Executive Summary

In an unprecedented event, UNICEF signed agreements with five Ministries—Finance, Education, Social Development, Health and Home Affairs—and with the Social Welfare Agency, all witnessed by the First Lady. These agreements inaugurated collaboration with the newly-elected federal authorities for children’s rights promotion and protection across the government. UNICEF advocacy went on to secure specific targets for children in the National Development Plan (NDP) 2013-2018.

The signing of the United Nations Development Assistance Framework (UNDAF) 2014–2019 marked the establishment of a new milestone between the Government of Mexico and the 24 UN agencies in the country using simplified results and a more cohesive approach. A new Country Programme Document (CPD) 2014–2018 was negotiated with the government. The proposed new programme structure combines a life cycle approach focusing on addressing gaps in early childhood and adolescent development with increased analytical capacity to pinpoint equity gaps; the development of integrated protection systems; and a strong communications and resource mobilisation component.

Continued advocacy around the communication campaign 10 X Infancia yielded very positive results. Five states and over 240 municipalities with a population of 14.7 million children adhered to the ten specific commitments to advance children’s rights in areas with lagging indicators. There is continuing interest from states, municipalities and Congress to join in and report on commitments. Indicators and baseline data were revised to ensure monitoring.

Following the design of a new sub-national strategy, increased programme activities took place at the sub-national level, yielding positive results. Specific state-level Situation Analyses (SITAN) were launched in four states, and the states of Chiapas and Yucatán identified spending on children as part of their state budgets. A joint UN programme to prevent gender violence in indigenous communities in Oaxaca and Chiapas was completed, with the UNICEF-led strategy of promoting community responses to violence against girls and boys.

The new administration renewed Mexico’s A Promise Renewed (APR) commitments, re-signing the agreement at the regional review in Panama. The focus of the UNICEF-Ministry of Health joint APR agenda is on improving analytical data on malnutrition, implementing breastfeeding policies at federal and sub-national levels, and improving targeting of child malnutrition in the Crusade against Hunger, a newly-launched Presidential programme.

The net growth of individual pledge donors was 13,000, reaching 100% of the set target, and increasing the active donor data base to 26,500 individuals. This represents a 34% growth in new pledge donors compared to 2012. Overall, pledge donors represent an annual income of more than US$ 3.6 million. This was made possible largely due to a 60% increase in investment funds compared to 2012. The average monthly donation grew from US$ 10.70 in 2012 to US$ 12.80 in 2013. Other channels, such as major giving and corporate donations, witnessed a net growth as well, and the Country Office (CO) made initial positive strides in the areas of pathway to pledge with Santander Bank. The CO launched two emergency campaigns for children affected by the refugee crisis in Syria and the Haiyan typhoon in the Philippines.

Country Situation Affecting Children and Women

A new government took office in Mexico in December 2012. Focus has been on the structural agenda, with the approval of education, energy and political reforms. A new strategy for social prevention of violence and crime was announced, following the loss of 70,000 lives between 2006 and 2012 [1] in turf wars between organised crime groups and a militarised response to this.

Security-related concerns and violence levels remained high with the expansion of un-authorised self-defence groups in states such as Guerrero and Michoacán.

After growing 3.8% in 2011-12, the economy faces its most pronounced slowdown since the 2009 recession. GDP growth was to decelerate to an estimated 1.2% in 2013, due to sluggish domestic and external demand,
before picking up to average 3.7% per year between 2014 and 2018, as benefits from structural reforms materialise [2].

In 2012, 21.2 million children and adolescents (53.8%) were living in poverty [3]. Children in rural southern areas and in large households faced the greatest deprivations, in an environment of persistent inequality and violence. [4]

Progress to meet the Millennium Development Goals (MDGs) was mixed. Mexico will likely meet Goal 4, as the under-five mortality rate decreased from 47 per 1,000 live births to 16.7 between 1990 and 2011 [5]. It remains high, however, in southern states with larger proportions of rural, indigenous communities.

Maternal mortality [6] declined from 89 deaths/100,000 live births in 1990 to 43 in 2011, yet Mexico is unlikely to reach the target of 22 by 2015 ,[7] reflecting persistent disparities. The state of Guerrero (90) was five times higher than that of Tamaulipas (15.7) in 2011. National efforts have attempted to address this issue, but have not been sufficient to guarantee women’s timely access to quality obstetric and pre-natal care.

Chronic malnutrition amongst children remains high: 13.6% of under-fives in 2012 (1.5 million) and 27.5% in rural and indigenous areas in the south. At the same time, exclusive breastfeeding decreased: in 2012 only 14.4% of children received exclusive breastfeeding at six months (an eight percentage point drop compared to 2006, including a reduction by one-half in rural areas) [8]. To address persistent malnutrition and poverty, in January the federal government launched a national Crusade against Hunger in 400 priority municipalities.

Overweight and obese children continue to raise concern. The combined prevalence amongst primary school-age children (5-11 years of age) is 34.4% and amongst adolescents (12-19 years of age) 35%, or 6.3 million. [9] The President launched a new national strategy to prevent and treat overweight, obesity and diabetes in late 2013, drawing national attention to the growing public health burden of these conditions.

Mexico made significant progress in ensuring children’s gender-equal access to basic education, yet more than six million children aged 3-17 are out of school, 52% of whom are boys [10]. Significantly, 48% of out-of-school children are pre-school age and 36% upper-secondary school age, despite the fact these levels are mandatory. The net attendance rate (2011/2012) is 70.7% in pre-school, 102.3% in primary, 82.4% in secondary and 52.9% in upper secondary [11]. Access to upper secondary education, although increasing, needs to rise even further to overcome disparities.

Quality remains a significant challenge, particularly across different modalities. 77.4% of indigenous children in primary schools have poor Spanish-language achievement, as compared to 58.3% in general primary [12]. In general secondary education, 83.1% of students achieved elemental or insufficient scores in the subject of Spanish compared to 80.5% of those in tele-secondary (modality available in marginalised communities). Despite improvements in mathematics scores overall, 55% of the students still did not reach the level of basic competencies in mathematics in 2012 [13].

Another challenge lies in retention, especially at the secondary level. While the national drop-out rate in primary education (2010/2011) was 0.7%, it was 5.6% for lower secondary and 14.9% for upper secondary. Data on child labour (2011) indicate that three million children (5-17 years of age) work, of whom almost 40% are not in school.

In response to challenges in the education system, the President proposed an education reform in 2013 consisting of full-time schools, educational inclusion, nutritional supplements for students and the creation of a regularly-evaluated teacher corps. The reform, however, continued to face resistance by some sections of the teachers union, resulting in extended suspensions of classes, primarily in Oaxaca and Chiapas.

While Mexico has advanced social policies, the main bottlenecks for children’s access to protection services stems from a decentralised legal framework, the insufficient co-ordination of services and the need for clear mandates and responsibilities amongst different sectors and government levels. In addition, social services are not always targeted to the most disadvantaged children, exacerbating existing disparities. Moreover, there exists no commonly-agreed concept of child protection obligations. A weak culture of children’s rights results in
rights violations. As a result, neither rights-holders nor duty-bearers are able to identify and act upon child protection risks easily. Overall, the construction of an integrated child protection system with clear responsibilities at all administrative levels is both a challenge and an opportunity. The same holds true for implementing common standards across a specialised juvenile justice system.

In sum, relative economic growth and progress in social policy have not yet been sufficient to guarantee the rights of all children and adolescents. Nevertheless, the unique opportunities resulting from the 2011 Constitutional reform to establish working governance mechanisms for children’s rights and child protection at all levels of the federation, and the reform agenda of the new administration, open a window to closing equity gaps.


[8] ENSANUT 2012

[9] Idem

[10] 2010 Census. INEGI.


---

**Country Programme Analytical Overview**

As the last year of this cycle, no significant changes in the current CPD structure took place during the final 12 months; however, internal and external discussions were held to review results strategically and draw lessons to facilitate planning for the new CPD. Findings of these exercises were shared with 13 government counterparts in a joint planning session where the CO received useful feedback before the CPD completion. An office-wide gender assessment was also carried out to inform the forthcoming Country Programme (CP) and relevant adjustments were made. The current CPD, expected to be approved in the first regular session of the Executive Board of 2014, improved the establishment of attributable outcomes, indicators and results, linked to both the new strategic plan and government priorities established in the NDP 2013-18.

Increased efforts to identify bottlenecks were devoted to identify push factors in relation to non- and late-birth registration to inform a national campaign targeting universal and prompt birth registration. Four SITAN that comprehensively reviewed the situation of children’s rights fulfilment through a culturally- and ethnically-sensitive lens were launched with state Governors in Chiapas, Oaxaca, Yucatán and Zacatecas. Mapping of multi-dimensional child poverty, published jointly with the National Council for Social Policy Evaluation (CONEVAL), allowed UNICEF to position children’s rights, and particularly the importance of social programme targeting to reduce disparities, at the centre of the new administration’s policy debate and ensuing NDP.
The CO focused on designing a new CP to take Mexico beyond the 2015 MDG agenda. The new programme will adopt a life cycle approach, with outcomes for children from 0 to 5 years of age with a strong emphasis on integrated Early Child Development (ECD) policies, from 6 to 11 years of age, to address inclusion of indigenous children still left behind in education, and from 12 to 17 years of age with an emphasis on positive adolescent development, school retention and resilience in adverse circumstances. This is combined with reinforcement of capacity for knowledge generation and management, monitoring and evaluation (M&E) and SITANs to detect inequities and influence public policies, as fitting in a Middle-income Country, and cross-cutting efforts for legal and institutional reform for child protection system building. A stronger link between the Communications and Private Fundraising and Partnerships (PFP) sections was also established to ensure creation of synergies and inter-dependence.

The sub-national strategy was tested in an extended programme review in April, with sub-national implementing partners agreeing to shift from a previous geographic focus in four states toward greater thematic specialisation to be offered across a wider range of states, in support of SITAN, emergency preparedness and response (EPR), and local child protection systems. For this purpose, the Representative visited and opened dialogue with authorities in the states of Tabasco, Nuevo Leon, Jalisco, Mexico, Chihuahua and Puebla, not previously covered in the 2008-13 CPD. One of the main innovations and challenges of the new CP lies in developing a modus operandi capable of identifying and addressing the situation of children, especially the most excluded, in all 32 states.

**Humanitarian Assistance**

In September, Mexico was simultaneously hit by two category 1 hurricanes, Ingrid and Manuel, which affected 22 of its 32 states, causing losses of human lives, large displacement of populations and seriously damaged infrastructure. The government made clear to the UN Country Team its official decision not to request international aid. Nevertheless, the CO advocated to state and federal authorities to comply by the Core Commitments for Children (CCC).

A cholera outbreak was officially declared in September 2013, with 158 positive cases identified by November. Most of the cases were concentrated in the states of Hidalgo, San Luis Potosi and Mexico City. This was the first declared cholera outbreak since 2001. Epidemiological studies revealed that the strain has close similarity with the strain identified in Haiti, the Dominican Republic and Cuba. The federal and state governments implemented measures to ensure access to drinking water and basic sanitation at the community level. The CO closely monitored the situation jointly with WHO.

Members of the Federal Social Welfare Agency, Research and Popular Autonomous Education (IEPAAC) and UNICEF staff participated in the Child Protection in Emergencies workshop in La Paz, in August and were able to apply knowledge gained in the September emergency.

**Effective Advocacy**

*Fully met benchmarks*

Advocacy continues to be one of the most effective strategies of UNICEF in Mexico. In 2013, as a new President and party came to power, UNICEF ensured children were at the centre of the NDP released in May, attending various working groups, signing co-operation agreements with five ministries (Health, Finance, Social Development, Education and Interior, as well as the Social Welfare agency) at a public event, and releasing a proposal for the inclusion of children’s rights as a cross-cutting development theme. Accordingly, children and adolescents were mentioned 14 times in the NDP, which included several paragraphs proposed by UNICEF on issues such as prevention of violence against children, nutrition and social inclusion of indigenous children and adolescents and those with disabilities. In addition, the plan recognised the need for a comprehensive system to guarantee children’s rights.

The CO’s advocacy efforts centred on the importance of creating a national children’s rights guarantee system that would co-ordinate sectoral activities for children and adolescents; identify necessary laws, policies and budgets for the comprehensive realisation of children’s rights; and create mechanisms to ensure the inclusion of
the most vulnerable. UNICEF carried out a strategy that included international exchange, technical assistance and knowledge dissemination initiatives in order to support the legal and institutional reform process in this regard.

UNICEF also made headway in improving the nutritional status of children, advocating for the indicator for malnutrition of the Crusade against Hunger to be changed from wasting to stunting, which was then recommended in the official programme evaluation released in 2013. UNICEF also co-convened the first national forum on breastfeeding in Mexico, along with the National Institute of Public Health (INSP), the Senate and the civil society organisation Un Kilo de Ayuda. Results included extensive media coverage: the event was reported in two national newspapers, one radio broadcast and eight internet portals. Following up on this event, UNICEF was incorporated into the working group on demographic indicators that recommended changes to the National Demographic Survey to be carried out in 2014, realising more detailed questions on the availability of support to mothers in breastfeeding immediately post-partum, reasons for early abandonment of breastfeeding and availability of HIV testing for pregnant women.

UNICEF continued to promote the 10 x Infancia initiative aimed at mobilising political will by pressing for action on ten key points. Following the positive results achieved in 2012 in the framework of the Presidential campaign, three states—Federal District, State of Mexico and Chiapas—joined the campaign, as well as important municipalities including, Monterrey and Puebla, all 125 municipalities in the State of Mexico and 105 from the state of Jalisco.

Fundraising activities were also successful vehicles for advocacy. As a part of the Global Alliance with Mont Blanc, the Signature for Good campaign was launched in Mexico through a nation-wide advertising campaign and a major event in support of child literacy. The Face-to-Face fundraising strategy also reached around 100 people daily with advocacy messages about the situation of children and adolescents.

Capacity Development

*Fully met benchmarks*

UNICEF developed a new approach to capacity building for the 2014-18 Programme, developing a platform for reaching all 32 states, expanding from the previous focus on seven priority states. This builds on the 10 X Infancia initiative setting targets in ten priority domains. Outreach was made to six new states. A priority was building capacity in states to undertake SITAN and child rights-based budgeting and to develop local coordination mechanisms to address inequities and child protection risks. Local SITAN and on-line children’s rights information modules (www.Infoniñez.mx) were completed in partnership with local academic and civil society centres of excellence, and launched in four states in the presence of the Governor of each. Models for budget analysis were developed and included for the first time in two states, with capacity building in children’s rights-based budgeting provided to Chiapas and Yucatán. A publication on cross-cutting municipal child budget methodology, as implemented in Puebla (city with a population of 2.7 million, 1 million under 18 years of age), was prepared with the outgoing municipal administration for dissemination amongst Mexico’s 2,456 municipalities in 2014.

On-line diplomas were developed as the best way of enhancing capacity at the scale needed in Mexico. A diploma in psycho-social support in emergencies was produced with IEPAAC and the Autonomous University of Chiapas, and a diploma for justice operators in child-appropriate court procedures was produced with the Supreme Court and the Oficina de Defensa de los Derechos de Infancia, for launch in 2014. A capacity-building programme on alternative care standards was also initiated with federal and state authorities.

To support Mexican legal and institutional reform in the area of children’s rights, UNICEF organised an intensive programme of international exchange. Mexican policy-makers, legislators and civil society groups had access to the latest thinking on child protection systems drawn from a UNICEF/ECLAC study in Latin America and the Caribbean, to lessons of Brazil’s comprehensive social protection system, SUAS, and initiated a dialogue with the UN Special Representative on Violence against Children and members of the Committee on the Rights of the Child. UNICEF provided guidance on the necessary components of a children’s rights promotion and protection system, feeding into discussions about the framing of a General Law on Children’s Rights and Protection to
UNICEF is analysing the National Early Education Programme from both a Human Rights-based Approach (HRBA) and inter-cultural perspective in order to develop the capacity of policy-makers and field staff to reach the most excluded children with early education. A standing agreement was signed with the National Council for Educational Reinforcement (CONAFE), the institution providing outreach education to children in the most excluded, remote, and largely indigenous populations in Mexico. Also at the state level, in Yucatán UNICEF convened all the institutions responsible for providing public services to children from 0 to 5 years of age in order to promote a comprehensive and articulated ECD policy that expands coverage and increases the quality of integrated services for children, particularly from indigenous groups.

Communication for Development (C4D)

Fully met benchmarks

In partnership with federal and state institutions and through the involvement of target communities, UNICEF Mexico promoted and supported major C4D efforts in 2013. Based on careful analysis, priority areas were identified: birth registration, adolescent inclusion and participation, and ECD.

Major achievements included:

· Adolescent inclusion and participation: In 2013, the digital communication strategy developed in 2012 was further implemented and revamped with the launch of Somos UNICEF (www.somosunicef.mx), an innovative Web platform specifically designed for adolescents and youth in order to engage them as cyber-volunteers of UNICEF and in the promotion of their rights through social media and digital mobilisation. Somos UNICEF was launched on 11 October 2013. Linking the event to the International Day of the Girl Child resulted in a strong focus on the importance of innovation and new technologies for the improvement of education for girls and adolescents. Approximately 300 adolescents from public high schools participated in the launch event, which included different activities combining sports (football, volleyball and basketball), cultural expression (graffiti) and a concert with six alternative bands. Another highlight of the event was the innovative use of new technologies though radio frequency identification wristbands through which each of the youth participants shared their experience in real time on Facebook. The event enjoyed wide coverage in national and local media as well as on social media, reaching 134,133 people and receiving 1,645 likes in Facebook and a total of 649,519 mentions on Twitter. At the end of 2013, Somos UNICEF had 1,548 adolescents and youth mobilised as cyber-volunteers and a total of 17,181 visits.

· As part of the Somos UNICEF initiative, contests were launched as a way of involving adolescents on topics such as what it means to be a young person in Mexico, as well as on what it means to be a girl, this last contest in line with the International Day of the Girl Child.

· Birth registration campaigns in least favourable environments. Through implementing partners in the field, UNICEF provided technical and financial support for birth registration awareness activities in states of lowest coverage with materials translated into indigenous languages, and worked at the national level to prepare a two-year mass media campaign to promote birth registration in partnership with the federal government and the Carlos Slim Foundation, to be launched in February 2014. Products included TV and radio spots, posters and other materials.

· Knowledge generation for ECD professionals. As part of the on-going strategy to develop capacities of families and professionals in ECD, UNICEF, together with new federal government authorities, began the process of re-designing printed materials that will be reproduced and distributed in 2014.
UNICEF Annual Report 2013 — Mexico

Strategic Partnerships

Fully met benchmarks

UNICEF strengthened several existing partnerships and developed several new ones to position its advocacy throughout the year and into the next programme cycle.

Public sector alliances

Instituto Nacional de Estadística y Geografía (INEGI), the national statistics agency, re-committed to work with UNICEF to improve data collection in order to understand and address gaps in children’s rights fulfilment. UNICEF was invited to participate in two technical committees that advise on data collection in social development and demographics. INEGI is widely respected in the region and enjoys strong technical credibility in Mexico, positioning UNICEF as a technically-credible actor in the field of data collection and use.

UNICEF worked with the (CONAFE) to strengthen the national early education programme for children living in the most isolated and rural indigenous communities in Mexico.

Civil society alliances

As in prior years, UNICEF continued its partnership with the National Network for Children’s Rights (REDIM), an organisation with 73 non-governmental organisation (NGO) members that promotes child and adolescent rights, continuing the joint 10 x Infancia campaign and committing three state governments and 232 municipal governments, including the states of Mexico, Chiapas and the Federal District and the cities of Monterrey and Puebla, to ten key principles to promote children’s rights in their governments.

Working for the first time publicly with Un Kilo de Ayuda, a leading civil society partner working to reduce child malnutrition in Mexico, UNICEF achieved several strategic results.

Partnering with the Foundation of United Indigenous Peoples for a better Community, UNICEF brought together at two fora 12 to 18 year-old indigenous girls from adverse socio-economic conditions in 20 indigenous groups. They positioned the issue of educational exclusion of indigenous children, especially girls, as part of the government agenda.

Private sector alliances

In addition to donation from the Carlos Slim Foundation, its corporate engagement went beyond financial support to create a public-private partnership between the Foundation, UNICEF and the Ministries of Family Development and the Interior. The partnership is developing a communication campaign promoting the right to identity with the goal of achieving 100% birth registration of children in Mexico by 2015.

The partnership with Pepsico Foundation aimed at generating knowledge to inform the design of health and nutrition policies for children and adolescents in marginalised communities. Donor funds allowed UNICEF to carry out a survey on child nutrition in rural Oaxaca and train 70 health sector workers from 43 municipalities in nutritional surveillance and orientation, with the aim of providing recommendations to improve health and nutrition service delivery for this population.

For fourteen consecutive years, Liomont Laboratories has actively participated in knowledge generation to improve public policies that promote children’s rights in Mexico. In 2013, their support was critical to undertake a mapping and analysis of ECD programmes at the local level, with local think tank and partner the Idea Foundation.

Knowledge Management

Fully met benchmarks

UNICEF continued to position itself as a knowledge leader for children’s rights and strengthen local capacities to generate quality information and analysis as inputs to the policy design process.
UNICEF co-launched the first study of multi-dimensional child poverty in Mexico with CONEVAL. It provided disaggregated estimations of child poverty as an input to the NDP, receiving important media coverage: 93 press reviews, including the most relevant national newspapers and TV channels, as well as local media and Internet portals. There were also mentions in ICON, UN News and the press brief of the Secretary General’s spokesperson. More than 6,000 people viewed information regarding the study in social media and it had more than 50 mentions on Twitter. In addition, UNICEF published two articles about the results of the study in specialised journals.

As the culmination of a multi-year process to build local capacity to expose local disparities, UNICEF published four state-level SITAN in the states of Chiapas, Oaxaca, Yucatán and Zacatecas. This was the first time sub-national SITAN were presented in Mexico, and all four launch events were hosted by the states’ Governors. UNICEF also included for the first time four state-level modules with information and resources related to children and public policy in its on-line platform infoniñez.mx. The number of visitors from 1 January to 10 December 2013 was 41,297, representing an increase of 50% over 2013. 84.8% were new visitors and 15.1% returning visitors.

Lessons learned from sub-national work in promoting local child protection systems to tackle birth registration, child labour, juvenile justice, inclusion of children with disabilities, alternative care for children without parental care, and responses to violence, especially gender violence, against girls and boys in marginalised settings were extracted in papers on good practices for publication as a series in 2014.

UNICEF continued its emphasis on improved data collection and disaggregation, renewing partnership with INEGI. UNICEF was invited to participate in two statistical working groups—the first time an international agency was invited to participate in these for a—allowing the organisation to advocate for national survey questions that improve our understanding of the reasons for decreased breastfeeding in the country and the availability of HIV tests as part of pre-natal care.

Through its partnership with PepsiCo, UNICEF conducted a survey representative of the most marginalised municipalities in the state of Oaxaca to provide information on food security, investigating how decisions with respect to nutrition are made at the household level. Currently national surveys do not reach this level of detail, and what does exist is not possible to disaggregate at the local level.

UNICEF completed a mapping and analysis of the public services available to the 0 to 5 year-old population in marginalised municipalities”, which was to be published in 2014. The research provides recommendations on how public policies for the youngest children can reach the most excluded boys and girls.

Human Rights-based Approach to Co-operation

Fully met benchmarks

To make children more visible in the Universal Periodic Review (UPR) of Mexico’s human rights commitments before the Human Rights Council, UNICEF submitted a cross-cutting analysis of the recommendations of nine human rights mechanisms that reviewed or visited Mexico between 2009 (the date of the last UPR) and 2013, and their relationship to children’s rights, (including education, food security, migration, torture, forced disappearances and freedom of expression, amongst others). The analysis highlighted the recommendations most relevant to children, as well as important developments that had occurred in the interim and outstanding concerns. Mexico’s removal in April of its reservation to the Optional Protocol to the Convention on the Rights of the Child, on Children and Armed Conflict, in relation to recruitment by non-governmental armed groups should facilitate the development of prevention and rehabilitation programmes, as recommended by the Committee on the Rights of the Child in January 2011.

Preparations for Mexico’s review by the Committee on the Rights of the Child in March 2015 were promoted by the visit of two Committee Members in November.

A special effort to promote the active participation and voice of indigenous girls in their communities was
undertaken in partnership with the Ministry of Education and the Chihuahua and Oaxaca state governments, with important fora held for 114 indigenous girls from 20 indigenous groups in both states in October and November. At these events, girls, their mothers, teachers and education promoters participated in workshops on gender and sexuality and violence; migration; children’s rights; and cultural identity. As a result of the mobilisation and advocacy, the state of Oaxaca, home to 16 indigenous peoples, launched a state-level Crusade against Discrimination.

A key education activity was the technical support provided to the federal Ministry of Education to include HRBA (with an emphasis on the right to participation) in the selection of the books distributed to every school in the country through the National School Libraries Programme.

In April, UNICEF brought children to the centre of a regional post-2015 MDG consultation held by the Mexican government in Guadalajara, Jalisco. UNICEF fielded specialists in childhood, migration and education in these regional discussions. A highlight was a side event organised by UNICEF in which 22 adolescents from different urban, rural and indigenous contexts voiced their proposals for the post-2015 agenda directly to Mexican High-Level Panel Member Ambassador Patricia Espinosa and through a written declaration. She committed to ensuring a stronger focus on children in forthcoming proposals.

Drafts of the CPD and Country Programme Action Plan (CPAP) for 2014-18 were reviewed from both a human rights and gender perspective, the latter through a specific gender assessment exercise and adjustments made to reflect them better.

**Gender Equality**

*Mostly met benchmarks*

Gender equity was a cross-cutting strategy throughout the implementation of the last year of the CPAP. In particular, gender equality was a key programming priority for protection and education programmes.

In preparation for the forthcoming CP, a comprehensive gender assessment was developed. The gender assessment was conducted by an external consultant and accompanied by the Latin America and Caribbean Regional Office (LACRO). This intense exercise was based on the gender review core package methodology developed by UNICEF headquarters in New York. As a result of the gender assessment, a final report and comprehensive work plan were developed to be implemented by all areas of the CO (communications, programmes, fundraising and partnerships, operations, management and gender focal point). Furthermore, all staff members received training to enhance gender awareness and gender-based programming skills.

UNICEF actively participated in the gender inter-agency group, particularly in actions related to violence against women and girls. UNICEF, together with other UN entities, disseminated the key messages on the second International Day of the Girl Child related to innovating for girls’ education in recognition of the importance of fresh and creative perspectives to propel girls’ education forward.

The UN Trust Fund Programme on Gender Violence concluded after three years. UNICEF, together with four UN agencies, consolidated an inter-cultural approach to gender violence prevention in indigenous communities through participatory planning and mobilisation of traditional authorities to develop community-led responses. The external ECLAC evaluation of the programme recognised the UNICEF-led strategy of promoting protection protocols for indigenous girls and boys, as a good practice that should be replicated. The strategy was documented by UNICEF and a guidance manual was published jointly by UNICEF and ECLAC. At the request of state authorities in Oaxaca, UNICEF calculated the cost of expansion of the strategy from three pilot municipalities to the whole state, including in urban settings.

Redressing the exclusion of indigenous girls from education, especially at the secondary level, was a priority within the education programme. In partnership with the Ministry of Education, UNICEF mobilised key state policy-makers, civil society and academia in Oaxaca and Chihuahua on this issue. This was done through holding the first two Forums of Indigenous Girls for Educational Inclusion in these states in which 114 adolescents girls from 20 indigenous groups reflected on and debated gender parity, migration, children’s rights and indigenous
identity. The girls shared the results of the meeting with high-level federal and state authorities. As a result, stakeholders at both federal and state levels made commitments to increase and improve mechanisms for the inclusion and permanence of girls in education, and the state of Oaxaca announced a Crusade against Discrimination.

Environmental Sustainability

**Partially met benchmarks**

The state of Chiapas officially established in all schools specific training in disaster preparedness contents through the development of Disaster Risk Prevention (DRP) plans based on the methodology promoted by UNICEF, which will benefit 1,219,278 students in 16,489 schools. 3,051 DRP plans were submitted. In the state of Yucatán, 472 CONAFE schools with 3727 students have DRP plans, and in the state of Tabasco the figure is 706 CONAFE schools with 7,245 students. A monitoring system is being developed in the three states in order to systematise the information gathered in the DRP plans. This will allow a more comprehensive response of the local and state authorities in case of emergency, as well as to provide valuable information about infrastructure needs and environmental local conditions.

South-South and Triangular Co-operation

UNICEF continued to be involved in South-South and triangular co-operation to share Mexican social innovations for children’s rights as well as to ensure that Mexico had access to best practices in children’s rights from abroad. UNICEF organised an intensive programme of international exchange so that Mexican policy-makers, legislators and civil society groups would benefit from experience in the creation of child and social protection systems, and initiated a dialogue with the UN Special Representative on Violence against Children and members of the Committee on the Rights of the Child.

As part of the work plan between CONEVAL and its counterpart in Morocco (ONDH), UNICEF supported a working exchange between the organisations in March 2013. CONEVAL’s experience and expertise were also showcased at a UNICEF workshop in Lima, Peru for measuring child welfare, which was attended by representatives from the Ministries of Health, Development and Social Inclusion, officers from Ecuador as well as other UN agencies.

UNICEF continued to support the efforts to harmonise estimates on maternal mortality. Experts from the Ministry of Health and INEGI attended a regional meeting held in November by LACRO and ECLAC on this issue.

UNICEF supported the participation of two indigenous girls in the international workshop on youth and adolescents participation, held in Brasilia, Brazil in December. They presented a case about educational inclusion through a methodology tested by UNICEF in indigenous contexts in Mexico (“Adolescent School Fora”), which promotes discussion, participation and generation of proposals on issues such as gender, migration and indigenous identity and education.

As part of the Vamos Jogar initiative, UNICEF supported the attendance of two Mexican delegates (from the Federal District government and from the Ministry of Education) to the workshop on sports for development, held in Brazil. They shared their experience in promoting social inclusion and the development of life skills amongst children and adolescents through sports and contributed to the debate for developing an M&E framework about the fulfilment of the right to sports, play and recreation.

Since 2012, UNICEF has been co-ordinating a four-country study with Brazil/LACRO, Indonesia/EAPRO and Turkey/CEE on Exclusion of Adolescents in Upper Secondary Education, in partnership with the US Fund for UNICEF and with funds from the Prudential Foundation. The study, to be launched in 2014, analyses the underlying factors of exclusion, the profiles of the adolescents and the barriers and bottlenecks in those four MICs, based on the methodology of the Global Initiative on Out-of-School Children. As part of this exchange, UNICEF sent two Mexican youth to participate in two regional events on educational inclusion and the post-2015 agenda in Istanbul, Turkey in co-ordination with the Turkey CO.
In the area of EPR, UNICEF contributed to the strengthening of capacities of personnel from the welfare agency (DIF) and implementing partners that deal with children in such situations. Staff from DIF, IEPAAC and UNICEF attended an inter-agency training workshop on children and adolescents protection in emergencies held in Bolivia.
Narrative Analysis by Programme Component Results and Intermediate Results
Mexico – 2850

PC 1 - Education

PCR 2850/A0/04/001 By the end of 2013, children and adolescents in the poorest southern states and municipalities with the lowest Human Development Index (HDI) improve access, permanence, learning and completion of basic education.

Progress:

During 2013, girls, boys and adolescents increasingly and qualitatively exercised their right to education, given improved programmes, policies and capacities in the federal and state governments. The education section focused on generating evidence and analysis on the situation of children and their access to quality education since the very beginning of their life and until they reach 18 years of age.

The mapping of ECD services in municipalities with the lowest HDI in Mexico showed that there are vast challenges of public policies and programmes to reach the most excluded and vulnerable children, and to provide quality services. The analysis of the Early Education Programme of CONAFE will provide essential information to strengthen the programme in terms of cultural pertinence and the approach to indigenous families.

Additionally, the education section improved the capacity of government representatives on HRBA (with emphasis on participation) of the Ministry of Education and NGOs that are responsible for the selection of school libraries at the national level to increase educational quality, and active participation in schools.

In terms of participation of adolescents in school, the three main strategies were systematised: literary expression groups; Construye-T middle-upper education programme; and participation in secondary schools in the Federal District. Two major female adolescent participation events were celebrated this year in Chihuahua and Oaxaca. During three days, girls and teachers reflected on the right to education, the barriers to exercise it and the gender challenges that exist. As a result, both state governments are responding with strategies to combat discrimination and to promote the inclusion and permanence of indigenous girls and boys in education.

UNICEF increased and strengthened its alliances in the education sector, celebrating memoranda of Understanding (MoUs) and implementing work plans. UNICEF continues to be a reference in terms of education with an equity focus. Key partners with state governments, the private sector (such as Liomont Pharmaceutical Laboratories, Santander Bank and Comercial Mexicana), as well as the US and Spanish National Committees and with civil society organisations such as the Foundation of United Indigenous Peoples for a Better Community.

IR 2850/A0/04/001/025 IR 1.1. By the end of 2013, 26,935,292 children and adolescents receive quality education through school texts that include HRBA and their effective participation at schools and in their community, reducing gender and ethnic inequities.

Progress:

UNICEF advocated for the continuity of quality education programmes to promote equity and inclusion of children and adolescents.

UNICEF provided technical assistance to develop the capacities of federal and state governments and NGO representatives responsible for the selection of the books that go nation-wide to school and classroom libraries. The training sessions for 350 people were on HRBA, with an emphasis on the right to participation. These book collections provide reading materials to support classwork. As a result, children and adolescents are now included in the selection process of these book libraries, and personnel of the National Reading Programme learned about the importance of considering children’s needs and interests in the book selection process so that books would appeal to them.

In the meantime, the two main strategies on adolescent participation in lower and upper secondary continued: 150,000 lower secondary students participated in 907 schools of Mexico City through student associations and complementary educational-communication strategies. In upper secondary, through Construye-T (UN joint programme) 1,168,000 students from 1,840 federal and state schools participated and played a key role in raising educational quality. In addition, within the Construye-T programme, the literary expression groups reached nearly 16,000 students in 958 schools. UNICEF’s technical expertise in this endeavour enabled Construye-T and the groups to play key roles in promoting positive adolescent development through participation.

UNICEF Mexico sponsored the participation of one indigenous adolescent in the Europe and Central Asia Regional Consultation on Education and the Post-2015 Development Agenda in two sessions in Turkey, contributing to the final declaration on the challenges that
exist in the programmes and public policies to eliminate the barriers and bottlenecks for the inclusion of indigenous peoples in the education system.

IR 2850/A0/04/001/026 IR 1.2. By the end of 2013, at least 1.2 million children aged 0-5 from the lowest two income quintiles receive comprehensive ECD services.

Progress:
UNICEF focused on articulating national efforts on ECD and providing evidence to generate public policies and programmes. ECD was included as a strategy toward a More Inclusive Mexico, one of the targets of the NDP 2013-2018. The key research—mapping and analysis on the public services for children 0 to 5 years old in a sample of municipalities with the lowest HDI—concluded and is going through an editing process to be published in early 2014. The main finding of this research is that public policies for the youngest children in Mexico require extra efforts to reach the most excluded boys and girls in terms of the use of indigenous languages (to increase interaction quality with families); physical and technological infrastructure to provide quality services; and efficient communication of the benefits of government programmes, amongst others.

Together with CONAFE and the Centre for Research on Social Anthropology, UNICEF carried out an analysis to strengthen CONAFE’s Early Education Programme under the HRBA with an inter-cultural perspective. This programme reaches more than 450 thousand children 0 to 4 years old through early education workshops directed at families.

At the state level in Yucatán, UNICEF convened all state institutions responsible for providing public services to children 0 to 5 years of age to promote a comprehensive and articulated ECD policy that expands coverage and increases the quality of integrated services. This mobilisation is also intended to channel government efforts to increase coverage and quality with a comprehensive ECD perspective. The pre-school quality standards for indigenous populations developed with UNICEF support continue to be regularly implemented by the state Ministry of Education.

IR 2850/A0/04/001/029 IR 1.3. By the end of 2013, the states of Chiapas, Yucatán, Oaxaca, Guerrero, DF, Zacatecas and Sinaloa adopt, operate and finance effective policies for educational inclusion in basic education.

Progress:
In 2013, children and adolescents from Chiapas, Yucatán, Oaxaca and Zacatecas benefited from inclusive education policies that monitor out-of-school children (OOSC) and from increased education quality.

In Oaxaca, the indigenous school assemblies continued to be a key activity to eliminate discrimination and achieve gender parity and inclusive education. This strategy reached more than 2,000 children and adolescents in 12 municipalities with the lowest HDI in the state, and more than 300 teachers were trained in this methodology. In partnership with the Ministry of Education, UNICEF mobilised key state policy-makers, civil society and academia in Oaxaca and Chihuahua on this issue. This was done through the first two Forums of Indigenous Girls for Educational Inclusion in these states in which 114 adolescent girls from 20 indigenous groups reflected on and debated gender parity, migration, children’s rights and indigenous identity. The girls shared the results of the meetings with high-level federal and state authorities. As a result, stakeholders at both federal and state levels made commitments to increase and improve mechanisms for the inclusion and permanence of girls in education and, as a follow-up activity after the fora the Governor of Oaxaca announced a Crusade against Discrimination.

In Zacatecas, the Monitoring System for OOSC is running as a useful tool to identify and encourage OOSC back to the education system. 96,279 children were identified as OOSC, of which 16,937 are registered as enrolled in school and in the cash-transfer program. A Second Chance Campaign was implemented to promote inclusion in the education system through the Zacatecas Adult Education Institute, reaching 22,960 children and adolescents.

Yucatán made important efforts in the implementation of the Educational Monitoring Plan by training civil servants from 80 municipalities (out of 106) in the state and the installation of 45 educational inclusion municipal committees together with educational inclusion work plans.

PC 2 - Protection of child and adolescents rights

PCR 2850/A0/04/002 By the end of 2013, 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.

Progress:
UNICEF advocacy ensured that key child protection targets relating to increased data collection, prevention and response to violence and exploitation and the universalisation of birth registration were included in Mexico’s NDP 2013-2018. Standing agreements were signed with the Social Welfare Agency, the Ministry of the Interior and INEGI in this regard. As a first result from this alliance, a two-year mass communications campaign on birth registration (for launch in early 2014) was designed and produced with the support of UNICEF and the
Carlos Slim Foundation. UNICEF also participated in the development of Mexico’s National Youth Plan and National Plan for the Social Prevention of Violence to ensure the adoption of a rights-based non-stigmatising approach to adolescents.

The NDP also acknowledged the need to create new institutional mechanisms to secure better co-ordination across the government to reach all children with their rights and protect them from harm. In accordance with this priority UNICEF supported a programme of international exchange with the executive, legislature, judiciary and civil society organisations on the components of a comprehensive children’s rights promotion and protection system. This included visits from regional experts, Brazil’s former Minister of Social Development, the UN Special Representative on Violence against Children and members of the Committee on the Rights of the Child. Cross-party agreements were reached in the Senate and Chamber of Deputies for holistic legislative reform in this regard.

At the same time, lessons learned from innovations developed in the 2008-2013 CP were to be distilled for dissemination in 2014, the 25th anniversary of the CRC. This included a series of case studies on good practices in child protection with emphasis in children and adolescents in marginalised communities in urban, rural and indigenous settings. On-line diplomas on psycho-social support to children in emergencies and for justice operators to implement child-friendly judicial procedures were produced with key partners for launch in 2014. A UNICEF regional amicus curiae on children’s rights in the context of migration was presented to the Inter-American Court of Human Rights during its session in Mexico and a MoU signed with the International Organization for Migration (IOM) and the UN High Commissioner for Refugees (UNHCR) to support a transition toward legal guarantees for migrant children in Mexico. An agenda-setting and capacity-building programme on the application of the International Guidelines on Alternative Care was also initiated with federal and state authorities.

IR 2850/A0/04/002/018 IR 2.1. By end of 2013, children in marginalised urban, rural and indigenous communities benefit from functioning inter-institutional protocols and methodologies to respond to violence and exploitation, including their access to justice and social care as victims, witnesses and perpetrators.

**Progress:**

UNICEF advocacy secured key child protection targets for increasing data collection and preventing and responding to violence in Mexico’s 2013-2018 NDP. Together with the UN Special Representative on Violence against Children, UNICEF advocated for a national diagnosis on violence against children. UNICEF made detailed recommendations to INEGI for making children more visible in security and justice surveys.

To address co-ordination and capacity bottlenecks in approaches to violence and exploitation, UNICEF supported local child protection systems and generated knowledge on what works. A series of publications on good practices in child protection covering birth registration, child labour, community rehabilitation for children with disabilities, juvenile justice and responses to violence, and especially gender violence in poor urban, rural and indigenous settings, was edited for dissemination in 2014.

In Oaxaca, the expansion of an initiative responding to gender violence in indigenous communities from three pilot municipalities to the entire state was budgeted and negotiated with the state government. UNICEF and ECLAC produced an operational manual for this within the UN Joint Programme on Gender Violence.

A UNICEF regional amicus curiae on children’s rights in the context of migration was presented to the Inter-American Court of Human Rights during its session in Mexico. UNICEF, IOM and UNHCR signed a MoU to support transition to better respect for legal guarantees for migrant children in Mexico.

On-line diplomas were developed as the best way of enhancing capacity at the scale needed in Mexico. A diploma in psycho-social support in emergencies was produced with IEPAC and the Autonomous University of Chiapas, and a diploma for justice operators in child-appropriate court procedures was produced with the Supreme Court and the NGO Children’s Rights Defence Office to be launched in 2014. Agenda setting and capacity building on alternative care standards was initiated with federal and state authorities.

IR 2850/A0/04/002/027 IR 2.3. By the end of 2013, national birth registration system counts with disaggregated data on non-registration, and birth registration is increased by 20% in the worst-performing states of Chiapas, Oaxaca and Guerrero.

**Progress:**

To address bottlenecks related to the legal framework, costs of birth registration and the capacity of civil registrars to reach rural, indigenous and migrant populations, UNICEF embarked on intensive advocacy with the new federal administration and 32 states to prioritise birth registration as an equity-promoting strategy. Prompted by the 10 x Infancia initiative, first birth certificates are now free in several states. In April, UNICEF and the First Lady witnessed an agreement between the Social Welfare Agency, DIF, the Ministry of the Interior and civil registrars and DIFs in all 32 states targeting universal birth registration by 2015. UNICEF and the Carlos Slim
Foundation joined the two government agencies to design and produce a mass communications campaign to run from 2014 to 2015 informing families of the urgency of registering children. UNICEF participated in activities in six states in which members of indigenous communities accessed their right to identity for the first time. Partial campaign results indicated that 189,490 people, mainly children, were registered through 100 special initiatives targeting marginalised populations.

UNICEF continued field action to address access to birth registration in rural and indigenous communities in Chiapas and Oaxaca with low birth registration rates. Training of trainers was held in Chiapas as part of a strategy for training traditional birth attendants in indigenous communities in their role of promoting birth registration through both health and registration procedures. A C4D initiative in 14 indigenous languages was undertaken in the state of Oaxaca alongside specific capacity building and outreach activities in 59 low-HDI municipalities. These approaches will be exchanged with states facing similar challenges, along with an analysis of Chiapas state strategies that increased under-one birth registration from 63% to 82% in two years. In 2014, an analysis and exchange of good practices in birth registration was to be extended to the whole country.

**IR 2850/A0/04/002/028** By the end of 2013, legislative reform processes on children’s rights governance and special protection in Mexico are informed with international standards and good practices.

**Progress:**

Longstanding weaknesses in co-ordination across sectors and administrative levels, and varying standards between states, undermine child protection capacity and effectiveness in Mexico. UNICEF promoted intense international dialogue with the executive, legislature, judiciary and civil society on the elements needed in a comprehensive children’s rights protection system. This responded to the opportunity afforded by 2011 Constitutional reforms to address structural flaws in children’s rights governance and child protection, and the NDP priority for institutional reform in this regard.

Mexican policy-makers, legislators and civil society groups were given access to the latest thinking on child protection systems drawn from a UNICEF/ECLAC study in Latin America and the Caribbean, to the lessons learned from Brazil’s comprehensive social protection system, SUAS, and initiated a dialogue with the UN Special Representative on Violence against Children and members of the Committee on the Rights of the Child. UNICEF also gave guidance on the necessary components of a children’s rights promotion and protection system, derived from Committee on the Rights of the Child general comments in this regard. Cross-party agreements were reached in the Senate and Chamber of Deputies for holistic legislative reform.

At the sub-national level, and through the 10 x Infancia initiative, UNICEF continued to promote better co-ordination between sectors, through the establishment of inter-sectoral children’s rights committees at state and municipal levels.

UNICEF supported an international congress on juvenile justice in Morelos, drawing attention to widely varying juvenile justice standards (maximum penalties range from three to 20 years in different states), in a publication analysing legal and institutional frameworks in Mexico’s 32 states. At the Congress, the federal government committed to harmonising standards. In 2014 a separate output on juvenile justice was to be created focusing on legal reform to establish common standards for specialised juvenile justice throughout the country.

**PC 3 - Public policies and partnerships for children’s rights**

**PCR 2850/A0/04/003** By the end of 2013, policy-makers have access to quality, disaggregated data that expose disparities as well as recommendations to improve the design of equity-enhancing public policies.

**Progress:**

Results were achieved in 2013, further positioning UNICEF as a knowledge leader in children’s rights and a go-to actor for equitable policy design for children. At the same time, UNICEF increased credibility with social policy actors through its consistent high-quality analysis and publications, as well as its partnerships with prestigious local actors such as CONEVAL, INEGI and the Ministry of Finance.

In terms of equity information systems, the website infoninez.mx was improved in both content and functionality since its launch in 2010 and now includes state-level policy information. In addition, SITAN publications were presented in four states, in each case working with local academic partners and marrying launch events with the presence and renewed commitment of the states’ Governors. UNICEF also made advances in realising improvements in the country’s own capacity to measure the realisation of children’s and adolescent rights, through its incorporation in two working groups that define social development and demographic indicators, as well as its suggested additions and changes to the upcoming national demographic survey. UNICEF also suggested a change in the main nutrition-related indicator of the Crusade against Hunger from acute to chronic malnutrition in accordance with the existing data on these issues.

UNICEF published with CONEVAL an analysis of child poverty and social rights of children and adolescents comparing 2008 and 2010 data that laid the technical basis for UNICEF’s advocacy for special attention to children and adolescents as part of the country’s six-year NDP. UNICEF also continued its advocacy for improved tracking of public spending on children, proposing text for the national budget that explained the importance of this exercise that had been voted into law in 2012 and achieving the passage of law making the identification
of spending on children and adolescents mandatory in all future budget exercises. Similar catalogues of spending on children were also produced for the first time at the sub-national level, with technical assistance from UNICEF in Chiapas and Yucatán.

Several other planned publication launches were delayed due to factors beyond the CO’s control, such as a request of the government to delay the MDG report and uncertainty by the donor institution as to the scale of launch activities around the OOSC publications.

**IR 2850/AO/04/003/023 IR 3.1.** By the end of 2013, disaggregated, high-quality data and information are generated and made available in order to expose disparities.

**Progress:**

The infoninez.mx website was expanded through the development of four state-level portals that include modules on data and indicators, social policies and budgets for children, as well as a catalogue of publications and a list of organisations working for children in the priority states of Chiapas, Oaxaca, Yucatán and Zacatecas. As for the national-level site, the module on data and indicators has been continuously updated, including recently-released data from the National Survey on Health and Nutrition. The structure of the database was improved by simplifying the groups of indicators, reducing them from 422 to 91. The database was also converted from CensusInfo to DevInfo 7. The investment on children module was also updated and now includes information from the 2013 and 2014 fiscal years. The office provided technical assistance to the Spanish NatCom regarding their intention to develop a similar information platform. In order to promote the use of infoníñez amongst children and adolescents, the CO participated in the first meeting against discrimination of indigenous girls in Oaxaca and in the 7th Science Fair for Children, which was organised by the National Polytechnic Institute. In both events, UNICEF presented infoninez.mx as a tool to promote the rights of children through information and participation. The number of visitors from 1 January to 29 November 2013 was 40,201, representing an increase of 50% over 2012. 84.16% are new visitors and 15.2% are returning visitors.

The publication of *Reaching the MDGs with Equity* was delayed until early 2014 at the request of the government, given that its report on progress against the MDGs was only released in December. This allowed UNICEF to update all statistics and ensure maximum comparability with official figures.

**IR 2850/AO/04/003/024 IR 3.2** By the end of 2013, quality analysis of factors underpinning inequality and exclusion as well as policy recommendations to address these factors are developed in areas such as social spending on children and child poverty.

**Progress:**

UNICEF published with CONEVAL a publication on multi-dimensional child poverty (2008-2010) that placed children at the centre of the national poverty reduction agenda. Key findings included that child poverty is higher than adult poverty—highest for children under five years of age—and there is a higher prevalence of poverty amongst indigenous children and adolescents, as well as the deterioration of food security over the same period while other social service indicators improved. Results showed that 53.8% of children and adolescents live in poverty in Mexico. Consequently, UNICEF made a strong call to action to stop the inter-generational transmission of poverty during the current six-year presidential term (2012-2018). UNICEF and CONEVAL updated the estimates to include 2012 data that was to be published at start of 2014. The study received extensive media coverage: 93 press reviews, including the most relevant national newspapers and TV channels, as well as local media and Internet portals. There were also mentions in ICON, UN News and the press brief of the Secretary General’s spokesperson. More than 6,000 people viewed information regarding the study in social media and it had more than 50 mentions on Twitter.

The study on out of school children in Mexico and the accompanying four-country study on adolescent exclusion in secondary school in Brazil, Indonesia, Mexico and Turkey were completed and are on track to be released in 2014. They were not released in 2013 due to changes in leadership with the donor institution; however, the data were used throughout the year to support advocacy with the education sector regarding the current education reform.

Following the agreement with UNICEF, the Ministry of Finance included for the third time in the federal budget an annex that identified public investment in children. At the same time, UNICEF collaborated in writing the justification for investing in children in the 2014 economic package of the budget document presented before Congress. The newly-created congressional Committee on Children Rights ensured the inclusion of the budget’s annex on children by law, so reporting on spending on children in all future budget exercises at the federal level will be mandatory and information necessary for analysis and advocacy will consequently be made available.

**IR 2850/AO/04/003/029 IR 3.3** During 2011, 2012 and 2013, strategic alliances and collaborative partnerships are established with the private sector and centres of excellence to influence, advocate, facilitate knowledge exchange and leverage resources in favour of children.

**Progress:**

Strategic partnerships were maintained to support knowledge generation as part of the APR campaign. UNICEF Mexico and several governmental, academic and civil society partners attended the regional APR summit in Panama in September. Through a partnership
with Pepsico Foundation, UNICEF designed and launched a nutrition survey in the most marginalised rural communities of the state of Oaxaca to provide a deeper understanding of the factors that underpin child under-nutrition in excluded communities. In addition, the strategic partnership with INEGI was renewed to address a more ambitious agenda to improve statistical information available on children’s rights. UNICEF was able to contribute to the inclusion of improved data collection on breastfeeding, birth registration and HIV tests as part of pre-natal care in an upcoming national household survey.

Finally, a strategic partnership with the NGO Un Kilo de Ayuda allowed UNICEF to co-host, with the INSP and the Senate, two important events to push for improved child nutrition through promoting breastfeeding and to understand its recent decline in Mexico... The first event received important media coverage and was reported in two national newspapers, one radio broadcast and eight internet portals.

Lastly, in partnership with REDIM, UNICEF participated in meetings with regional and national civil society organisations and local governments to advocate for a HRBA to budgeting for children.

IR 2850/A0/04/003/030 IR 3.4. By the end of 2013, the states of Chiapas, Oaxaca, Yucatán and Zacatecas have quality, relevant and disaggregated information systems in order to expose disparities and inform public policy recommendations.

Progress:

UNICEF published SITAN in four priority states: Chiapas, Oaxaca, Yucatán and Zacatecas, taking a magnifying glass to gaps in children’s rights fulfilment and inequity in some of the most disadvantaged states in the country. These publications allowed UNICEF to develop capacity with local actors and improve the children’s rights-based approach to the use and analysis of data. The publications also positioned children at the centre of the sub-national agenda to develop effective social policies for poverty reduction and development of human capital, reinforced by the participation of each state’s Governor in the launch events. The launches received extensive media coverage: in Zacatecas the Representative gave interviews to the different local TV networks, and in Yucatan the launch was covered by press and TV media, and six articles were published in different newspapers.

As previously mentioned in the PCR-level results, state-level websites with policy information with respect to children were included in newly-designed state-level information portals on the website infoninez.mx, incorporating feedback from state government institutions.

In addition to these planned activities, opportunities were seized in the states of Chiapas and Yucatán to create child spending earmarks, based on UNICEF’s methodology to estimate public spending on children. The state of Yucatán in particular included, for the first time, a list of programmes and spending on children from all government entities. As part of this section of the budget there is a summary of UNICEF’s socio-economic data and budgetary analysis of programmes focused on children from the recently-published state-level SITAN. At the same time, the experience of including children’s rights as a central theme in the municipal development plan in the city of Puebla was documented and was to be launched at the start of 2014 as a best practice in local government.

PC 4 - Cross-sectoral costs

PCR 2850/A0/04/004 By the end of 2013, efficient and effective communication and M&E strategies implemented in support of programme delivery.

Progress: During 2013, M&E and communication activities were targeted to support programme delivery and fundraising through strengthened synergies.

Communication strategies focused on:

- A reinforced media strategy to maintain high levels of visibility of office programming and advocate through systematic outreach to media.
- A strong integrated on-line communication strategy.
- A strategic calendar of public events.
- A strong knowledge generation and dissemination plan.
- Consistent participation in global and regional initiatives and campaigns such as End Violence and Vamos Jogar
- Media interactions guided by talking points and Q&A documents so as to convey both programme priorities and key messages, as established in the communication strategy.
- Careful analysis to ensure that all communications activities advance the CO’s advocacy objectives and programme priorities, while at the same time adding to the overall visibility and strength of the brand—all with a strong fundraising component.
- Presence at the highest levels of government through the signing of agreements with major ministries, meetings with governors, amongst other events, and by associating the UNICEF brand with various relevant actors. These activities implied strategic work on communications and public relations in which the section’s expertise and role were crucial.

M&E strategies focused on three main activities: resumption of co-operation activities with INEGI; finalisation of strategic studies, research and situation and analysis; and updating the DEVINFO database. In particular, the new MoU with INEGI opened new
opportunities for UNICEF Mexico to participate in the Specialised Technical Committee on Population and Demographic Dynamics, an inter-institutional co-ordination entity in charge of identifying and developing joint actions to integrate, produce, process and communicate national information on population and demographic dynamics. The CO’s participation in this committee opens a permanent space to give feedback on household surveys, such as the National Survey on Demographic Dynamics, to be carried out in 2014, allowing UNICEF to pinpoint information gaps on key children’s rights concerns, such as breastfeeding and birth registration.

In regard to internal monitoring activities, programme delivery was closely monitored. Quarterly reviews are provided on programmatic advances based on reports prepared by programme areas. RAM in Vision continued to be a key tool to monitor results and sharpen indicators. Again, internal evaluation efforts concentrated on evaluation of inter-agency and joint programmes, helping to refine co-operation efforts.

**IR 2850/A0/04/004/008 IR. 4.1 In 2011, 2012 and 2013, programme managers have timely, relevant and quality M&E inputs to inform programme decision-making.**

**Progress:** During 2013, integrated monitoring and evaluation plan (IMEP) activities were implemented and monitored in a timely manner, serving as a key input for the CO’s publication strategy. M&E efforts included:

- Finalisation of key systematisations from education and protection programme areas as key inputs for the upcoming CPD 2014-2018.
- Four sub-national SITAN of four priority states (Chiapas, Oaxaca, Yucatan and Zacatecas) were published and presented to key actors in each state, including the Governors, local implementing partners and other local actors.
- Unfortunately, the launch of a municipal-level dashboard in partnership with INEGI was postponed until 2014. Still, renewed contact with INEGI opened new co-operation opportunities in areas such as juvenile justice, violence, early childhood and school census. New opportunities also emerged for the CO to participate in the Specialized Technical Committee on Population and Demographic Dynamics, an inter-institutional co-ordination entity in charge of identifying and developing joint actions to integrate, produce and communicate national information on population and demographic dynamics.
- The CO’s efforts to monitor the situation of children and adolescents, combined with its advocacy, were effective in influencing the government’s NDP 2013-2018, with the acknowledgement of key issues pointed out by UNICEF. Specific mentions included the reference to six million children who are out of school and the need of improving data collection on all forms of violence against children and adolescents for monitoring, evaluation and feedback purposes.
- Based on the results of the 2010 Census (which showed an unexpected increase in the number of people in the country), Mexico reviewed its population projections, resulting in a process of demographic conciliation. Key indicators that use these projections were re-calculated, resulting in a need to incorporate new data, which was not necessarily harmonised with the most recent estimates made by UN inter-agency groups, particularly in regard to maternal and child mortality. The CO worked closely both with NYHQ and INEGI to harmonise these estimates, arriving at a solution acceptable to all parties.

**IR 2850/A0/04/004/013 Operating Costs**

**IR 2850/A0/04/004/017 IR. 4.2 In 2011, 2012 and 2013, key messages on children and equity are communicated to targeted audiences and put at the centre of public agendas.**

**Progress:**

- UNICEF Mexico’s visibility increased considerably. UNICEF participated in over 100 events throughout the year, all with extensive media coverage: at least 2,550 instances of coverage (1,852 in print media and 698 in TV and radio), 36 press releases (released to at least 600 outlets), 50 speeches published and six op-ed articles published in major newspapers and magazines. More than 100 interviews with national media were conducted. On average, UNICEF Mexico and its work appeared in national media at least four times a week (often in several media on the same occasion).
- The digital communication strategy developed in 2012 was further implemented and revamped in 2013 with the launch of www.somosunicef.mx, strengthening the organisation’s social media presence, reaching 134,133 people on Facebook and 649,519 people on Twitter. As a result of the digital communication strategy, the increase of visits to the UNICEF website in 2013 compared to 2012 was 70.45% (464,026 visits in 2012, to 658,626 visits in 2013). With respect to social media, the UNICEF Facebook fan page increased “likes” by 82% during 2013 (from 11,638 to 21,179 likes), while on Twitter the number of followers increased by 115% (35,821 new followers) reaching a total of 66,839 followers by the end of 2013.
- The Communications section supported the improvement of brand awareness and public advocacy by efficiently managing relations with celebrities and ambassadors. Mexican football star Javier “Chicharito” Hernandez and singer Julieta Venegas participated in regional initiatives such as Vamos Jogar and Un Mundo de Capacidades. In the case of global initiatives, the CO strongly promoted the END VIOLENCE initiative by engaging local actors and media, and launched the State of the World’s Children 2013 report locally. An audio-visual production workshop for teens was conducted before the launch of the report in Mexico, through which participants produced 20 one-minute videos.

**PCR 2850/A0/04/800 Effective and efficient programme management and operations support to programme delivery.**
**Progress:**

Seven management priorities were defined in the 2013 Annual Management Plan (AMP), which are constantly monitored by the Country Management Team (CMT). The main priorities are the preparation of the 2014–2018 Country Programme Management Plan (CPMP) and Programme and Budget Review (PBR) submission. In the end, the signed PBR minutes were shared with all CO staff.

In order to ensure that staff acquired the needed skills for the next CP, a learning and development plan was created and implemented.

An audit committee was also created. It began by conducting internal and external questionnaires At the same time, the CO supported the Bolivia CO in its self-evaluation for its 2013 audit. During this assessment, the CO observed some supporting documentation that would be useful to upload in Vision as preparation for the 2014 audit in Mexico.

The CO conducted Harmonised Approach to Cash Transfers (HACT) revisions to its counterparts; however, it did not conduct any micro-assessments given that the lack of new partners.

Considering the new UNICEF PFP Plan 2014–2017 and the new CPD 2014-2018, the CO focused energy on consolidating a strong fundraising structure and preparing PFP staff to meet the challenges for the upcoming years. Given that the total amount raised locally represents more than 50% of the total OR incomes, and that is necessary to secure flexible and predictable funding, the CO was granted US$ 1.6 million from FDP and R&D funds to support the main acquisition tool, “Face-to-Face”. The strategy allowed the CO to build the individual pledge donor database, through which Mexico secured 13,000 new pledge donors and increased income by 34% with respect to 2012, reaching 26,500 active pledge donors.

---

**IR 2850/A0/04/800/001** 5.1. Effective and efficient governance and systems

**Progress:**

The CO 2013 AMP was completed, focusing on preparation for the new CP with the elaboration of strategic CPD and CPMP documents. In addition, the AMP emphasises the establishment of the statutory committees, defining tasks and responsibilities.

In order to support Vision operation, the sustainability and reliability of tele-communications infrastructure was guaranteed and hardware and software are in compliance with UNICEF standards.

The segregation of duties was incorporated as an important internal control to prevent errors and to be in compliance with IPSAS, increasing the transparency of operational management practices.

The CO still faces some business-related delays due to Vision implementation, but it overcame the main problems locally through the continuous support received from the SMEs and GHD, and is currently on track.

To strengthen inter-agency collaboration in ICT, the CO played an active role in a collaborative inter-agency team work to improve and test business continuity plans of the offices involved.

The CO established an audit committee, given that an audit review of the CO had been requested by the Representative for 2014. External audit questionnaires have been adapted to the CO for different areas of work have been prepared by each section of the office.

Internal audit questionnaires were also shared by the RO and will be used as necessary.

The CO shared with the RO the recommendations regarding the risks and cost-benefits that UNICEF will assume by using e-payments. These recommendations were assessed positively.

Eventually, given that Citigroup operates in Mexico through Banamex, the CO started implementing in December 2013 the service of Banamex in e-banking to keep in line with HQ requirements.

---

**IR 2850/A0/04/800/002** 5.2. Effective and efficient management and stewardship of financial resources
Progress:

In general terms, the CO continued to realise efficient management of financial resources and planning based on the close collaboration across operations, programmes and PFP areas.

The cash flow monitoring system continued to reinforce timely recording of Private Sector Fundraising (PSFR) income and a regular triangular reconciliation of PFP financial data, bank statements and financial transactions reflected in Vision, on time allocations to perform the support budget, programmes and PSFR obligations. The periodical income projection updates received from PFP continued to provide valuable inputs to ensure sound cash flow planning and management.

A significant number of technical and business-related problems with Vision implementation could be solved locally; however, there were some challenges during the first semester of 2013 regarding the DCT liquidations process due to technical issues that resulted in DCTs appearing to remain outstanding amounts over nine months. In the end, these DCTs of IEPAAC and ODI were closed in late November 2013. Actions were also taken to resolve liquidations and eliminate or reduce outstanding balances. As was already reported, at the end of 2012 audits to the main implementing partners were performed by an audit firm under the supervision of the finance team after four years of co-operation.

As a follow-up activity, the CO continued to conduct risk assessments on implementing partners in compliance with HACT regulations, co-ordinated by Operations and Programme teams, visiting implementing partners to verify the 2012 programme closing activities. Corrections and recommendations derived from the audit reports were enacted with positive results and actions taken by the IPs. New visits were to be scheduled for the beginning of 2014 for the funds related to 2013.

In 2013, as in other years, the CO continuously supervised the specific management indicators for financial monitoring of budget performance to complement the KPIs of the management dashboard and timely corrective measures were taken by the CMT accordingly. In order to improve performance and reduce the indicator of cheques less than US$ 500.00, the CO started formalities with Banamex, representative of CitiGroup in Mexico, in order to start working with e-banking services in December 2013.

IR 2850/A0/04/800/003 IR 5.3. Effective and efficient management of human capacity

Progress:

The PBR took place in March and the following changes were accepted:

- The office will be part of a HUB from April 2015 (Operations)
- Creation of three new positions for programmes (Effective date January 2014 and confirmed in September 2013)
- Creation of two positions and five posts abolished in operations (Different effective dates, confirmed in September 2013)

JCC meetings were more constant (once a month after the CMT meeting) to discuss and address concerns in a more efficient way.

The following recruitments were completed between January and July, and the new staff joined the organisation at the targeted time:

1. GS-5 Database Assistant (01.01.2013)
2. GS-6 Fundraising Assistant (01.05.2013)
3. GS-7 Fundraising Assistant (01.05.2013)
4. NO-B Fundraising Officer (27.05.2013)
5. NO-C Fundraising Specialist (01.05.2013)
6. GS-5 Communication Assistant (Temporary Appointment)
7. GS-4 Communication Assistant (Temporary Appointment)

The following processes finished and await either an offer letter or CRB:

1. IP P-4 Chief of Fundraising (Offer letter)
2. NO-A Communication Officer (CRB)

The following recruitment processes are still in progress:

1. IP P-4 Chief of Communication
2. IP P-4 Chief of Operations
3. IP P-4 Chief of Education
4. GS-6 Human Resources Assistant

The following selection process were to start in December 2013

1. GS-7 Monitoring Assistant
2. GS-7 Programme Assistant
3. NO-A Health and Nutrition Officer

Twenty consultant contracts were issued.

The outplacement service delivered to the incumbents on abolished positions was given according to the plan as a way of providing support to these individuals during their transition period.

For the incumbents whose positions were to be abolished in 2014, there is already a contract in place with the outplacement company and at the beginning of the year the RO was to co-ordinate the start date of the programme with affected staff.

Elections for the Peer Support Volunteer Programme (PVS) took place in June and July, and a staff member (Florentina Scully) participated in the training in September.

The PAS report showed significant progress in the amount of reports completed by the deadline in 2013, although in some cases the mid-year review was still in progress.

All contract extensions and entitlements within step increments, etc. were performed on time.

Administration of the outsourced personnel was within the target with no deviation, including filling a new position within three weeks (call centre).

The training committee implemented some changes to become more efficient, and these initiatives were still in progress; however, changes were expected to be noticed by the end of the year.

IR 2850/A0/04/800/004 IR 5.4. In-country PSFR generates quality, cost-efficient funding to the CP (OR) and, where applicable, contributes to global Regular Resources (RR) and/or Thematic Contributions (ORT) funding for humanitarian programmes.

**Progress:** The local PFP strategy focused on expanding the individual donors’ database by acquisition and retention strategies, as well as maintaining and expanding alliances with private sector corporations.

Continuing the strategy of strengthening and enhancing the local PSFR structure, the transition to a new PFP structure was carried out.

The acquisition strategy focused on the Face-to-Face programme, mainly in Mexico City, Puebla and Guadalajara, reaching 13,000 new pledge donors who trust and support UNICEF.

Additional fundraising campaigns such as school collections, bank campaigns, special events (e.g. auctions) and Christmas campaigns were done in order to start a pathway to pledge initiatives, generate gift donors and increase brand awareness and positioning within the market. Nearly US$ 3,000 was raised for emergency campaigns on behalf of Syria and the Philippines.

The stewardship and retention programme (line and circle strategy), plus the tele-marketing campaigns (upgrade, re-activation,
recovery, payments, etc.), contributed to an active pledge donor house list of 26,500 supporters and an annual income of US$ 3,600,000.

The private individuals’ strategy achieved 100% of its 2013 income forecast, which represents 34% of growth compared to 2012. The corporate strategy was mainly directed to the maintenance and establishment of long-term partnerships in order to mobilise and leverage resources for children. Local partners participated in the development of campaigns and CRMs to promote children's rights through its customers, employees, suppliers and partners. Such was the case with Banco Santander, Comercial Mexicana, Quaker, Mont Blanc, Liomont Laboratories and Fundación Carlos Slim.

**IR 2850/A0/04/800/888 HR**

**IR 2850/P0/04/800/005 IR 5.5.** Sales of cards and gifts, either via direct sales or licensing agreements, generate RR in a cost-efficient manner.

**Progress:** Following the licensing guidelines of PFP HQ, the UNICEF licensing model was presented mainly to potential licensees in the Stationary and Paper Goods category: Bic, Maped, Edding, Zebra, Dipak, Grupo Janel, Lucky Clover, Granmark, Kores, Dietrix, Baco, Pentel, Pelikan, Dixo, Klar & Danver and Lumen, as well as to Liverpool (department store) for a Direct-to-Retail (DTR) negotiation. It is important to note that the French company Maped was interested in having higher-level licensing talks, so the Country Development Manager contact at Maped based in France was shared with the PFP licensing team in Geneva. In addition, the CO worked closely with the National Chamber of the Clothing Industry to develop optimal licensing materials for potential licensees in the apparel category. Due to the production cycle, the developed materials were to be presented to potential apparel licensees during the first quarter of 2014.

The performance of current licensees was affected in the second half of 2013 due to the economic conditions in major retail chains in the country and, unfortunately, Danpex (agenda licensee) made the decision not to renew the licensing agreement for the 2014-2016 period.

On the other hand, Explo World confirmed its commitment to continue as a licensee of cards for the next three years and, despite the commercial difficulties, their results showed a slight increase compared to 2012.
Effective Governance Structure

The CO identified seven priorities that the CMT monitored throughout the year:

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables</th>
<th>Responsibility</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2014-2018 CPD and Summary Results Matrix</td>
<td>Deputy Representative; M&amp;E Officer and Programme Officers (CPD Task Force)</td>
<td>CPD approved by the Executive Board</td>
</tr>
<tr>
<td>2</td>
<td>CPAP</td>
<td>Deputy Representative; M&amp;E Officer and Programme Officers</td>
<td>Document elaborated in consultation with counterparts.</td>
</tr>
<tr>
<td>3</td>
<td>2014-2018 CPMP and PBR submission</td>
<td>Deputy Representative and Operations Chief</td>
<td>Signed PBR minutes shared with all staff</td>
</tr>
<tr>
<td>4</td>
<td>Staff capacity plan to support new CPD</td>
<td>Deputy Representative and Operations Chief</td>
<td>Learning and development plan based on next CP requirements elaborated and implemented</td>
</tr>
<tr>
<td>5</td>
<td>Audit self-assessment</td>
<td>Audit Committee</td>
<td>Self-Assessment addressing prior audit recommendations and audit questionnaire conducted and corrective actions implemented.</td>
</tr>
<tr>
<td>6</td>
<td>CO Hact compliance</td>
<td>Deputy Representative and Operations Chief</td>
<td>Micro assessments &amp; assurance activity plans implemented, with findings addressed</td>
</tr>
<tr>
<td>7</td>
<td>Work processes</td>
<td>Operations Chief</td>
<td>Key work processes revised and disseminated to improve overall efficiency and productivity</td>
</tr>
</tbody>
</table>

Strategic Risk Management

An Enterprise Risk Management was formulated for 2013 by the CO:
The CO actively participated in the UN disaster risk reduction strategy developed by UNETE. In September, UNICEF participated in the “mega-simulation” drill organised by the government.

An audit committee was created. The committee started working with internal and external questionnaires. The CO assisted the Bolivia CO in its self-evaluation for the 2013 audit. During this assessment, the CO became aware of supporting documentation that should be prepared for the 2014 audit.

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Area</th>
<th>Risk Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Risks</td>
<td>Ad Environment</td>
<td>Insufficient local private sector funding to finance the CP</td>
</tr>
<tr>
<td></td>
<td>Country environment</td>
<td>Newly elected government in place since December 2012.</td>
</tr>
<tr>
<td></td>
<td>Neutrality</td>
<td>Please see answers in the section on country environment</td>
</tr>
<tr>
<td></td>
<td>Partners Relationship</td>
<td>Ineffective partnerships do not contribute to achieving results for children</td>
</tr>
<tr>
<td></td>
<td>UN reform</td>
<td>Coherence is not achieved and the UN becomes an irrelevant partner in the country context</td>
</tr>
<tr>
<td></td>
<td>Management of third parties</td>
<td>UNICEF’s image and reputation are damaged.</td>
</tr>
<tr>
<td></td>
<td>Predictability of Funding</td>
<td>Reduced availability of funds for programme delivery.</td>
</tr>
<tr>
<td></td>
<td>Ability to change</td>
<td>Introduction of Vision has posed challenges in terms of effectiveness and efficiency SRS, IPSAS, and new management tools</td>
</tr>
<tr>
<td></td>
<td>Governance &amp; Accountability</td>
<td>Programme quality assurance, innovation and adaptability challenged by bureaucratic decision-making environment.</td>
</tr>
<tr>
<td></td>
<td>Programme strategy</td>
<td>Programme strategy and priorities do not add value to national agenda for children</td>
</tr>
<tr>
<td></td>
<td>Capacity for programme management</td>
<td>Programme activities exceed implementation capacity and resource availability</td>
</tr>
<tr>
<td></td>
<td>RSM &amp; measurement &amp; reporting on results</td>
<td>CO’s results in a MIC environment are not aligned with HQ’s expectations</td>
</tr>
<tr>
<td>Operational Risks</td>
<td>Process, procedures &amp; controls</td>
<td>Delays in decision-making processes slow down operational and programme implementation</td>
</tr>
<tr>
<td></td>
<td>Knowledge management and information</td>
<td>Overload of, or insufficient information produces sharing ineffectiveness and inefficiency</td>
</tr>
<tr>
<td></td>
<td>Procurement and logistics management</td>
<td>Contractual services not provided as expected</td>
</tr>
<tr>
<td></td>
<td>Systems &amp; IT infra-structure</td>
<td>IT policies are out of sync with development of new technologies preventing efficiency and effectiveness of programme operations</td>
</tr>
<tr>
<td></td>
<td>Ethics &amp; culture</td>
<td>UNICEF’s reputation and image is undermined by ethics issues</td>
</tr>
<tr>
<td></td>
<td>Rewards &amp; sanctions</td>
<td>Absence of a clearly defined rewards or sanctions policy can impact on staff morale and performance</td>
</tr>
<tr>
<td></td>
<td>Organizational Competencies</td>
<td>Absence of adequate competencies can limit performance and achievement of office objectives</td>
</tr>
<tr>
<td></td>
<td>Talent management</td>
<td>Inability to hire or retain valuable staff</td>
</tr>
<tr>
<td>Financial Risks</td>
<td>Foreign exchange</td>
<td>Volatility of exchange rates might negatively impact on programme operations</td>
</tr>
<tr>
<td></td>
<td>Budget management</td>
<td>Under- or never budgeting might lead into misuse of financial resources</td>
</tr>
<tr>
<td></td>
<td>Financial management</td>
<td>Inadequate use of financial resources could result in fraud, misuse or over expenditure of UNICEF’s financial assets</td>
</tr>
<tr>
<td>Hazard Risks</td>
<td>Safety &amp; security</td>
<td>Violence from organized crime impacts staff safety and security</td>
</tr>
<tr>
<td></td>
<td>Natural environment</td>
<td>CO and programme delivery heavily affected by natural disasters</td>
</tr>
</tbody>
</table>
The CO realised HACT revisions of our counterparts; however, there were no new partners to assess with Micro-assessments.

In order to simplify work processes and after getting the approval of the RO, the CO began working with e-banking payments with Citigroup. This would allow the CO to have an efficient process of payments, reduce the number of monthly cheques and reduce spending on gas for office vehicles.

**Evaluation**

The 2013 IMEP was aligned to the regional and global research agenda, but it was also a key tool to plan and implement studies and research in key programmes and strategies. Quality control mechanisms were used for the review of terms of reference and clearance of reports. Given that 2013 was the last year of the CP, the IMEP included documentation of key co-operation activities implemented during the last six years. Main issues included educational inclusion of migrant children, alternative measures for children in conflict with the law, birth registration, violence against children, indigenous children, adolescent participation and children in alternative care, amongst others.

The evaluations of two inter-agency joint programmes were completed: the impact evaluation of Construye T conducted by the INSP and the final evaluation of the Conflict Prevention and Peacebuilding window, supported by the Spanish MDG Fund. Given the inter-agency nature of both programmes, the evaluations had no specific management responses addressed to UNICEF. Still, it is worth mentioning that the final evaluation of the peacebuilding window concluded that the joint programme was successful in terms of the linkage generated amongst government, academia and civil society to accomplish short- and mid-term results. The issue of population displacement was placed at the centre of the Chiapas agenda and contributed to generating better public policy decisions.

Regarding the UN Joint Programme on the Prevention of Gender Violence in Indigenous Communities in Oaxaca and Chiapas, which the UN Trust Fund against Gender Violence funded, ECLAC made an assessment that recognised the UNICEF-led strategy of promoting protection protocols for indigenous girls and boys as a good practice that should be replicated.

**Effective Use of Information and Communication Technology (ICT)**

In 2013, ICT services were available and reliable 99.9% of the time, allowing staff to perform their duties on time and with the required quality. The IT section performed two major projects:

- Continuing with the “paperless office” project, the photocopiers were removed and replaced with scanners, reducing the consumption of paper and toner, as well as improving the flow of documents electronically amongst all sections in the office and externally with counterparts.
- In accordance with UNICEF standards, the implementation of VEEAM as the new platform for data backup, replacing tapes for external hard drives, was more time efficient and improved the security and reliability of the process.

In the area of tele-communications, the CO made the following improvements:

- Changing the mobile telephone plan, increasing the amount of data and minutes for voice communication for the same amount of money and providing new smart phones;
- Changing the vendor for wireless Internet access, reducing the cost by 30% with greater bandwidth; and
- Changing the service provider for the BGAN unit, allowing the CO to reduce the cost by 20%, including USD$150 of airtime.

UNICEF’s ICT staff provided technical assistance to UNDSS and the group of UN security focal points on tele-communication-related issues.
Inter-agency co-ordination continued with UNDP and ECLAC in order to formalise the support amongst those agencies in terms of business continuity plan.

**Fundraising and Donor Relations**

The Country Office Fundraising (COFR) structure successfully strengthened, with favourable results. Local PFP strategy focused mainly on expanding the individual donors’ database and on donor retention strategies, and maintaining current alliances with private sector corporations.

COFR delivered a total of US$ 4,335,090 (including overseas emergencies) in 2013, constituting 59% of the CP budget. There was an overall growth in fundraising of 16% compared to 2012.

Growth potential remained constant through increasing the individual donors’ database. More than 13,000 new pledge donors were recruited, an increase of 34% vs. 2012, reaching an active pledge donor house list of more than 26,500 supporters. Efforts to significantly increase the number of pledge donors through Face-to-Face and pathway to pledge strategies was to continue, including through involving the corporate sector in the conversion of its customers, employees and suppliers as UNICEF partners.

Commitment from the corporate sector is constantly evolving; the participation of companies in engaging with programme content moved forward. For example, the alliance with the Carlos Slim Foundation went from the mobilisation of financial resources toward developing a public-private partnership between UNICEF, the Foundation and two Ministries to mobilise action for the fulfilment of children’s rights through the design and production of a two-year mass communications campaign to achieve universal birth registration by 2015. The CO corporate strategy focused on establishing long-term partnerships with corporations in order to mobilise financial and non-financial resources. Long-term allies such as Banco Santander, Comercial Mexicana, Liomont Laboratories, Hoteles Meliá and Pepsico Foundation continued to support UNICEF. Together, they generated US$ 714,062, representing 16.4% of total income in 2013.

A major fundraising event was organised in the first half of 2013 through the Mont Blanc Global alliance Signature for Good. The event was an auction of the opportunity to visit diverse UNICEF-supported initiatives amongst personalities, business people and major donors, which raised US$ 70,000. After a ten-year run, the annual golf cup was cancelled because the format used had become obsolete. This is driving the CO to look for innovation and develop new mechanisms to raise funds through special events aimed at generating new pledge donors.

In December, the Blue Table initiative was tested in three restaurants in a high-income area of Mexico City. Those who already are, or agreed to become UNICEF pledge donors were invited to sit at a special UNICEF table. For the period of the initiative, all restaurant guests had their bills charged with a small donation to UNICEF, under an opt-out modality. The initiative was launched with UNICEF Goodwill Ambassadors. The lack of activity in the global licensing scheme was also reflected in Mexico. The first licensee (Danpex, agendas licensee), which had previously demonstrated high-level commitment to UNICEF, decided not to re-new the licensing agreement, as it was no longer considered profitable. On the other hand, Explo World (a greetings card licensee) decided to re-new its licensing contract, seeking more equitable agreement terms and a greater commitment from UNICEF to develop this business opportunity in upcoming years.

**Management of Financial and Other Assets**

During 2013, the CO improved the efficient management of financial resources and planning activities based on a monthly cash-flow monitoring system in collaboration between Operations, Programmes and PFP staff. The periodical income projection updates received from PFP and the monthly expense projections and obligations analysis provided valuable inputs to ensure on-time allocations to fund support budget, programmes and PSFR activities. The timely recording of PSFR income based on a triangular reconciliation procedure, whereby all financial transactions recorded in Donor Perfect are reconciled with both bank statements and accounting entries in Vision, continued to reinforce sound cash-flow planning and management.
The learning process continued with significant improvement in solving locally a significant number of technical and business-related problems with the Vision transaction process. Nonetheless, there were some challenges during the first semester of 2013 regarding the DCT liquidations process, due to technical issues that resulted in DCT appearing to be over nine-months outstanding. In the end, the DCTs of IEPAAC and ODI were closed in late November 2013. Action was taken to resolve liquidations and eliminate or reduce outstanding balances.

UNICEF continued to prepare risk assessments of implementing partners in compliance with HACT regulations. Visits to implementing partners to verify the 2012 programme closing activities were conducted jointly by Operations and Programme teams and, in a couple of cases, verifications were also made for the 2013 programme closing activities. New visits to implementing partners were to be scheduled during the beginning of 2014 in order to continue with pending 2013 programme closing activities. As a follow-up activity, corrections and recommendations derived from the audit reports performed in 2012 were put in place with positive results and actions taken by the implementing partners.

The CO continuously supervises the specific management indicators for financial monitoring of budget performance to complement the KPIs of the management dashboard, and timely corrective measures are taken by the CMT accordingly.

In order to improve performance and reduce the indicator of cheques of less than US$ 500, in December the CO initiated a process with Banamex, representative of CitiGroup in Mexico, to start working with e-banking services.

**Supply Management**

Given the nature of UNICEF Mexico’s CP, procurement activities were mainly focused on providing support to fundraising operation, which accounted for 54% of the total budget allocated to supply of goods and services in 2013. The number of pledge donors increased with the investment of FDP funds for the Face-to-Face approach, direct mail and seasonal campaigns. Administrative support services, cross-sectoral and communication represented 26%, and programmatic activities 20% of the total procurements volume. However, low-value purchase orders represented 41% of the total number of supply and contracting transactions. A detailed analysis of these transactions was to be undertaken in 2014 in order to realise a more consolidated approach to supply planning. Direct payments through funds commitments were not reflected in these figures.

Procurement of goods and services in 2013 amounted to a total of US$ 2.6 million. This demonstrated the heavy workload created by the intensification of advocacy activities and a more aggressive fundraising strategy as reflected in the 2013 PFP business plan. It is also important to mention that the CO undertook the renewal of computer equipment for a total of US$ 40,000, including the refurbishment of the video-conference facilities in the meeting rooms. This will improve the overall performance of infrastructure with a better-quality service, while at the same time minimising transportation costs.

A very important achievement of the supply section was the leading role it played at the inter-agency level to mobilise all procurement staff from sister agencies to harmonise procurement procedures. This will generate synergies in the procurement activities of the UN system in Mexico. The procurement network will take advantage of the momentum created in 2013 through the multiple inter-agency consultations to expand the scope of co-operation and reinforce its bargaining power with local suppliers to get the best possible value for money in major procurement operations. Negotiations are in progress to establish LTAs in various areas such as security, travel, cleaning services and custom clearance, amongst others. Significant savings were expected in 2014. The CO implemented joint activities with the Ministry of Economy through ProMexico and South-South co-operation in order to develop fully its supplier roster with better-trained and more reliable services from solid providers.

In order to build in-house capacity, Vision refreshing courses were offered to staff. Statutory committees such as the CRC clarified roles and responsibilities, allowing the CO to streamline processes and increase efficiency.
Human Resources

The PBR took place in March and the following changes were accepted:

- The CO will be part of a HUB from April 2015 (Operations)
- Creation of three new positions for Programmes (Effective date January 2014 and confirmed in September 2013)
- Creation of two positions and five posts abolished in Operations (Different effective dates, confirmed in September 2013)
- JCC meetings were more constant (once a month after the CMT meeting) to discuss and address concerns in a more efficient way.

The following recruitments were finished between January and July, and the new staff joined the organisation/the new posts on schedule:

1. GS-5 Database Assistant (01.01.2013)
2. GS-6 Fundraising Assistant (01.05.2013)
3. GS-7 Fundraising Assistant (01.05.2013)
4. NO-B Fundraising Officer (27.05.2013)
5. NO-C Fundraising Specialist (01.05.2013)
6. GS-5 Communication Assistant (Temporary Appointment)
7. GS-4 Communication Assistant (Temporary Appointment)

The following processes finished and await either Offer Letter or CRB:

1. IP P-4 Chief of Fundraising (Offer letter)
2. NO-A Communication Office (CRB)

The following recruitment processes are still in progress:

1. IP P-4 Chief of Communication
2. IP P-4 Chief of Operations
3. IP P-4 Chief of Education
4. GS-6 Human Resources Assistant

The following selection process started in December 2013:

1. GS-7 Monitoring Assistant
2. GS-7 Programme Assistant
3. NO-A Health and Nutrition Officer

Other results were:

- Twenty consultant contracts were issued.
- The outplacement service delivered to the incumbents on abolished positions was given according to the plan as a way of providing support to those individuals during their transition period.
- For the incumbents whose positions were to be abolished in 2014, there was already a contract in place with the outplacement company and, at the beginning of 2014, the RO would co-ordinate the start date of the programme with the affected staff.
- Elections for the PVS took place in June and July, and selected staff members participated in training in September.
- The PAS report showed significant progress in the amount of reports completed within the deadline, although in some cases the mid-year review was still in progress.
· All contract extensions, entitlements, within step increments, etc. were performed on time.

· Administration of the outsourced personnel was within the target with no deviation, including filling a new position within three weeks (call centre).

· The training committee implemented some changes to become more efficient, and these initiatives remain in progress; however, changes were to be noticed by the end of 2013.

**Efficiency Gains and Cost Savings**

A collective effort was made by all staff to comply with the corporate objective to reduce costs and maximise resources for programme activities. This was part of the strategy adopted by the CO to consider the cost-reduction objective not only as an administrative measure, but as individual behaviour to be rooted within the organisational culture. Several management decisions were taken that aim to keep operating costs at low levels:

· Continuing with the “paperless office” project, the photocopiers were removed and replaced with scanners, reducing the consumption of paper and toner, as well as improving the flow of documents electronically amongst all the sections in the office and externally with counterparts.

· In accordance with UNICEF standards, the implementation of VEEAM as the new platform for data backup, replacing tapes for external hard drives, was time efficient and improved the security and reliability of the process.

In the area of tele-communications, CO made the following improvements:

- Changing the mobile telephone plan, increasing the amount of data and minutes for voice communication for the same amount of money and providing new smart phones.

- Changing the vendor for the wireless Internet wireless access, reducing the cost by 30% with greater bandwidth.

- Changing the service provider for the BGAN unit, allowing the CO to reduce the cost by 20%, including US$ 150 of airtime.

**Changes in AMP & CPMP**

As part of the preparation for the new CPD, the CO prepared a new CPMP for the 2014–2018 period. The CPMP took into account UNICEF regional and global priorities, particularly in establishing a smooth transition toward the new regional operations hub, of which Mexico will be part in mid-2015.

The new CPMP also reinforced monitoring of children as a strategic core function in a MICs environment. To this end, and according to regional guidelines, all expenses related to this function were allocated to RR. The design process of the CPMP prompted teams to work in an inter-disciplinary manner on the new results structure, which uses a partial life cycle approach. As the basis of this planning exercise, teams used priorities established by the NDP. The CPMP also mirrored global plans to increase resource mobilisation in Mexico establishing stronger links between PFP and the Communication section.

The CMT approved the new AMP, setting up concrete management priorities in preparation of the new programme cycle to be started in early 2014. The priorities established clear indicators in areas of Human Resources, Supplies, Finance, Programme, Communications and PFP. It also reviewed the membership of each of the committees and aligned them to match segregation of duties in Vision. In particular, the AMP highlighted the importance of a well-trained and efficient CRC as key to transparent contractual relationships between the CO and external suppliers. With an internal audit expected in 2014, an audit committee was created to prepare and collect all necessary documentation.
Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMP</td>
<td>Annual Management Plan</td>
</tr>
<tr>
<td>APR</td>
<td>A Promise Renewed</td>
</tr>
<tr>
<td>CCC</td>
<td>Core Commitments for Children</td>
</tr>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
</tr>
<tr>
<td>CO</td>
<td>Country Office</td>
</tr>
<tr>
<td>CONAGE</td>
<td>National Council for Educational Reinforcement</td>
</tr>
<tr>
<td>CONEVAL</td>
<td>National Council for Social Policy Evaluation</td>
</tr>
<tr>
<td>CP</td>
<td>Country Programme</td>
</tr>
<tr>
<td>CPAP</td>
<td>Country Programme Action Plan</td>
</tr>
<tr>
<td>CMPM</td>
<td>Country Programme Management Plan</td>
</tr>
<tr>
<td>DTR</td>
<td>Direct to Retail</td>
</tr>
<tr>
<td>ECD</td>
<td>Early Child Development</td>
</tr>
<tr>
<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
</tr>
<tr>
<td>IEPAAC</td>
<td>Federal Social Welfare Agency, Research and Popular Autonomous Education</td>
</tr>
<tr>
<td>INEGI</td>
<td>National Statistics Agency</td>
</tr>
<tr>
<td>INSPI</td>
<td>National Institute of Public Health</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>LACRO</td>
<td>Latin America and Caribbean Regional Office</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NDP</td>
<td>National Development Plan</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
</tr>
<tr>
<td>OOSC</td>
<td>Out of school children</td>
</tr>
<tr>
<td>ORT</td>
<td>Thematic Contributions</td>
</tr>
<tr>
<td>PFP</td>
<td>Private Fundraising and Partnership</td>
</tr>
<tr>
<td>PBR</td>
<td>Programme and Budget Review</td>
</tr>
<tr>
<td>PVS</td>
<td>Peer Support Volunteer Programme</td>
</tr>
<tr>
<td>REDIM</td>
<td>National Network for Children’s Rights</td>
</tr>
<tr>
<td>RR</td>
<td>Regular Resources</td>
</tr>
<tr>
<td>SITAN</td>
<td>Situation Analysis</td>
</tr>
<tr>
<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
</tr>
<tr>
<td>UNHCR</td>
<td>UN High Commissioner for Refugees</td>
</tr>
<tr>
<td>UPR</td>
<td>Universal Periodic Review</td>
</tr>
</tbody>
</table>
## Evaluation

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey on the nutritional situation of households with children and adolescents in municipalities with low human development index in Oaxaca</td>
<td>2013/001</td>
<td>Survey</td>
</tr>
<tr>
<td>Systematisation of UNICEF work on indigenous issues 2008-2012</td>
<td>2013/002</td>
<td>Study</td>
</tr>
<tr>
<td>Multi-level education of indigenous children in Chiapas: documentation of cooperation in five municipalities</td>
<td>2013/003</td>
<td>Study</td>
</tr>
<tr>
<td>Child poverty and social rights of children and adolescents in Mexico, 2008-2010</td>
<td>2013/004</td>
<td>Study</td>
</tr>
<tr>
<td>Reducing child labour and promoting school inclusion in Sinaloa</td>
<td>2013/005</td>
<td>Study</td>
</tr>
<tr>
<td>Promoting integrated responses to domestic violence in indigenous communities in Chiapas and Oaxaca</td>
<td>2013/006</td>
<td>Study</td>
</tr>
<tr>
<td>Promoting the integration of children with disabilities in indigenous communities</td>
<td>2013/007</td>
<td>Study</td>
</tr>
<tr>
<td>Strengthening alternative care for children and adolescents in the Federal District</td>
<td>2013/008</td>
<td>Study</td>
</tr>
<tr>
<td>Promoting integrated responses to violence against children from a paediatric hospital in Mexico City</td>
<td>2013/009</td>
<td>Study</td>
</tr>
<tr>
<td>Manual for promoting local child protection systems in rural and indigenous contexts, and responding to violence against girls and boys in these contexts</td>
<td>2013/010</td>
<td>Study</td>
</tr>
<tr>
<td>Promoting non-custodial measures for adolescents in conflict with the law in the Federal District</td>
<td>2013/011</td>
<td>Study</td>
</tr>
<tr>
<td>Increasing Birth Registration in Chiapas</td>
<td>2013/012</td>
<td>Study</td>
</tr>
<tr>
<td>Systematisation of UNICEF adolescents participation projects in Mexico 2008-2012</td>
<td>2013/013</td>
<td>Study</td>
</tr>
<tr>
<td>Final evaluation of UN Joint Programme “Peace Window“</td>
<td>2013/014</td>
<td>Evaluation</td>
</tr>
<tr>
<td>Children and adolescents in protection and care institutions</td>
<td>2013/015</td>
<td>Study</td>
</tr>
<tr>
<td>Impact evaluation of Construye T (UN Joint Programme)</td>
<td>2013/016</td>
<td>Evaluation</td>
</tr>
<tr>
<td>Country Study on Out-of-School Children in Mexico</td>
<td>2013/017</td>
<td>Study</td>
</tr>
<tr>
<td>Addressing the Exclusion of Adolescents in Upper Secondary Education (EAUSI project)</td>
<td>2013/018</td>
<td>Study</td>
</tr>
</tbody>
</table>
### Other Publications

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The rights of children and adolescents in Oaxaca</td>
<td></td>
</tr>
<tr>
<td>2 The rights of children and adolescents in Zacatecas</td>
<td></td>
</tr>
<tr>
<td>3 The rights of children and adolescents in Chiapas</td>
<td></td>
</tr>
<tr>
<td>4 The rights of children and adolescents in Yucatan</td>
<td></td>
</tr>
<tr>
<td>5 Annual Report 2012</td>
<td></td>
</tr>
<tr>
<td>6 Online Security Guide</td>
<td></td>
</tr>
<tr>
<td>7 4th UNICEF Award 2012: Best research and best practices on children’s rights</td>
<td></td>
</tr>
<tr>
<td>8 Indigenous adolescents in Mexico: rights and emerging identities</td>
<td></td>
</tr>
<tr>
<td>9 Weaving diversity</td>
<td></td>
</tr>
<tr>
<td>10 Secondary school in Mexico city: a multi-cultural space for adolescents</td>
<td></td>
</tr>
<tr>
<td>11 One Minutes Jr (20 videos)</td>
<td></td>
</tr>
<tr>
<td>12 Making of - One Minutes Jr (video)</td>
<td></td>
</tr>
<tr>
<td>13 Somos UNICEF spot (video)</td>
<td></td>
</tr>
<tr>
<td>14 Somos UNICEF spot with National Ambassador Javier Chicharito Hernández (video)</td>
<td></td>
</tr>
<tr>
<td>15 Spot Children’s Rights with National Ambassador Javier Chicharito Hernández (video)</td>
<td></td>
</tr>
<tr>
<td>16 Spot Vamos Jogar (video)</td>
<td></td>
</tr>
<tr>
<td>17 &quot;The future we want&quot; Encounter with youth in Guadalajara (video)</td>
<td></td>
</tr>
<tr>
<td>18 PSA Emergency in Philippines (video)</td>
<td></td>
</tr>
<tr>
<td>19 Somos UNICEF (We are UNICEF) Festival (video)</td>
<td></td>
</tr>
<tr>
<td>20 Indigenous Girls Encounters in Chihuahua and Oaxaca (videos)</td>
<td></td>
</tr>
<tr>
<td>21 Real life stories - Indigenous girls/adolescents in Chihuahua and Oaxaca (videos)</td>
<td></td>
</tr>
</tbody>
</table>

### Lessons Learned

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 State-level Situation Analysis in four Mexican states</td>
<td>Lesson Learned</td>
</tr>
</tbody>
</table>