategy in this domain. Outputs include: a web-based platform expected to reach 850,000 adolescents to build a '*plan de vida*' (users can plan their development and life objectives, and access education and training opportunities); the organisation of online workshops on topics such as violence, stress, addictions, sexual and reproductive health; and a promotional video spot. This platform involved intended beneficiaries through three focus groups of adolescents in the cities of Chihuahua, Xalapa and Tijuana, to take into account their views and suggestions for design and contents. M&E mechanisms are in place for all components of the strategy.
- UNICEF through its implementing partners, provided technical and financial support for birth registration awareness. Products included radio and television spots, posters, and other materials – translated into relevant indigenous languages.
- In early 2011, in partnership with Chiapas State Ministry of Health, UNICEF provided technical and financial support for the formulation and implementation of a prevention pilot strategy against influenza type A (H1N1) in selected schools of the state's three main cities. The strategy coincided with and supported UNICEF's priority to promote positive development and participation of children, focusing on encouraging their role in the health care of their communities. A specialised training module was designed and articulated, tailored to local curricula, ensuring that scientific information and technical language could be translated into concepts and actions that could be absorbed by primary school students. The strategy involved children as actors of behavioural change among fellow students, families, and communities - through information sharing and creative tools of communication. Outputs included didactic materials, manuals, and guides for teachers.

Many of the CO's communication and fundraising initiatives also involve significant C4D components on the issues of inequity, violence, education, child labour, etc. For example, television spots asking donations for specific activities also intend to affect behaviour regarding key topics (e.g. 'child labour is not acceptable'); messages in social networks are often meant to improve adolescent participation; and materials for and communications with media are also used for C4D messaging.

Service Delivery

Partially met benchmarks

Within the context of a middle income country, UNICEF's cooperation does not involve direct service delivery. Rather, UNICEF supports government institutions and civil society in order to strengthen their capacities to deliver quality services for children, particularly for the most disadvantaged (see section on Capacity Development), while also endeavouring to spread a child rights culture in a way that can influence their policies and actions.

As part of an evolving mode of engagement, the CO is gearing up to become a procurement hub in the LAC region by identifying in-country suppliers for emergencies and for regular programming needs. Taking advantage of Mexico's large internal market for goods and services, and the country's growing geo-economic importance in the region, a market survey was conducted by UNICEF Mexico in coordination with UNICEF HQ's Supply Division and TACRO in 2011. The main objective of the survey was to identify possible Mexican suppliers that could be contracted to supply goods and services for UNICEF's emergency operations in Haiti, and potentially for the global level in further stages. The survey took place with the assistance of the Ministry of Economy, Trade and Industry, and the Ministry of Foreign Affairs. A total of 90 suppliers were identified, of which 35 submitted expressions of interest relevant to the exercise. The collaboration with government institutions ensured a large participation from interested potential suppliers in a workshop organized by UNICEF through which the main objectives and procedures of the survey were explained.

Additionally, UNICEF Mexico has started exploring the possibility of providing procurement services for some national implementing partners, as a strategy for further helping leverage resources for Mexican children.

Strategic Partnerships

Fully met benchmarks

Building on the mapping of partnerships conducted as input to the MTR process in 2010, UNICEF participated in the global partner survey, with a more than 33% response rate across a range of sectors, to better respond to partners' perceptions of UNICEF. In addition, CO formed and consolidated the following strategic partnerships:

Corporate partners: UNICEF has continued its efforts to extend relations with the private sector beyond fundraising, seeking to convert corporate alliances into cooperative coalitions for children. The partnership with Liomont Laboratories has been strengthened by leveraging the partner's existing value chain to promote child rights, reaching millions of families with information about ECD through their medical database and product inserts. Another strategic partner was Comercial Mexicana, who developed an

advocacy campaign to enlist public support for child rights through outreach in more than 200 supermarkets, whereby more than 3 million clients had access to a microsite specially designed for the campaign and made a commitment to the rights of children through simple actions in their daily lives. The partnership with such a large nationwide retailer also provided an opportunity for UNICEF to reach new potential individual donors.

Civil society organizations: UNICEF strengthened its alliance with the national network of civil society child rights organisations, REDIM, to provide training in child rights to more CSOs in its network. Not only does REDIM possess expertise in child rights to provide this training, but it also has access to a network of other organisations ensuring this training reaches other key actors. In 2011, UNICEF also joined and supported a national campaign of 100 CSOs entitled '*Infancia: Sin Violencia*'. The campaign unites a range of civil society actors to increase their advocacy potential in pushing for improved data collection on issues related to violence against children.

Knowledge partners and centers of excellence: In addition to continued work with the national centre of excellence Fundación IDEA to develop a body of research on public investment in children early in the year, UNICEF also initiated a new partnership with the regional academic centre FLACSO to develop a platform to provide academic support and rigour to the development of state-level SiTANs in four priority states.

Government actors: UNICEF's participation in the federal government's 'Inter-institutional panel for the protection of child and adolescent victims in situations of organized crime' leveraged the facility of military and security forces in the government to streamline their training protocols throughout their chain of command. The partnership added value by effectively reaching actors who have contact with children in vulnerable situations throughout the country in a systematic manner. Working with the national statistical agency INEGI, UNICEF capitalised on the credibility of data collection in Mexico to advance a regional agenda with counterpart agencies in other countries. Given its leadership in other areas of similar work, such as a gender statistics, INEGI was a partner well-placed to complement UNICEF's advocacy in this area among its peers in LAC.

Mobilising Partners

UNICEF joined and supported a national campaign developed by over 100 civil society organisations: '*Infancia Sin Violencia*'. The first phase, launched in November, concentrated on the three pressing issues of corporal punishment, sexual violence and armed violence impacting children in Mexico. The campaign, and civil society efforts to push for improved data collection on these issues were showcased at a sub-regional conference in follow up to the Global Report on Violence against Children, called by the UN Special Representative on Violence against Children and the Global Movement for Children, in the Dominican Republic in December.

Children and adolescents throughout the region were informed and prepared to protect themselves against trafficking in persons through a campaign developed by the Regional Office and the MTV Exit programme, with logistical and communications support from the Mexico Country Office. An informative documentary explaining the entrapment mechanisms common to trafficking, and the different forms that affect children such as exploitation in domestic labour, sexual exploitation, and criminal activities, narrated and presented by the popular rap group Calle 13, was launched in November, aimed at alerting adolescents throughout the region to this phenomenon.

Joint Programmes

UNICEF led the field start-up of a UN Joint Programme to prevent gender violence in indigenous communities in the states of Chiapas and Oaxaca in 2011, initiating implementation in both states and the development of inter-institutional protocols and capacity to respond to child victims of violence. The joint programme comprises contributions from UNICEF, UNDP, UNFPA, UNESCO, and CEPAL to strengthen

capacity at municipal level to prevent and address gender violence. CEPAL provides both baseline and final evaluation studies for this joint programme.

Knowledge Management

Mostly met benchmarks

UNICEF's knowledge generation and management strategy in 2011 focused on:

Developing tools to train local partners to map disparities: In 2011, further investment on the online DevInfo platform infoniñez.mx that was launched in 2010 led to improved impact and accessibility. The inclusion of 2010 household survey and census data allowed for multiple layers of disaggregation, and therefore more accurate identification of the most disadvantaged children. Drawing on such new data, UNICEF introduced a dynamic 'statistics at a glance' feature to the website that presents maps and graphs at a click of the mouse at federal, state and even municipal level. In addition, a module on tracking public expenditure on children was launched, with data accessible by year, group of rights, and type of programme. Software by Google allowed UNICEF to effectively and efficiently promote the site, driving traffic through free online search ads. Leveraging the opportunity of a regional conference on child indicators, UNICEF also promoted the site by targeted materials showcasing its potential among attendees. In 2012, this will be linked to a best practices site in ECD, the first of its kind in the country, collating information from practitioners, government and civil society that should become a reference in Mexico and Central America.

Use policy and gap analysis to inform policy decisions: UNICEF drew on existing partnerships to build local capacity for local data compilation and analysis into a state-level tool to highlight gaps in rights fulfillment and identify the most disadvantaged children. Whenever possible, this process was coordinated with state-level child rights councils to ensure that the resulting information and analysis will serve as a useful input to policy formulation. Data will be incorporated into state-level modules of infoniñez.mx and made available to actors at the state-level and across the country.

Document and disseminate best practices in policies for children: UNICEF, jointly with CONEVAL, undertook a trend analysis of the recent evaluations of 27 federal programmes that target children as beneficiaries, which will serve as an input to policy negotiation with line ministries in 2012. At the same time, UNICEF continued its focus on multidimensional poverty measurement, conducting a child poverty analysis, drawing on 2008 and 2010 household survey data to detect trends and identify entrenched disparities. The full report will be published in early 2012.

UNICEF, in partnership with the Ministry of Social Development, identified the 50 most relevant ECD practices from day-care centres around the country, which will be systematised and shared with governments at state and municipal levels. Good practices, which can now be replicated nationwide, demonstrate in practical terms how day-care workers can incorporate a rights-based, integrated approach to daily activities.

A communication strategy is in place to ensure that knowledge generated is translated into quality and relevant publications and disseminated to key audiences. An Editorial Committee considers all draft publications (including video and audio materials), and formulates recommendations regarding all its aspects – from contents to graphic design.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

With high levels of technical capability in the federal government, UNICEF has focused its technical assistance on translating the implications of a child rights approach into policies and practices. This involves transformative engagement with different ministries. Chief achievements in 2011 were:

Child rights in the budget: UNICEF undertook work with the Ministry of Finance to develop earmarking of budgets for children within the Federal Budget. Intensive dialogue with the Ministry around UNICEF's initial study and transfer of its rights-based methodology resulted in the Ministry of Finance taking the lead on promoting child-focused budget analysis and planning among other government departments and Congress. Similar efforts have been undertaken with the Migration Institute on promoting children's rights in south-south cooperation on migration, and were initiated with Federal Security Forces and Justice Organs in relation to respecting children's rights in contexts of transnational organised crime and violence.

Child-rights standards for child care: UNICEF worked closely with the Social Development Ministry (SEDESOL) and the Social Welfare System (SINDIF) to introduce a child rights focus and early child development standards to *Estancias Infantiles*, a nationwide day-care centre programme reaching 250,000 children from working families aged 1 to 3 years.

Child Rights Councils: With UNICEF support, the states of Chiapas, Oaxaca and Zacatecas enacted laws and inaugurated Child Rights Councils responsible for formulating and monitoring government policies for guaranteeing children's rights. These Councils became privileged partners for UNICEF as it provided cooperation and technical support in these states.

Capacity building: UNICEF teamed up with the National Network for Children's Rights (REDIM), an umbrella organisation of 73 non-governmental organisations, to develop a series of child rights training packages to respond to diverse demands for capacity building at national and sub-national level. As part of the UNCT's inter-agency working group on Human Rights, UNICEF participated in developing a training module on human mobility. Representatives of the Supreme Court in all 32 states, tasked with disseminating the legal implications of this year's constitutional reform on human rights matters, received training in child rights concepts by UNICEF. Trainings on elaborating rights-based Situation Analysis at sub-national level for local universities, CSOs and state authorities took place in the States of Oaxaca, Zacatecas, Chiapas and Yucatan. The workshops trained actors in methods for data collection and analysis that would feed into policy formulation for the most disadvantaged children using a rights-based approach. Internally, a series of Cinematic Debates were promoted in conjunction with the staff association, as an innovative way of bringing staff in all functional areas up-to-speed on a child rights approach.

Gender

Partially met benchmarks

Data and knowledge on gender: UNICEF's equity profile analysed the dimension of gender equality and obstacles which was aimed at mapping the most disadvantaged children in Mexico. Through the inclusion of all possible data disaggregated by sex, gender-based disparities in relationship with MDG achievement were analysed, as well as access was given(?) to social programmes. UNICEF, conversely provided sex disaggregated data and analysis, ensuring visibility for gender issues affecting children and adolescents, as part of the UNCT's reporting on Mexico's implementation of the Convention on the Elimination of Discrimination against Women.

Inter-agency gender group: Giving voice to the importance of children in gender programming is a permanent role assumed by UNICEF within the UNCT and its Inter-Agency Group on Gender. UNICEF together with other agencies signed a cooperation agreement with Mexico State, the state with the highest reported incidence of gender violence, on its prevention.

Gender in UNICEF-led Joint Programmes:

Promoting gender awareness among adolescents: Over 1 million adolescents aged 15 to 17 in upper high schools across the country reviewed gender equity and gender violence issues through a special domain developed within the *Construye-T* adolescent development programme, which is supported by the Ministry of Education, UNICEF, UNDP and UNESCO.

Preventing gender violence in indigenous communities: In 2011, UNICEF led the field start-up of a UN joint programme to prevent gender-based violence in indigenous communities in the states of Chiapas and Oaxaca. With numerous other pressing needs within indigenous communities, programmes to address gender-based violence and violence against indigenous children and adolescents in the region are rare. UNICEF has focused on building the capacity of local actors to develop and implement inter-institutional protocols in response to gender-based and other forms of violence against children and adolescents, in 20 rural municipalities in the states of Chiapas and Oaxaca, reach up 6 in 2011. This involved promoting dialogue between formal judicial authorities and traditional indigenous authorities, about gender-based violence. The programme, which works at municipal level but involves state authorities to ensure later expansion, should open up avenues, so far nonexistent, for victims and witnesses from indigenous groups to report cases of violence, gender violence and sexual exploitation. It also strengthens the capacity of duty bearers to promote individualised and integral responses that include psycho-social support, legal redress and the protection of other rights. The entire inter-agency programme will be evaluated by ECLAC in 2013.

Environmental Sustainability

Partially met benchmarks

Although environmental sustainability is not a major component of UNICEF's work in Mexico, the CO has contributed to promoting it through a number of means:

In a context of climate change, a number of risk reduction and disaster mitigation campaigns have been conducted, including emergency preparedness plans, among children from the most disadvantages settings. These have been conducted in schools in the states of Chiapas, Yucatán and Tabasco. They consolidated the actions of the Civil Protection Internal Units, organized in each school. Due to the timely activation of contingency plans during the hurricane season, 190 schools run by the National Council for the Promotion of Education in the state of Tabasco implemented their plans to an extent that 95 % did not report any losses in furniture, books or infrastructure.

The Chiapas Ministry of Education adopted the Methodology of School Plan for Disaster and Risk Reduction, as a joint initiative of UNDP and UNICEF, through workshops conducted with assistance of UNICEF's local partner in Yucatan. Technical-pedagogical Assistants trained in Chiapas, also train and advise teachers in a total of 1,859 pre-school and primary schools.

Through the project "Voices of indigenous youth", which aimed at promoting participation by and awareness of indigenous adolescents, several groups of adolescents expressed the importance of the environment, including the preservation of their traditional curative plants and their forests – highlighting the crucial relationship between their culture and their natural environment. As the project spread country-

wide through a publication which constitutes its major tool, this helped create awareness around environmental sustainability.

As part of its knowledge generation and advocacy functions, UNICEF contributed to the production and dissemination of data on the environmental situation at the state levels, specifically regarding water and sanitation. This focused in particular on the impact of the environment of children, and highlighted challenges related to the quality of water and sanitation.

In selecting suppliers and companies to work with, and in reaching agreements for projects with its implementing partners, UNICEF always requires them to be environmentally responsible, such as through the use of recycled paper, and the prioritization of telecommunications over travel. All materials carrying the UNICEF logo, with few exceptions, are printed on recycled paper. UNICEF itself has contributed to environmental sustainability by reducing travel by 17%, and using only recycled paper.

South-South and Triangular Cooperation

In 2011, UNICEF participated in the following efforts to promote South-South cooperation.

Exchanges in health policy and social protection: In general, health policy and social protection, related to the national public health insurance scheme *Seguro Popular* and the conditional cash transfer programme *Oportunidades*, were popular areas of interest to colleagues and counterparts from other countries. A delegation from the Chinese Ministry of Health visited Mexico for a week-long overview of the Mexican health sector, facilitated by UNICEF offices in both countries. UNICEF facilitated the visit of officials from the Mexican Ministry of Health to visit Early Childhood Development (ECD) centres in Brazil and learn about integrated actions to promote integrated ECD programs at federal, state and community levels. Lastly, UNICEF facilitated the participation of an official from the Ministry of Social Development to present lessons learned from Mexico's experience with the conditional cash transfer program *Oportunidades* to Filipino counterparts who are looking to introduce a similar scheme while avoiding some of the challenges already faced in Mexico.

Regional collaboration on child-related data collection, analysis and dissemination: UNICEF, UNICEF Mexico, the Mexican Statistics Institute and TACRO jointly organised a regional conference for the first time which provided a key opportunity to promote the exchange of good practices across country borders. Statistics institutes of all Latin America and Caribbean countries participated in two days of panel presentations and agreed on the creation of a dedicated working group within the Statistics Conference of the Americas as a regular platform for continued exchange on and improvement of child-related data collection capacities.

International dialogue and capacity building on children migrating alone: In 2011, UNICEF also facilitated a dialogue with partners in the United States of America on issues relating to the protection of unaccompanied migrant children and strengthened cooperation among authorities of both countries through relevant meetings. (?) In addition, 148 migration officials from Honduras, Nicaragua and the Dominican Republic were trained in protection of child rights by the Mexican Migration Institute as part of continuing south-south cooperation effort involving UNICEF, IOM and UNHCR (see COARS from previous years).

Country Programme Component: Education

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By the end of 2012, children and adolescents in the poorest southern states and municipalities with lowest HDI improve access, permanence, learning and completion of basic education.		3 FA2OT1, FA2OT2, FA2OT3, FA2OT4, FA5OT8

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$1,850,000.00	\$1,903,294.56	\$1,903,294.56	100.00%
RR	\$50,000.00	\$76,157.83	\$76,157.83	100.00%
Total	US\$1,900,000.00	US\$1,979,452.39	US\$1,979,452.39	

Results Achieved

Most disadvantaged children benefitting from improved ECD programs: The ECD module of the social protection programme *Oportunidades/Seguro Popular* was successfully completed and a rollout strategy was developed, including capacity building for health care personnel across the country. The module includes a C4D component with 10 videos featuring care and early stimulation practices to parents; the videos were translated in 13 indigenous languages to ensure coverage for most disadvantaged communities. Only in the Yucatan peninsula, 80,000 Mayan parents and children will benefit from the initiative. When completing implementation, the module will reach more than 3,542,078 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 UNICEF, in joint collaboration with the Ministry of Social Development, documented best ECD practices carried out by 8,575 day care centres of the programme *Estancias Infantiles* operating in 1,777 municipalities nationwide, of which 411 (23%) are predominantly indigenous, and servicing 260,690 children under-five. The 50 most relevant practices will be made available to state and municipal governments to demonstrate with concrete examples how daycare workers can incorporate a rights-based, integrated approach to daily activities, thus promoting more equal opportunities for families and their children under five.

Adolescent participating at secondary school: In its third year of implementation, a total number of 1,746 upper secondary schools – representing nearly one-fifth of upper secondary schools nationwide – were reached by *Construye-T*, a joint UN Programme supported by UNICEF, UNESCO and UNDP. In 2011, the programme introduced innovative approaches to respond to the challenges of implementing the recently approved educational reform at the upper secondary level. A successful component of *Construye T* are the Literary Expression Circles (LECs) implemented in 19 schools in Ciudad Juarez and 60 schools in Mexico City offering 1,522 students from these challenging urban settings the opportunity to meaningfully participate at schools by way of reading and artistic expressions. Based upon positive response, the Ministry requested UNICEF's support to expand the LECs nationwide. The ministry also renewed its commitment to *Construye T* allocating US\$8 million for the programme in 2011. As part of UNICEF's adolescent participation strategy in urban areas, over 200,000 secondary students in the Federal District continued their educative projects with the leadership of student associations in the poorest and most disadvantaged communities with the aim of improving school retention and reducing drop out.

Listening to the Voice of Indigenous adolescents: 1,385,394 million indigenous adolescents aged 10-17 will benefit from a new strategy aimed at raising awareness about their situation on educational, cultural and

social exclusion. Using a participatory methodology with the technical support from a renowned anthropology institution (CIESAS) and UNICEF, adolescents from various ethnic groups participated in a project called 'Voices of indigenous youths'. Through different forms of expression (drama, music, literature) they expressed their concerns, dreams and expectations. The result was compiled in a multimedia publication which is being extensively disseminated to educational authorities, adolescents and their communities across the country.

Most Critical Factors and Constraints

Despite the overall improvement of the indicators in terms of MDG fulfillment, particularly MDG2, children and adolescents are still not fully recognized as active actors within the education system. Cultural constraints are not only present in the education system, but also within families and society in general. Children and adolescents are still often perceived as merely recipients of programmes, belittling their ability to participate as actors in their educational communities. Thus, actions to improve participation in lower and upper secondary school are a priority, which will be reinforced in the coming year.

While efforts to improve quality and access in basic education are undeniable, active participation of students in the learning process must be further reinforced. This process should be accompanied by a further administrative decentralization of decision-making processes to increase relevance of non-traditional actors, like parents, communities and students themselves.

Unlike other reforms so far undertaken in the education sector, such as in primary education, secondary education reform has stalled due to strong teacher union interests, and is unlikely to advance in 2012.

Despite efforts made by the Federal Government to face the phenomenon of discrimination based on ethnic and socio-economic backgrounds, there are still visible disparities in the fulfillment of the right to education among indigenous children, children with disabilities, and girls, when compared with the national averages.

Key Strategic Partnerships and Interagency Collaboration

Partnership with Education authorities, UN agencies and civil society: UNICEF has strengthened its partnership with the federal Ministry of Education around the issue of adolescent development and participation as a key strategy to reduce dropout rates and improve ownership of key education reforms at that level. While governance of the programme *Construye T* is challenging due to its multi-actor nature (Ministry of Education, UNICEF, UNESCO, UNDP, 39 civil society organisations), the programme benefits from the combination of expertise and advocacy power of each participating actor.

UN Partnerships with communities for peace building and conflict prevention in Chiapas: UNICEF consolidated its partnership with community leaders, teachers, and students in 5 municipalities of the State of Chiapas with high numbers of Internally Displaced Persons (IDPs) and low human development index to accelerate schooling among indigenous children, civil registration and capacity building of teachers. UNICEF in collaboration with UNDP, UNODC and UNESCO has trained around 1,340 teachers in multicultural education and human rights approach in 403 schools benefitting a total of 32,856 children of the Ch'ol indigenous people. UNICEF also provided technical assistance to authorities for the implementation of the Local Councils to monitoring the rights of the Child in the region.

Partnerships to expanding Public Health Insurance Coverage for under 5: Given the reach of federal programs for children, and the innovative nature of the *Seguro Popular* public health insurance and service provision scheme for the estimated 50% of the population without access to formal insurance, partnerships with the Ministries of Health and Social Development were key to scaling up initiatives to reach children under 5 across the country. In particular, by suggesting ways to communicate the importance of integrated

early childhood development activities to families via existing service delivery mechanisms, UNICEF will be able to reach millions of young children and their families with information to help them realise their full potential.

Alliances with Key Research Institutions for Indigenous Participation: The project 'Voices of indigenous youths' was conducted in collaboration with CIESAS, a national anthropological institution within the Ministry of Education. A solid alliance was built with CIESAS for the elaboration of the project. CIESAS has given added value to the project, contributing both to the high quality of the research and the advocacy among key stakeholders of public policies.

Humanitarian Situations

School Risk Disaster and Mitigation Plans Activated during hurricane Season: The State's Secretary of Education in Chiapas has adopted the Methodology of School Plan for Disaster and Risk Reduction, as a joint initiative of PNUD and UNICEF. Workshops have been conducted with assistance of UNICEF's local partner in Yucatan. This initiative aims to reinforce and consolidate the actions of the Civil Protection Internal Units, which are organised in each school. A total of 169 Technical-Pedagogical Assistants have been trained in Chiapas, who also train and advise teachers in a total of 1,859 pre-school and primary schools. Due to the timely activation during the hurricane season, 190 schools run by the National Council for the Promotion of Education in the state of Tabasco activated their plans, and 95 % reported no any losses in furniture, books or infrastructure

Summary of Monitoring, Studies and Evaluations

Baselines to map out Children out of School: Technical assistance has been provided to establish baseline data on out-of-school children in the states of Chiapas, Oaxaca, Yucatán and Zacatecas, as well as Mexico City, in order to ensure that solid data is available to undertake effective policy advocacy at the sub-national level. Policymakers and civil servants in local education systems, who are in charge of the monitoring system regarding out-of-school children, have also received technical assistance for the progress of this initiative. Specifically in Mexico City, a study to explain the reasons behind school exclusion and dropout is being carried out, with a focus on indigenous adolescents. Results will be available in 2012. For this purpose, a framework agreement was signed between the Mexico City Ministry of Education and UNICEF in 2011.

Listening to the Voice of Indigenous adolescents to promote integration and understating: The publication 'Voices of indigenous youths' presented the results of a year-long anthropological research project carried out in collaboration with CIESAS and drawing on participatory methodology engaging more than 250 indigenous adolescents from 13 indigenous groups in several regions of Mexico and one group of migrant indigenous adolescents in the United States. The project promotes the equitable participation of adolescents, both as members of the indigenous populations from different ethnic groups, and as representatives of youth in Mexico. The publication is available online at <http://www.vocesdejuvenesindigenas.mx>

Analysis of Education Exclusion as a Peace Building Tool in Indigenous areas: In the context of the Joint Programme 'Conflict prevention and peace building window' (Chiapas), the 'Diagnosis of educational exclusion in five municipalities of Chiapas' and the 'Systematisation of the work of the Councils of social participation in Education (CSPE)' were carried out. The results of these were shared in two workshops with the presence of the main educational authorities of the region, school authorities and teachers, raising awareness about the situation of educational exclusion of many children in the region most of them indigenous children and promoting the implementation of public policies that benefit this children. The 'Systematisation of the CSPE' has proven useful in strengthening the work of the CSPE thus fostering between the main actors in the field of education: school authorities, teachers, parents and students.

Mid-Term Evaluation of UN Joint programming: A progress evaluation of the UN Joint Programme 'Conflict

Prevention and Peace Building Program' revealed that 1) UNICEF's interventions were highly regarded as tools promoting schools access and improving pertinence for indigenous children. 2) UNICEF's activities were crucial in preventing schools drop of all children but especially of indigenous groups. 3) Capacity Building on HRBAP, multi grade education and cultural pertinence for teachers, schools principals, and civil servants of the State's Education Secretary were effective mechanisms to address existing gaps. These trainings sessions covered 450 teachers.

Future Work Plan

In 2012, the focus will remain on expanding ECD services to cover families which are not beneficiaries of the 'Oportunidades' programme or under any type of social protection scheme and improving retention of adolescents at the secondary/upper secondary school levels. In the area of ECD, 2012 will provide an opportunity to universalise practices developed in 2010-2011. By consolidating, documenting, and systematising best practices of this initiative, UNICEF hopes to advocate for expansion of these services, as well as improve their quality, as the new administration takes over the presidency in 2013. As part of this initiative, a new website will be available in early 2012 with information, communication, online educational materials on ECD and children's rights for researchers, doctors, nurses, families and those interested in ECD.

Similarly, in the area of adolescent inclusion, programs will be expanded to increase retention of adolescents in school, as well as promote higher completion rates of upper secondary school to increase coverage and quality. Given the recently passed law to make upper secondary school mandatory by the year 2021, in 2012, UNICEF will be able to engage in the ongoing debate on the policies that should accompany the transition to a legally mandatory enrolment in upper secondary. Working in partnership with the policy programme component as part of its contribution to the global study on out of school children, the education programme will both guide the design of the country-level research as well as determine which recommendations and messages from the report to use for targeted advocacy aimed at policy reform. Given the undeniable link between education quality and retention, particularly at the adolescent level, the focus will be on identifying the bottlenecks to adolescent inclusion, and proposing specific reforms within the education sector that increase participation and engagement of adolescents. In many cases these recommendations will build on the recent experiences outlined in this report, as proven strategies to tackle exclusion of the most disadvantaged from the educational system.

Country Programme Component: Protection of child and adolescents rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By the end of 2012, children in marginalised urban, rural and indigenous communities are protected from violence and all forms of exploitation by inter-institutional mechanisms for the protection and restitution of their rights.	2	FA4OT1, FA4OT2, FA4OT4, FA4OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$975,000.00	\$619,099.71	\$619,099.71	100.00%
RR	\$225,000.00	\$299,942.59	\$299,942.59	100.00%
Total	US\$1,200,000.00	US\$919,042.30	US\$919,042.30	

Results Achieved

More indigenous children access free birth registration: UNICEF helped Chiapas and Oaxaca states reach out to children excluded from birth registration. Chiapas registered 70% more children than in 2010, reaching over 160,000. Oaxaca announced the extension of free birth registration to the first year of life, and launched a campaign with UNICEF to re-address under-registration in the state's poorest municipalities. Actions supported by UNICEF included availability of disaggregated data for better targeting, radio spots in indigenous languages, training registrars, community health workers and indigenous midwives, and deployment of mobile units. Partnerships at national level led to the calculation of birth registration rates in all municipalities by the National Statistics Bureau to drive national, state and municipal action.

Best interests of children recognized in the Constitution: The Best Interests of the Child principle was incorporated into the Constitution including new laws on Migration and on Refugees and Complementary Protection. UNICEF elaborated on protection standards for migrant children, including a Best Interest Determination Process in migration and asylum procedures for the first time.

Children protected in operations against organised-crime: Responding to the impact of the security situation on children, Federal Security, Justice and Welfare organs reached an agreement on a common protocol for protecting children's rights in organised crime situations, with UNICEF's technical support. As an innovation, the protocol establishes a protection chain between the different institutions involved in federal operations against organised crime from the moment of 'first contact', through judicial proceedings, to inter-agency planning for the restitution of rights. UNICEF and partners provided intense technical assistance to ensure application of international human rights standards. By year-end, key operative personnel from these institutions had received training on the Protocol.

Children protected from gender-based violence: UNICEF field tested child protection protocols and models, building capacity to address gender-based violence, targeting excluded children in rural and urban situations. Results from these models included the first-time availability of response mechanisms for victims of gender-based violence in six indigenous municipalities of Chiapas and Oaxaca. They also included the effective functioning of a public prosecutor inside the Pediatric Hospital of Iztapalapa, Federal District, as part of an integrated protection system, ensuring medical, social and legal follow-up of cases of violence against children.

Promoting positive adolescent development: Beneficiaries of the *Oportunidades* programme in urban areas of 16 states accessed a life-skills module developed by UNICEF with the *Seguro Popular* health programme. The module supports adolescents in life-planning, identifying risk and protection factors, and social, sporting and cultural resources.

Child-related policy formulation strengthened at State levels: With UNICEF's support, the states of Chiapas, Oaxaca and Zacatecas introduced laws and established Child Rights Councils responsible for formulating policies on children's rights. These bodies are now central partners for UNICEF's cooperation to promote equity in these states.

Most Critical Factors and Constraints

UNICEF's focus on violence and access to justice deepened due to the impact of the security situation on children and adolescents. Progress was made in dialogue with security forces, justice organs and social assistance bodies, to develop and train operational staff in protecting the rights of children encountered in operations against organised crime.

Progress on developing reliable information sources and systems on protection issues, especially violence, juvenile justice, and children and alternative care, has been slow and has impeded the development of national strategies to address these issues. The lessons learned from collaborative work with the National Statistics Bureau, INEGI, on disaggregated monitoring of birth registration, and the newly found interest and capacity to conduct Situation Analyses at state level, offer a way to further progress on other protection issues.

One of the major constraints to developing child protection systems in Mexico is the lack of a coordinating body for child rights issues. During 2011 the First Lady's office continued to support debate and the production of reviews and proposals for an institutional reform that would address the issue, to ensure better coordination across sectors in favour of children's rights. However, as the general election approaches, the political feasibility for advancing a specific reform in the Federal Congress on the issue in 2012, recedes.

The failure of Congress to proceed in passing a Federal Law on Juvenile Justice means that the legal framework for adolescents in conflict with the law remains incomplete. All of Mexico's 32 states have passed legislation and established specialised justice systems for adolescents in conflict with the law, following the 2005 Constitutional Reform in this matter. However, weaknesses remain for crimes considered to be within federal competence, such as those related to organised crime and drug trafficking. As a result, this has partly led to negative public opinion and press reporting, indicating generalised impunity for adolescents accused of serious crimes. It has also led to several states changing their laws to increase the categories of crimes considered serious, implying mandatory custodial sentences, and increasing their length. UNICEF undertook a legislative review of the situation across the country, which will be published in 2012 under the guidance of INACIPE, the national body responsible for training public prosecutors.

Lack of a federal law in the domain has led to an absence of a federal organ with overall responsibility for national strategy on adolescents in conflict with the law. This has also jeopardised the consolidation of data, given the lack of harmonisation between decentralised state information systems. UNICEF has an agreement with the National Statics Bureau, INEGI, to adapt and implement the UNICEF/UNODC manual on international indicators on Juvenile Justice, to enable relevant monitoring of the situation.

Key Strategic Partnerships and Interagency Collaboration

The development and support of *multi-actor partnerships* has been a key strategy of the child protection programme, with far-reaching results. UNICEF has participated in and provided technical assistance to two powerful inter-institutional panels that drive integrated policy-making in relation to two issues of extreme relevance to Mexico: children in migration, and children impacted by transnational organised crime. The Migration Panel which comprises of 17 government bodies and 3 UN agencies, developed a protection model for unaccompanied migrant children and ensured its incorporation into new Migration and Refugee Laws. The panel to protect children in organised crime situations, coordinated by the National Family Welfare System, SINDIF, brings together the Army, Navy, Federal Police, Public Prosecution Services, National Human Rights Council, the Supreme Court, several Civil Society organisations and UNICEF. This provided UNICEF with an opportunity to dialogue with non-traditional partners in the security forces on their obligations to protect children and how to fulfill them in practical terms.

Justice organs: UNICEF and Mexico's Supreme Court agreed to jointly generate knowledge within the Mexican judiciary on child rights. UNICEF provided introductory training to 32 state judicial culture centres, as a forerunner to an extensive capacity development plan. At the local level UNICEF's promotion of inter-

institutional protocols responding to violence against children and adolescents has brought together justice, health and welfare institutions to jointly assess and follow cases, resulting in better outcomes for children.

UNICEF strengthened its alliance with the national umbrella network of *civil society* child rights organisations, REDIM, through joint cooperation to reinforce capacity in the country on a child rights approach to programming, developing a series of modules for training public officials and civil society personnel. Also in support of REDIM, UNICEF joined and supported a national campaign developed by over 100 civil society organisations, '*Infancia: Sin Violencia*'. The first phase of the campaign, launched in November; concentrated on the 3 pressing issues of corporal punishment, sexual violence and armed violence impacting children in Mexico. The campaign and civil society efforts to push for improved data collection on these issues were show-cased at a sub-regional conference called by the UN Special Representative on Violence against Children and the Global Movement for Children, in follow up to the Global Report, in the Dominican Republic in December.

UNICEF led the establishment of a *UN Joint Programme* in 2011 to prevent gender violence in indigenous communities in the states of Chiapas and Oaxaca. The programme initiated in the field in both states required the development of inter-institutional protocols and capacity to respond to child victims of violence. The joint programme comprises contributions from UNICEF, UNDP, UNFPA, UNESCO, and ECLAC to strengthen capacity at municipal level to prevent and address gender violence. ECLAC provides both baseline and final evaluation studies for this joint programme.

Humanitarian Situations

As part of emergency preparedness, all members of the Child Protection Programme undertook online training courses in Child Protection in Emergencies and a Principled Approach to Humanitarian Action. One Protection Specialist took part in the Inter-American Institute of Human Rights Course on Human Rights, Violence and the Police Function. This learning fed into UNICEF's technical assistance to the Inter-Institutional Panel on Children affected by Organised Crime, to develop a common protocol for fulfilling international obligations to protect children in situations of transnational organised crime, either as victims, witnesses or as participants in violence. In the current security situation in Mexico, rule of law and human rights standards need to be upheld, in particular in relation to guarantees within the juvenile justice system.

Summary of Monitoring, Studies and Evaluations

SitAn of Birth Registration: In an equity-promoting alliance, UNICEF, the National Statistics Bureau (INEGI), the National Registry, and RENAPO analysed the situation of prompt, late and non-registration of children in each of Mexico's 32 states and 2,456 municipalities, in preparation of establishing a regular monitoring system to track prompt birth registration coverage at municipal level. The analysis of 2010 census data and registration figures revealed that at national level 93.4% of children were registered before their first birthday, the rate being 97.7% in urban areas but dropping to 82% in rural areas. This means that nearly 1 in 5 children in rural areas is not registered by age 1. The study pinpoints 168 municipalities in rural areas where less than half the children are registered in their first year. Preliminary analysis of this data was provided to state authorities responsible for birth registration in Chiapas, Guerrero and Oaxaca states, with lagging coverage, to assist them in prioritising specific municipalities, for outreach with targeted strategies. The analysis of birth registration disaggregated to municipal level, will be made available to all 32 states in 2012, as a base line for regular municipal monitoring of birth registration by INEGI and UNICEF. With UNICEF's support, the impact of availability of this kind of data to inform targeted strategies was most evident in Chiapas state where 70% more children were registered by November 2010, a year which had already seen a 20% increase over 2009.

Study on Migration and children: A publication – 'The Passage' (*La Travesía* in Spanish) - drawing on the cumulative experience of the Mexico's CO in promoting the protection of children's rights in situations of

migration, was released in December. It aims to present in a direct and simple form: the main child rights principles applicable to different scenarios of migration that affect children and adolescents; and to assist other countries and child rights advocates in having clarity on some of the pressing issues that need to be addressed in these situations through public policy development and capacity building within migration authorities, child protection bodies and wider education, health and social protection systems.

Legal standards: In support of harmonising legislation addressing sexual violence against children, UNICEF compiled a range of legal standards in all 32 states and at federal level, and presented them to the Federal Senate in the context of regional forums to mobilize State Congresses in this regard. A comprehensive compilation of all federal and state legislation that relates to children and adolescents was also undertaken, as a basis for legislative bodies at both levels to review and reform legal standards to protect children's rights.

Future Work Plan

In the final year of the Country Programme, UNICEF will undertake equity-focused analysis of relevant child protection issues in Mexico to verify whether the most excluded children are being reached by protection initiatives. UNICEF will also document effective child protection protocols and models supported or identified during the current Country Programme. As part of the UNDAF process the Country Office will also adapt UNICEF's global child protection mapping tool for application to Mexico's complex federal structure. All of these initiatives will feed into drawing up a roadmap for Mexico to develop a comprehensive child protection systems and coverage in the next CPD and federal administration.

Given the impact of violence and the security situation on children in Mexico, UNICEF will explore ways of disseminating information on the lessons applicable to Mexico from international guidelines for psycho-social support to children in emergencies, to civil society and institutional structures.

As a follow up to agenda-setting initiated on children in institutions, involving Mexico in the UNICEF-IACHR regional study and presenting the UN Alternative Care Guidelines to 32 state welfare organs, a case study on the situation in Mexico will be undertaken in 2012 to enrich the regional study, and to strengthen incipient initiatives in the country such as a national assessment of institutional care organised by the national welfare agency DIF, and the development of care standards and indicators in the Federal District.

Further work will be developed with the National Statistics Bureau, INEGI, to agree and develop child protection indicators for regular monitoring at municipal level, including in relation to birth registration coverage, and to ensure national harmonization, collection and analysis of data on adolescents in conflict with the law, and the juvenile justice system.

Country Programme Component: Public policies and partnerships for children's rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By the end of 2012, policy makers have access to quality, disaggregated data that expose disparities as well as recommendations to improve the design of equity-enhancing public policies.		3 FA5OT1, FA5OT3, FA5OT5, FA5OT6, FA5OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$1,225,000.00	\$990,827.35	\$990,827.35	100.00%
RR	\$225,000.00	\$266,613.19	\$266,613.19	100.00%
Total	US\$1,450,000.00	US\$1,257,440.54	US\$1,257,440.54	

Results Achieved

A comprehensive profile of the most disadvantaged children in Mexico completed: Drawing on continually updated 2010 household survey and census results incorporated into DevInfo and the online platform infonión.mx, UNICEF was able to develop a profile of Mexico's most disadvantaged children by MDGs, and an analysis of public policy program coverage which serves as a starting point for negotiating program design, program coverage and targeting mechanisms of federal programmes for children.

Earmarked expenditures for children in the budget: In 2011, the federal legislature passed into law for the first time a federal budget that indicated which budget lines were dedicated to children, opening the door for greater transparency and assessment of government spending on this critical group. Capitalising upon the momentum generated by 26 mentions in radio and television, 4 interviews (TV and radio) including a feature on CNN, 26 mentions in print media and internet news portals, UNICEF was able to ensure that the issue gained sufficient support to be addressed in the 2012 federal budget that was passed into law by Congress in late 2011. Through successful lobbying campaigns and partnerships with government partners such as the Ministry of Finance, UNICEF was able to take the first step toward ensuring that children in Mexico will benefit from more equitable, transparent and efficient use of federal resources, totaling over US\$550 billion pesos (approximately US\$ 41 billion).

Improved child-related data collection, analysis and dissemination in the LAC region: Stemming from the recommendations of their jointly organised regional conference on child indicators, UNICEF TACRO, Mexico CO and the Mexican Statistics Institute (INEGI) successfully advocated for the creation of a working group on child indicators within the regional Statistical Conference of the Americas to disseminate best practices and fill gaps in data collection and harmonisation throughout the region. The work of this multi-country group, including support from 5 other countries in the region in addition to Mexico, will further the agenda to create an accurate, comparable profile of the region's most disadvantaged children in years to come.

Children benefiting from improved service delivery: Four federal programs within the Ministry of Social Development (SEDESOL, including the federal cash transfer program *Oportunidades*), incorporated UNICEF's recommendations to strengthen the child rights focus in their operating rules. As a result of these changes, children who are beneficiaries of *Oportunidades* will experience concrete improvements in service delivery such as (a) detection of physical violence as part of medical protocols; (b) requirement of program official to ensure right to identity by providing identity cards to children who lack them, and (c) the training of all staff in child rights sensitivity. In addition, this advocacy strategy allowed UNICEF to make a useful contribution to support a recent constitutional reform in Mexico that seeks to ensure that public policies advance human rights fulfillment.

Most Critical Factors and Constraints

As Mexico approaches the upcoming presidential elections in 2012, UNICEF has encountered higher staff turnover in government ministries, occasionally creating delays in implementation of joint initiatives. This

turnover also represents a challenge in terms of inter-institutional coordination, because new actors may not have the same relationships with counterparts in other institutions. Additionally, although there are a number of inter-institutional coordination mechanisms which are formally created, in many cases they are inoperable. In this context, UNICEF often plays a convening role to bring various actors to the table to advance the children's rights agenda, or invokes an interested party in position to convene relevant actors, as in the case of the work with Ministry of Finance on social spending or the National Pedagogical University on educational exclusion.

Another constraint to the programme component has been related to data limitations. While Mexico is a regional leader in data collection through household surveys and census instruments, existing data continues to present challenges in terms of disaggregation, survey frequency (as in the case of the national nutrition survey, which has not been released since 2006), and availability of consistent administrative records in areas such as juvenile justice. At the same time, these gaps present opportunities for UNICEF to continue to encourage Mexico to be a regional leader in pioneering improved data collection, which should be increasingly appealing given the country's lead role in establishing a regional working group on child indicators. However, current data limitations constrain the level of profile analysis of most disadvantaged children that is available, particularly at the sub-national level.

Lastly, in reference to work at the sub-national level, the heterogeneity of UNICEF's sub-national partners requires significant investment of time by the CO in order to move the equity and child rights agenda forward. Through recent efforts to develop a Situation Analysis at the state level in four UNICEF priority states, it became evident that the different strengths and weaknesses of UNICEF's local implementing partners, combined with considerations of political context and prevailing disparities in each state, do not facilitate a one-size-fits-all approach to knowledge generation. Through this process the programme learned how to better develop a flexible process that capitalises on the strengths of each actor, while still ensuring sufficiently strong common structure for the final products to be comparable.

Key Strategic Partnerships and Interagency Collaboration

In the policy arena, building on the office-wide mapping of partnerships in 2011, collaboration continued or was initiated with key actors and centres of excellence in the government, private sector and academia.

Government partnerships: In the case of the ongoing partnership with CONEVAL, the national social evaluation agency and a leading knowledge broker in Mexico, UNICEF continued to build on a partnership established in 2009 to generate knowledge in two areas: 1) study of 27 existing evaluations of federal social programs for children; 2) report on child poverty in Mexico, adapting the official methodology for poverty measurement to under-18's. Both of these collaborative efforts draw on CONEVAL's expertise and access to key government programs, as well as build UNICEF's credibility in public policy analysis and advocacy.

The partnership with the Ministry of Finance (MoF), launched in 2011, was key to convening all the relevant line ministries and solicit their inputs to generate a first-ever estimate of spending on children, and then implemented a system to consolidate and track this information internally. Given the influence of MoF within the government, they are a well-placed partner to convene and advocate, as well as implement reforms within their own system.

A flagship partnership with the national statistics institute INEGI, launched in 2010, advanced with its first collaboration with UNICEF this year, including the first-ever regional conference on child indicators and creation of a regional working group on child indicators. The partnership was critical to this result, as they have a very high standing and influence among their counterparts in other countries throughout the region and were therefore well placed to convene the conference and advocate for country-level support to follow up on the conference recommendations.

Private sector partnerships: The multi-pronged partnership to contribute to UNICEF's global initiative on Out-of-School Children increases the advocacy potential of this work, due to the involvement of the Prudential

Foundation at the global level. The Prudential Foundation's global presence and commitment to combating adolescent exclusion has been and will continue to be an asset to placing this issue on the policy agenda at the global level, while also raising the profile of discussion at the national level.

Academic partnerships with Centers of Excellence: Working with the National Pedagogical University, an autonomous arm of the Ministry of Education (MoE), on the country study on Out-of-School Children facilitated involvement with key actors in the MoE and multi-lateral institutions, as well as access to administrative data for the study. The partnership established with regional academic institution FLACSO helped introduce academic rigour and regional perspective to the sub-national Situation Analyses that are being produced in four states. FLACSO is a well-respected and credible knowledge generation partner in Latin America that has developed a system for coordinating SitAn implementation in the four states, providing academic perspective and critique to improve the final products.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

Profile of most disadvantaged children: Early in the year UNICEF developed a profile of Mexico's most disadvantaged children according to MDGs (similar to the global publication 'Progress for Children') that also assessed whether federal programs were reaching these children. The complete version is currently being updated with recently released 2010 household survey and census data and will be presented as an interactive, electronic publication in 2012. This publication aims to provide clarity internally to UNICEF internally and to external partners, – on which children should be reached by government programs to uphold policy advocacy in 2012 bolster discussion of the new country program.

Child-focused analysis of the Federal Budget: By launching the publication 'Analysis of Federal Public Expenditure on Children in Mexico, 2008-2011', UNICEF was able to securely place the issue of spending on children on the public agenda in early 2011. Initial findings indicated that federal spending in Mexico, estimated at over 780 trillion Mexican pesos per year or 5.85% of GDP, is on par with other countries in the region but unevenly distributed across categories of rights, with relatively less investment in protection and participation as compared with survival and development. The methodology, adopted from similar studies in the region, gave the study additional credibility and facilitated comparison of results in other contexts. The robust methodology and a clear call to action presented in the report were critical to engaging Ministry of Finance with a well-defined opportunity to move the agenda forward.

Report on Out-of-school children: In 2012, Mexico will launch the country report on Out-of-School Children (as a contribution to global initiative) in partnership with the Ministry of Education's National Pedagogical University. With support from the Prudential Foundation, UNICEF was able to propose the extension of the analysis to include a focus on adolescent exclusion at the upper secondary level in the forthcoming country report as well as a four-country comparative study on adolescent exclusion in upper secondary school. The publication has brought together a range of players who work on education policy and research, as well as providing a solid statistical and analytical base to engage policymakers on educational exclusion for future efforts.

Analysis of evaluations of social programmes: Although not intended to be published, the analysis of evaluations of 27 federal programs directed toward children and adolescents that UNICEF conducted in 2011 allowed the articulation of common trends and areas for improvement across the range of programs for children that have had public evaluations. The results consistently showed conflicting or missing definition of a target population for social programmes, making it difficult to determine whether these had been targeted to the most disadvantaged children or clarity on the population touched. Based on these findings, UNICEF

and CONEVAL (the national social evaluation agency) will jointly provide training with Ministry of Finance to line ministries who implement programs for children to improve definition of target population.

Future Work Plan

In 2012, work will continue to ensure that the most disadvantaged children are identified and that this gap analysis serves as an entry point for the body of public policies that reach children in Mexico.

In the area of budgeting, work will continue to ensure increased transparency of spending on children by involving a consortium of stakeholders in monitoring of federal spending in 2012. One of the initiatives will be capacity building and lobbying of Congress to ensure that effective monitoring mechanisms of this investment are created to track spending throughout the year. Simultaneously, work will continue to develop an expenditure tracking system on children for the Ministry of Finance (MoF), cross-cutting evaluation of allspending on children and a study assessing the definition of target population. This last area of work is particularly relevant for moving the work on public spending towards an analysis and public debate of equitable spending. Similarly, a UNICEF study on equity in public spending on children, drawing on household survey data, will provide a useful complement to institutional evaluations in 2012.

As indicated by one of the lines of cooperation with the MoF, a concentrated focus on definition of target population for public policies for children will be a central area of work for UNICEF in 2012. In addition to the pending study with the MoF, UNICEF will also bring MoF colleagues together with CONEVAL (the national social policy evaluation institute) to develop a common strategy and training platform to ensure that line ministries understand how target population is defined and have common, practical tools to apply this knowledge in program design to reach the most disadvantaged.

Another priority for UNICEF in 2012 will be to maintain its position as a knowledge leader in Mexico. In part, this will rely on improving and ensuring the relevance of existing platforms, such as the online DevInfo tool infoniñez.mx which will be re-launched in 2012 with new features providing visual representations of disparities and gaps, as well as ensuring the policy-makers regularly draw upon it in their decision-making in an efficient manner. Similarly, the process for launching the four state-level Situation Analyses will necessarily involve relevant actors to ensure effective advocacy at the sub-national level based on report findings and recommendations. Work with the national statistics office, INEGI, will also continue, building on the success of the establishment of a regional working group on child indicators to accompany the development of better, more complete datasets that provide a profile of the most disadvantaged children as a public policy input in Mexico and as an innovative example in the region.

Finally, in 2012, the initiative to identify bottlenecks and propose policy recommendations to confront educational exclusion, particularly at the upper secondary level, will continue as the country-level report on Out-of-School Children is published and accompanying policy advocacy initiatives take shape. Given the upcoming presidential election, this research will serve as a critical basis and call to action to the next administration.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By the end of 2012, efficient and effective communication and M&E strategies implemented in support of programme delivery.		2 FA5OT1, FA5OT2, FA5OT3, FA5OT5, FA5OT6, FA5OT8, FA5OT9, FA6OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$412,700.00	\$260,187.79	\$260,187.79	100.00%
RR	\$96,400.00	\$109,544.39	\$109,544.39	100.00%
Total	US\$509,100.00	US\$369,732.18	US\$369,732.18	

Results Achieved

Communications:

- Successful advocacy efforts included: gratuity of birth registration in several states, inclusion of an annex on expenditure on children in the federal budget, inclusion of the best interest of the child in migration legal framework, etc.
- Systematic outreach to media through press releases (more than 20, disseminated to at least 600 outlets), op-eds (six published in major national newspapers), interviews in radio and television programmes (more than 40). All media interactions are conducted in a strategic manner to match programme priorities and convey key messages. On average, UNICEF Mexico and its work appear in national media at least once weekly.
- Publications in support of CO programmatic priorities such as equity and children, migration, indigenous adolescents.
- Updating the website and dissemination of its content through a bi-monthly electronic newsletter. This resulted in a 19.25 % increase in webpage visits compared to 2010, thereby benefitting CO's advocacy efforts and overall visibility.
- Integrated online communication strategy with special focus on social networks jointly developed by PFP and communication, reaching more than 5,000 followers in Facebook (a 143% increase compared to 2010), and more than 15,000 followers in Twitter (a 50% increase compared to 2010), the platform supports fundraising and promotes youth participation
- Production and dissemination of brand-positioning materials such as posters, postcards, t-shirts, bracelets, bookmarks and a calendar in international book festivals and other special events, helping position UNICEF Mexico in a such way to make its messaging more effective for advocacy and mobilisation purposes.
- Direct support for fundraising activities, through the production and review of pieces for fundraising purposes, support to fundraising events, and media coverage for occasions that specifically benefitted fundraising.

M&E:

- Completion of a comprehensive profile of Mexico's most disadvantaged children, including in-depth analysis with regard to MDG achievement. Results will be used to advocate for improved targeting of social programmes.
- Agreement by national statistical authorities regionally to improve child-related data collection, analysis and dissemination. A dedicated working group on child indicators has been established within the Statistical Conference of the Americas as a result of advocacy efforts by UNICEF Mexico, TACRO and Mexico's National Statistics Institute.
- Significant progress made on the elaboration of 4 equity-based and participative sub-national SiTANs and the establishment of 4 sub-national DevInfo-based INFONIÑEZ.MX websites compiling key child-related indicators in the Mexican states with the higher concentration of poor and indigenous children (to be completed in 2012).
- New data on some key dimensions of inequity affecting children became available through the release

of data from the 2010 census and UNICEF-supported research, particularly relevant for strategic result areas such as out-of-school children, birth registration, and public expenditures targeting children.

- A review of evaluations of 27 federal programmes directed toward children and adolescents was completed. It included a comparative analysis of the results and recommendations formulated by external evaluators. The main findings will be used for policy advocacy and capacity building purposes with key social sector authorities in 2012.

Most Critical Factors and Constraints

Communications:

- A decision to accelerate country office fundraising calls for new dimensions of visibility and outreach to more audiences which in turn requires a rethinking of the communication platform to effectively convey the results for children which UNICEF contributes and hopes to achieve in Mexico.
- Placing UNICEF's messages in the media is not difficult, but competency for headlines is challenging in a country with a complex panorama of multiple actors working in the domain of children's rights. Socio-economic issues are also complex and take most of the news space in a context where news spaces are 'crowded' with national politics.
- Despite Mexico's high level of human development, the majority of the population still lacks a solid rights culture. This represents a challenge, requiring UNICEF to constantly disseminate its messages in order to achieve behavioral change. This has been addressed through C4D activities, and by mainstreaming strong awareness and mobilization components to the extent possible in many communication activities.

M&E:

- Despite Mexico's strong national capacities in data collection, availability of disaggregated data at the most decentralised levels to properly monitor disparities affecting children remains a challenge which is at the core of UNICEF's strategy of partnering with key authorities to improve information systems. At the national level, monitoring challenges are mainly related to the availability of child protection indicators.

Key Strategic Partnerships and Interagency Collaboration

Communications:

- UNICEF Mexico has been proactive in inter-agency communication work, and is solidly established as the UN entity most involved with the local UN Communication Group (UNCG) – both operationally and financially. In 2011, UNICEF has contributed to inter-agency strategies, position documents, public statements, key messages, on a number of topics of national relevance. In addition, UNICEF played a key role in a number of inter-agency initiatives and events stemming from this strategy, such as exhibitions, participations in book fairs, conferences, etc.

- Communication work (including efforts to directly support fundraising) has included joint activities with civil society organisations and the private sector, in order to visualise the situation of children in Mexico and through UNICEF's work by participating in events, campaigns, etc. In 2011, these included participation in a nationally-organised film festival, campaigns with celebrities combining both mobilisation and fundraising purposes (e.g. DRTV spots), alliances with private sector entities for fundraising purposes but also having a strong bearing on awareness and mobilisation (e.g. alliances with Comercial Mexicana, Liomont, and other corporate partners).

- Alliances with key media have remained strong, whereby UNICEF was able to rely on them for the diffusion of key messages and concerns -- providing an ideal platform for advocacy and mobilization. Goodwill ambassador Cesar Costa has played a pivotal role in this, especially in publicizing the Fourth UNICEF Prize, thanks to his strong appeal for national media which went hand-in-hand with the office's own

alliances with media.

M&E:

- Government counterparts such as INEGI (National Statistics Institute) and CONEVAL (National Evaluation Council on Social Policy) have been key partners in 2011. Despite their extensive institutional resources, efforts are still needed to strengthen their capacities for generating and analysing specific child-related data and knowledge, and to mainstream M&E and research methodologies from a child-rights-based approach. While Mexico has high capacity in data collection, analysis and dissemination, these efforts are based on the country's own tools and definitions, not always on those promoted by UNICEF (such as MICS, DevInfo).

- Civil society partners such as REDIM (NGO Network for children's rights) are key partners in terms of establishing a technical partnership on HRBA capacity building and knowledge generation, not least by disseminating their flagship report on child indicators "*La Infancia Cuenta*"

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

Please refer to the summary of monitoring, studies and evaluations included in the corresponding sections of the CP's programme components: Education, Protection and Public Policy.

Future Work Plan

For 2012, key priorities include:

Communication:

- Reinforce a strategic outlook, whereby crucial messages are delivered to key audiences in a manner that directly support advocacy on one side, and mobilization in terms of behavioural change on the other.
- Reinforce alliances with national media in order to continue strengthening UNICEF's advocacy position and the solidity of its brand for fundraising purposes.
- Reinforce advocacy through different channels, including media and direct contact with target audiences, to ensure that UNICEF Mexico can continue pushing new and existing items on the public agenda.
- Emphazise the support provided directly and indirectly to fundraising activities, through campaigns, online channels, and traditional communication activities.
- Increase work on social networks, in order to reach audiences through these platforms and other new technologies in innovative and effective manners in support of both mobilization and fundraising
- Take advantage of the pre-electoral and electoral context for major campaigns on children's rights, for advocacy and mobilization purposes.

M&E:

For monitoring activities, future plans include:

- Refine, update and complete data on the most disadvantaged children to inform preparation of the new CPD.

- Complete four sub-national SiTANs.
- Continue updating DevInfo database with information available in 2011.
- Focus partnership with INEGI on monitoring child related indicators at the municipal level.
- Follow up on and provide support as required to the working group on child indicators established within the Statistical Conference of the Americas.

Regarding evaluation activities, preliminary negotiations with counterparts have led to identify the following possibilities for 2012:

- Results evaluation of the adolescent participation component of the UN Joint Program *Construye- T*.
- Results evaluation of *Salud por mi*, a program jointly developed by UNICEF and the *Seguro Popular* (health insurance program for the most vulnerable) to promote positive adolescent development and participation, possibly including a C4D qualitative evaluation of the web based strategy.
- Evaluation of the inter-institutional protocols to respond to violence and sexual abuse against children in indigenous communities, developed in the context of the UN joint program funded by the Trust fund on Gender Violence.
- Jointly with the Ministry of finance, impact and equity- oriented evaluation of public expenditure targeted to children and adolescents.

Effective Governance Structure

Governance structures: No major changes were introduced in the governance structure in 2011, except for a few updates in the ToRs of the statutory committees, resulting from staff changes and from the creation of a cross-sector Task Force coordinating activities related to the transition to Vision. CMT meetings took place on a monthly basis, addressing various management topics and defining office management priorities for 2011, while considering internal and external factors likely to impact the office's overall management.

With respect to the above statement, three issues were the focus of attention by the CMT: the transition to Vision; the extension of the UNDAF; the international financial context.

Regarding the transition to Vision, the CMT established a rollout plan to ensure a smooth process. On the UNDAF, the UNCT has requested an extension of the current UNDAF for one further year in order to synchronise the start of the cooperation cycle with the presidential elections planned for 2012, thus being able to negotiate the new UNDAF with the incoming government. After several high level discussions with the involvement of the undg lac and the Mexican Permanent Mission to the UN, the issue remains pending due to lack of response from the current government. The uncertainty affected the entire office work plan for 2011/2012. Various scenarios are on the table, and contingency plans were regularly discussed in the CMT.

The international financial crisis currently affecting most traditional donors, and the high volatility of hard major currencies, were closely monitored by the CMT for timely decision-making with regards to budget planning and fundraising strategies.

Management priorities for 2011:

1. Migration from Proms to Vision: This was a standing item on CMT's agenda. A Task Force was established in order to implement a rollout plan. All trainings were conducted as planned, and by the end of November, 85% of staff had received appropriate training tailored to their function.
2. Performance Management: The CMT maintained oversight over management indicators, through a monthly analysis of the OMR. Corrective actions were taken as necessary, including monitoring the status of DCTs and rectifying situations as required. As a result, the Office has no outstanding DCT of more than 6 months at year-end.
3. Cost reduction strategy: The strategy was to increase income-generating activities (PFP business plan), coupled with the implementation of a cost reduction plan, in order to maximise financial resources available for programme activities.
4. Strengthening of COFR: The objective was to increase the total income from local fundraising by 17%, compared to 2010.
5. Risk control and Management: The expected result was to ensure that risk management and control mechanisms were established effectively across all sections.

Strategic Risk Management

A Risk Control and Self-Assessment was conducted, to identify risks and opportunities affecting the achievement of the planned results and objectives. This was done by assessing risks and their probability, determining the most appropriate responses, and installing control activities. An action plan was established, in order to ensure a 'cultural change' across all sections, about perceptions to risk management and control. The RCSA was reviewed by the CMT periodically and used as a management tool for important decision-making.

Significant risk areas identified include:

Country Environment: *Agenda for children's rights could be secondary to other political agendas. Several proactive actions were taken to mitigate this risk, through advocacy targeting high level policy-makers, political parties, and opinion leaders.*

Management of Third Parties: *1) Loss of confidence and trust among allies, partners and donors 2) Reduction in funding.*

The UNICEF brand continued to enjoy and gain credibility. UNICEF remains the main reference point for all matters related to children's rights. This is reflected in the office capacity to increase the current level of funds mobilisation, while at the same time advocating for more corporate responsibility among key UNICEF Partners in the business community.

Capacity for Programme Management: *1) Programme activities exceed implementation capacity and resource availability 2) Non-strategic use of resources. 60% of the financial resources are mobilised locally and are not earmarked, providing a large flexibility in the strategic use of available funds based on the on-going assessment of emerging priorities.*

Safety & Security: *1) Violence spreads to main programme delivery areas and states 2) Staff caught in the middle of cross-fire 3) Increased risks of burglary, house break in, robberies.*

Security briefings are conducted regularly in collaboration with UNDSS to maintain security awareness among staff, and travel advisories are also distributed to staff. The CMT has dedicated special attention to security matters, considering that violence is spreading to various parts of the country.

Natural Environment: *1) Country, CO and programme delivery heavily affected by natural disasters 2) UNICEF staff and/or physical property damaged 3) Regular programme delivery disrupted 4) Business continuity affected.*

Natural disasters: The hurricane season was very active this year, affecting several regions. The CO maintained emergency awareness, with its major implementing partners. The EWEA plan was updated accordingly, in collaboration with the Regional Office.

Evaluation

Once again in 2011, the IMEP was aligned to the regional research agenda. Additionally, a special effort was directed to streamline it by strategically selecting studies and evaluations to ensure real added value and avoid duplication. Internal and regional quality assurance mechanisms were used for the review of TORs and clearance of reports.

The midterm evaluation of the MDG-Fund supported Joint Programme 'Conflict prevention and peace building window' which was completed in 2011. An improvement plan was elaborated by UN agencies' participation to ensure the sustainability of actions, by defining an exit strategy and by helping to build the capacity of local counterparts to promote continuity after the Programme is terminated.

ToRs for the impact evaluation of the joint programme 'Construye-T' were developed. However, due to delays in negotiations among the project's stakeholders (three UN agencies, the Ministry of Education, and 39 Civil Society Organisations), the evaluation was postponed to 2012.

Jointly with the National Council on Evaluation (CONEVAL), the CO developed an in-depth review of external evaluations of 27 federal programmes targeting children and adolescents. The review included a

comparative analysis of recommendations formulated by external evaluators. Aspects covered included: diagnosis of the issue to be tackled by each programme; identification and targeting of beneficiaries; level of coordination; segmentation or duplication among the various programmes; information systems; financing mechanisms. A main conclusion of the review pointed to the lack of articulation among sector programmes, thereby hindering the possibility of an integrated public policy for children. The analysis led to concrete recommendations to improve future planning and programming for children, for instance: to establish effective communication and coordination mechanisms to break down the 'silo approach'; to disaggregate data by age, gender and other relevant variables to allow for improved targeting; higher-quality results monitoring and evaluation; more effective service coverage. The analysis also led to recommending strengthening a child-rights approach in the design and evaluation of social programmes. The main findings of the analysis will be used for policy advocacy and capacity building with key social sector authorities in 2012.

As a result of the Global Evaluation Reports Oversight System (GEROS), two evaluations carried out by UNICEF Mexico and partners were included in the list of the best 35 evaluations supported by UNICEF in 2010, namely: (1) Process Evaluation of the UNDP-UNESCO-UNICEF and Secretary of Education Joint Programme 'Construye-T'; (2) Design and Results Evaluation of the Education Programme 'CREA Tu Espacio'.

Possible evaluation-related activities for 2012 include:

- Evaluation of the adolescent participation component of the UN Joint Programme 'Construye- T'.
- Assessment of the adolescent development programme "Salud por mi" jointly developed by UNICEF and the 'Seguro Popular' (health insurance programme for the most vulnerable), possibly including a C4D qualitative evaluation of its web-based component.
- Evaluation of protocols to respond to violence and sexual abuse against children in indigenous communities, developed by the UN joint programme funded by the Trust Fund on Gender Violence.
- Impact and equity- oriented evaluation of public expenditure targeting children.

Effective Use of Information and Communication Technology

A results-based approach was adopted in the development of the 2011 ICT work plan in order to optimise the use of resources in a more cost-effective way, ensure timely and efficient technical support, and make the ICT infrastructure compliant with business continuity requirements. Various initiatives were implemented:

- The BCP has been updated to include the agreement reached between UNICEF Mexico and ECLAC to act as alternate site in case of a disaster that could affect the normal operations of both offices. A Memorandum of Understanding is under preparation, to be effective from 2012. This type of collaboration will be extended to other UN agencies to promote the 'Deliver as One' approach.
- In addition to the existing remote access to the local network through Citrix and webmail, the VPN client facility was introduced to count with more options available as part of the BCP plan.
- ICT took part in the office initiative "green solutions" aimed at fostering environmental awareness among the staff, including recycling of used cartridges and use of recycled paper. Photocopiers were removed from the office and replaced by scanners, which contributed to a more cost-effective use of papers, toners and cartridges. An LTA was also signed with a HP dealer in that respect.
- A technical update of existing hardware (processors, hard drive and memory) was conducted based on guidelines received from ITSS and the Regional Office in order to comply with Vision requirements.
- The existing bandwidth was improved from 2 to 4 megabits for better connectivity, essential for Vision implementation.
- The first phase of server virtualisation was initiated, to become fully operational from 2012. This is part of the office strategy to optimise ICT resource management.

- Efforts to provide staff with appropriate skills to manage new technologies will be continued and reinforced through regular on-the-job trainings, for which appropriate software and hardware will also be in place.

Fund Raising and Donor Relations

The CO's funding strategy aims at maintaining a diversified portfolio with a mix of OR funds from Natcoms (17%), Joint Programme Funding (4%), Government of Spain (3.5%), thematic funds (1.5%), and local fundraising (73%). 14 PBAs were active in 2011, totaling US\$ 6,036,397, with an implementation rate of 100% for both RR and OR funds. Only one PBA expired in 2011, and was spent at 100%.

Income from local fundraising continues to be the main source of income for the Country Programme, representing around 75% of the total Other Resources, and 65% of the total Programme Funds. In 2011, COFR increased by 9% in LC compared to 2010. The fundraising strategy is based on: (a) The continuous effort of the CO to build and reinforce strategic alliances with the Private Sector, which generated an income of US\$ 630,000; (b) The introduction of innovative approaches to reach larger segments of individual donors, who currently account for a bigger share of the financial resources raised locally as compared to other channels. In 2011, UNICEF secured more than 7,500 new donors as a result of different campaigns, using new tools such as F2F, Email Marketing, and Internet, as well as traditional tools such as highly-targeted direct mailing. Pledge donors account for 73% of new donors (more than 5,500 people), representing an increase of more than 60% in the number of active pledge donors compared to 2010, and an income of US\$ 1,793,880.

The approach with the corporate sector is continuously evolving, towards establishing long-term integrated partnerships to mobilise financial and non-financial resources (see further details in the Leveraging section). A corporate sector mapping was introduced in 2011 to guide contacts and negotiations with the corporate sector. Quality and timely reporting to local donors remained a key strategy during 2011, in order to retain and further build trust with the corporate sector.

In addition to regular fundraising, a specific fundraising operation was developed for the Horn of Africa crisis, generating US\$ 135,000 between August and November 2011.

COFR in Mexico has a positive cost/income ratio, in line with UNICEF's global benchmark (ROI: 4.22; cost/income ratio: 23.7%).

In 2011, transition towards a licensing model was completed. Due to the transition to this model, savings of US\$ 88,000 was achieved in the PL&M expenditure budget. With only two months of presence in the market, licensed products revenues reached US\$ 21,240 in royalties. Successful negotiations were implemented with two of the five licensees who were initially assessed by KPMG and TACRO in 2010. Both underwent an arduous process of validation through social audits to verify their business integrity. An active search for new potential licensees was conducted for the categories of apparel, toys and educational products, which will be developed in 2012.

Management of Financial and Other Assets

The preparation of the 2011 annual work plan for the Finance Unit was based on pre-defined clear results to be achieved throughout the year. Performance indicators were discussed and agreed upon. The indicators were periodically reviewed and corrective actions taken accordingly. The performance indicators

were classified in four categories: (1) Planning process; (2) Payment process; (3) Income registration process; (4) Reconciliation and financial reporting process.

- Financial and Budgetary planning:** 2011 was part of the PCR Programme Support annual work plan preparation process, with the objective of matching resources on hand with support services requirements. A two-level approach was adopted: (a) Analysis of support services funded by the Support Budget; (b) Analysis of support services funded by OR from local fundraising. These are the only funding sources for the PCR Programme Support. From a total budget allocation of US\$ 2,037,575, the SB accounts for 37% (US\$ 747,852) while the OR accounts for 63% (US\$ 1,289,783), including a large component of PSFR activities with a total of US\$ 575,864 (45% of OR allocated to PCR Support). Almost 100% of the total budget allocation to PCR Programme Support was spent by year-end, with a total saving of US\$ 30,000 from the local post allotment on SB which was transferred to the Regional Contingency Fund due to fluctuations in exchange rates and two vacancies on core positions.
- Payment process:** UNICEF Mexico is still using the two traditional payment modalities (cheques and bank transfers). A request was sent to DFAM to authorise a shift to e-banking, but considering that there was a global survey conducted by HQ on the use of e-banking, DFAM decided to put authorisation on hold while waiting for the final results of the global consultation.
- Income registration process:** Close collaboration between the Operations and PFP sections was in place throughout the year, with a Finance Assistant fully dedicated to monitor financial transactions related to PSFR activities. Two additional bank accounts were opened to cater for pledges from individual donors through credit cards.
- Reconciliation and financial reporting:** The increasing number of bank accounts, mainly due to fundraising activities, is generating an additional workload for the Finance Unit, as each bank account needed to be reconciled on a monthly basis, matching revenue transactions in bank accounts in Donor Perfect and in Proms.

The CO closely followed up all accounting instructions related to the interim closure of accounts in order to ensure a smooth transition to Vision and IPSAS compliance. All financial and accounting requirements are in place for migration to Vision.

Supply Management

The supply component of the Mexico CP is very low (6.3% of the programme expenditures in 2011) and is related to communication/advocacy material, fundraising supplies, and office supplies. All supplies ordered in 2011 were locally procured, with a net increase of 13% compared to the previous year.

Given the importance of the local market in the region, UNICEF Mexico identified the possibility of creating a sub-regional hub for regional procurement. In order to assess that possibility, jointly with the Regional Office and the Supply Division, a market survey was conducted in Mexico in order to identify potential suppliers for Central America and the Caribbean for emergency situations as well as for regular programs. The exercise was facilitated by Mexican authorities via the Ministry of Foreign Affairs and the Ministry of Finance. As a result of the market research, a database of potential suppliers was established and will serve as a reference for other offices at the sub-regional level when issuing request for quotations or invitation to bids. In a second phase, additional suppliers will be considered not only for emergency procurements but also for regular programme activities. While the supply requisition would remain under the control of the issuing office, the commitment of the Mexico CO would be to issue Purchase Orders for awarded Mexican suppliers in coordination with the CO concerned. The four categories of basic commodities identified were materials for: Shelter, WASH, Education, and Pharmaceuticals such as Oral Rehydration Salts (ORS) and Sodium Lactate (also known as Ringer Lactate). The list includes two

manufacturers of sodium lactate to be further assessed by Medicines and Nutrition Centre in Copenhagen. Other suppliers, whose products were not connected to the purpose of the survey, also submitted Expressions of Interest for consideration. Considering that those products could be of some interest for UNICEF in the future, it was decided to submit the list of that category to Supply Division for further analysis. Suppliers of blankets, tarpaulins, school furniture hygiene and domestic kits and calcium hypochlorite (HTH) were found eligible to tender for establishment of Long Term Agreements, some being interested in undertaking transport up to final point of delivery, which is a value added in future proposals when bidding. The Supply Section at UNICEF Mexico has demonstrated capacity to coordinate the market survey and would be in the position to coordinate the procurement process for other offices facilitating contacts and negotiations.

Additionally, UNICEF Mexico has started exploring the possibility of providing procurement services for some national implementing partners, as a strategy of leveraging resources for Mexican children.

Human Resources

The total number of UNICEF staff in Mexico declined slightly in 2011 due to the downsizing of the PL&M unit due to the change in the business model from sales to licensing. The current office staffing structure is a combination of fixed-term contracts, temporary assistance, and outsourced staff, for a total of 53 staff.

Similar to the other Operations units, a results-based approach was adopted for the 2011 HR annual work plan, with performance indicators classified in five categories: (1) Timely processing of staff-related entitlements through raising of related personal action forms; (2) Up-to-date completion of recruitment processes; (3) Full implementation of the learning plan; (4) Provision of adequate orientation to all staff on all HR-related emerging issues; (5) Playing an active role at the inter-agency level for all HR issues affecting the wider UN System in Mexico.

A total of 81 PAFs were processed in 2011 in a timely manner, which facilitated judicious processing of the monthly payroll. Few system-related errors were detected due to the implementation of SAP-HR, but were fixed immediately in collaboration with HQ and the Regional Office.

10 recruitment processes were completed for national and international positions. A significant improvement was noticed compared to previous years, but there is room for improvement as the process involves various stages and multiple actors. Regular feedback was provided to the CMT, and necessary actions were taken to speed up processes.

The 2011 learning plan was mainly focused on the implementation of the rollout plan for transition to Vision, and the last quarter of the year mostly dedicated to Vision training. 85% of all staff was trained in the various modules of Vision based on their job profiles and the role mapping. This contributed to mitigate the impact of the stress and change resistance generated by the implementation of the new system. Various briefing sessions were conducted on issues of common interest. A 'Did you know that...' information strategy was implemented through periodic e-mails with a corresponding link to relevant web-based information.

The Senior HR Assistant was elected by colleagues from other UN agencies as the focal point for the implementation of the inter-agency HR action plan. Various initiatives were executed, and colleagues from other agencies were invited to participate in the Competency Based Interview (CBI) training organized by UNICEF Mexico and TACRO in July 2011, which led to 20 staff members being certified (18 from UNICEF, 1 from FAO, 1 from UNFPA).

Efficiency Gains and Cost Savings

One of the 5 Office management priorities identified during the preparation of the 2011 AMP was the setting up of a cost reduction plan for support services. The strategy was to increase income-generation activities (PFP business plan) coupled with the implementation of a cost reduction plan in order to maximize financial resources available for programme activities. Given the very positive results obtained in 2011, the effort will be maintained for more cost reductions in support services. The total savings on operating costs in 2011 amounted to US\$ 75,170 more than in 2010.

[table converted to list]

Object of Expenditure | Expected reduction | Final reduction | Total savings in USD | Comments

Object of Expenditure	Expected reduction	Final reduction	Total savings in USD	Comments
Outsourcing services	25%	32%	-50,491	Termination of the contract of one of the 2 Outsourcing companies and the downsizing of PLM operations
Telecom. costs	15%	+13.5% (increase)	+ 9,000	Costs of technical requirements for migration to Vision
Travel	25%	17%	-23,178	Priority being given to Vision related travel for international travels
Office supplies	15%	45%	-10,501	Significant improvement due to the implementation of a series of measures like – use of recycled papers, HPcertified suppliers for toners and cartridges, replacement of copier machine by scanners etc.

Changes in AMP and CPMP

As part of the process leading to the next cooperation cycle, a meeting to discuss the future of UNICEF's presence in Mexico was held in August 2011 with the participation of the Mexico CO, TACRO, and Geneva HQ. Among other issues, participants agreed that UNICEF should strengthen its programme presence, accelerate growth of country office fundraising (COFR), and reinforce an effective communication and advocacy platform that is able to contribute to a transformed programme and resource mobilisation engagement in Mexico.

As a follow up in October 2011, staff members from TACRO and the Mexico CO met to discuss a fundraising plan for accelerated COFR growth. Some of the agreements resulting from the discussion will influence next year's AMP and will also lead to recommendations to be included in the PBR submission package for 2012. Additionally, a comprehensive review of the support services will be undertaken based on the final result of the current study initiated by the Regional Office which will provide inputs for the preparation of the integrated budget for the next country programme. Some of the above-mentioned agreements are:

- An integrated approach to planning will ensure that all dimensions of the CP (Programme, PFP, Communication, Operations) are duly contemplated while shaping the vision, setting the goals and analyzing the challenges and opportunities for accelerated COFR.
- The programme presence will be strengthened (investment, sizing and coverage) on the basis of existing programme priorities and actions, as recommended by the latest MTR and following strategic agreements with TACRO. Programme redefinition will take into account not only UNICEF's added value to impact children's lives, but special focus will also be placed on the need to support and sustain accelerated resource mobilisation efforts.
- A projection exercise to determine income scenarios for the period 2012- 2017 was preliminary agreed. PFP teams in Mexico, TACRO and Geneva will further work and refine these calculations in the

Country Office Portal

Annual Report 2011 for Mexico, TACRO

upcoming months.

- The main features of the COFR strategy (corporate and individuals) that will sustain the projected income were discussed and agreed. Further planning will continue to produce more detailed action plans, including actions intended to take advantage of fundraising opportunities, and to deal with challenges such as investment needs, implementing capacities, and negotiations with government regarding tax deductibility and overseas donations, etc.
- The staff structure, profile and training needs of the PFP and Communication sections will be reviewed in light of the functional requirements of the new programme and resource mobilisation scenarios. The review will lead to potential proposals for changes, to be made at the upcoming PFP TACRO PBR (February 2012).
- With the support of TACRO, a communication (advocacy and mobilisation) and brand management strategy will be developed to contribute to the needs of a 'transformed visibility' of UNICEF in the new scenario of accelerated COFR.

Summary Notes and Acronyms

LIST OF ACRONYMS

ACS	All Children in School
AFSEDF	Federal Education Services Administration of the Federal District
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Work Plan
C4D	Communication for Development
CCC	Core Commitments for Children
CCT	Conditional Cash Transfers
CDI	National Commission for Indigenous People
CENSIDA	National Centre for the Prevention and Control of HIV/AIDS
CIESAS	Social Anthropology Research Centre
CMT	Country Management Team
CO	Country Office
CONAPRED	National Council to Prevent Discrimination
CONEVAL	National Council for Social Policy Evaluation
CP	Country Programme
CPAP	Country Programme Action Plan
CRC	Convention on the Rights of the Child
CSEC	Commercial Exploitation of Children
CSO	Civil Society Organization
DEVINFO	Database system
ECD	Early Childhood Development
ECLAC	Economic Commission for Latin American and the Caribbean
ENADIS	National Survey on Discrimination
ENJ	National Survey on Youth
EPRP	Emergency Preparedness and Response Plan
FLACSO	Latin-American Faculty of Social Sciences
GDP	Gross Domestic Product
HACT	Harmonized Approach to Cash Transfers
HDI	Human Development Index
HQ	Headquarters
HR	Human Rights
HRBA	Human Rights Based Approach
IEPAAC	Research and Popular Autonomous Education,

IMEP	Integrated monitoring and evaluation plan
INACIPE	National Body for Training Public Prosecutors
INEGI	National Statistics Institute
INM	National Migration Institute
IOM	International Organization on Migration
MDG	Millennium Development Goals
MIC	Middle Income Country
MMR	Maternal Mortality Rate
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MOSS	Minimum Operating Security Standards
MTR	Mid-Term Review
MTSP	Mid-Term Strategic Plan
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
ODISEA	Organization for Social Development and Education for All
OECD	Organization for Economic Cooperation and Development
OPI	Child Protection Officer
PAHO	Pan American Health Organization
PER	Performance Evaluation Report
PGM	Supply Requisition
PL&M	Product Line and Marketing
ProMS	Programme Manager System
PRS	Poverty Reduction Strategy
PSFR	Private Sector Fund Raising
REDIM	National Network for Children's Rights
RC	Resident Coordinator
SE	Ministry of Economy
SEDESOL	Ministry of Social Development
SEDIF	State Welfare Agency
SEGOB	Ministry of Interior
SEP	Ministry of Public Education
SERAJ	Services for Youth, Civil Association
SITAN	Situation Analysis
SMDIF	Municipal Welfare Agency
SNDIF	National Welfare Agency
STPS	Ministry of Labour
SWAP	Sector-Wide Approach
TACRO	The Americas and Caribbean Regional Office
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAM	Mexico's National Autonomous University
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNETE	United Nations Emergency Technical Team
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Organization on Drugs and Crime
U1MR	Under 1 mortality rate
U5MR	Under 5 mortality rate

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Recommendations to strengthen the child rights focus in the operating rules of 5 federal programs within the Ministry of Social Development.	2011/01	Study
2	Identifying the most disadvantaged children and the policies that reach them	2011/02	Situation Analysis
3	Analysis of evaluations of 27 federal programs directed towards children and adolescents	2011/03	Evaluation
4	Diagnosis of educational exclusion in the five municipalities of the Joint Program "Conflict prevention and peace building window"	2011/04	Situation Analysis
5	Systematization of the work of the Councils of social participation in Education (Chiapas)	2011/05	Study
6	Mid-Term Evaluation of the Joint Program "Conflict prevention and peace building window" (UNDP, UNICEF, UNESCO, UNODC)	2011/06	Evaluation

Other Publications

	Title
1	Voices of indigenous adolescents in Mexico
2	The Passage: Children and Migration, a view from Mexico.
3	Educational inclusion initiatives in Mexico: All children back to school 2005-2009
4	Analysis on Federal Public Expenditure on Children in Mexico, 2008-2011
5	Annual Report 2010
6	UNICEF Mexico Award 2010: Best Research and best practices on children's and adolescents rights in Mexico.
7	UNICEF's institutional communication products (poster and brochure)
8	Integrated protection system for children - SAPII (video)
9	Series of 10 videos: "Growing and learning together: ECD"
10	Visual aid for early childhood development education
11	DRTV Spots on child violence, child labor, education and birth registration

Lessons Learned

	Title	Document Type/Category
1	Evidence-based policy advocacy for improved public expenditure on children in Mexico	Innovation

Programme Documents