

Executive Summary

Achievements

Significant progress was made during 2011 to strengthen and improve child-related data in Panama. Important achievements included working with the National Institute of Statistics to revitalise DevInfo, training of line ministries on data collection and its analysis and use, a child-focused analysis of 2010 census data, an analysis of the impact of conditional transfer programmes on children's well-being, and collection of data on child-focused services available to marginalised communities. This sets the stage for improved evidence and equity-based policy development in the 2012-2015 cycle of cooperation.

Important advances were also made in early childhood development (ECD). The office supported a costing exercise, assessing what Panama would need to invest over four years to ensure minimum quality ECD services to children in the lowest income quintile. In partnership with development banks, UNICEF Panama supported the rollout of the government's nascent National Plan on Early Childhood. Panama's first ECD forum was held in 2011, and the country also saw a significant geographical expansion of ECD services in some of the poorest areas.

The office also supported Panama's 3rd and 4th combined periodic report to the Committee on the Rights of the Child, and produced a shadow report with an annex on children's opinions. The reporting process established a useful commitment to children's rights from government partners who had not previously been involved in reporting. UNICEF Panama and the office of High Commissioner for Human Rights advocated for the creation of a national structure to report on international human rights obligations. The office also took advantage of a national constitutional reform process to formulate 17 recommendations that will strengthen the public policy approach to the rights of children. This initiative furthered the capacity of national professionals through a comparative analysis of constitutions and consultations with various sectors.

Challenges

There was optimism that a bilingual intercultural education plan could be rolled out nationally in 2011, strengthening the educational environment for indigenous children. However, progress has been slow. Lessons learned from the 2010 floods indicated that UNICEF Panama/ the UN System in Panama should play a greater leadership role in disaster risk reduction (DRR) that extends beyond schools. There is an ongoing discussion about how to harmonise national DRR policy with the CCC. UNICEF Panama assumed the chair of the UN working group on this topic in late 2011 and will work to improve the situation in 2012.

Partnerships

A fruitful partnership was a new alliance which was formed with the Ministry of Economy and Finance and the National Institute of Statistics and Census to update and improve data on children in 2011. Another notable partnership was with the Electoral Tribunal with the objective of increasing the birth registration rate of indigenous children in remote communities. The partnership with the Ombudsperson's office gave rise to the 'They're Not Toys' campaign on the commercial sexual exploitation of children. It led to monitoring information on children in care and afforded UNICEF Panama the opportunity to give expert advice to the recently created Observatory on Children's Rights.

Country Situation

UNICEF Panama, along with the Ministry of Economy and Finance published a Situation Analysis in 2011. The report considered data that was desegregated by age (0-3, 4-5, 6-11 and 12-17) and gender in order to generate a detailed understanding of the life circumstances of two of the most excluded groups of Panamanian children: indigenous girls and afro-descendent adolescents living in poor urban neighbourhoods.

Panama's economy continues to be strong, and public expenditure in the social sector ministries such as Health and Education continues to increase. In 2011:

- There was a high level of political will to advance public policy and services for very young children. UNICEF Panama is a permanent policy and technical advisor in the roll out of the national plan for early childhood development. See Executive Decree 201/2009, online: http://www.asamblea.gob.pa/APPS/LEGISPAN/PDF_NORMAS/2000/2009/2009_570_1749.PDF
- Universal access to basic education was enhanced with a conditional grant to cover school materials and other costs. Attendance is high: 98-99% overall and approximately 90% in the indigenous areas.
- The related indicator of child labour has decreased. The rate of child labour among girls, in particular, dropped significantly. See: <http://dds.cepal.org/infancia/publicaciones/ficha/?id=1417>
- Initial data suggests that implementation of the Child Friendly and Healthy Schools pilot in combination with social protection programmes such as conditional cash transfers and grants for students attending public schools is helping to bolster enrolment and school attendance in indigenous areas. The pilot has been warmly embraced in the Comarca Ngäbe-Buglé and in Chiriquí Province and has been integrated into regional educational policy and planning, an important stepping stone in terms of advocating for its scaling up.
- Positive strides have been made in terms of eliminating the vertical transmission of HIV and other sexually transmitted diseases. Successive campaigns encouraging pregnant women to get tested led to an 85% testing rate in 2011, an all-time high. HIV advocates and health care providers were also able to update treatment protocols and, with the financial support of UNICEF Panama, developed a novel software application that allows doctors to access treatment norms and data on their cellular phones or other mobile devices. The technology generates real time data, which will improve treatment and supply chain planning in the future.
- There were also unexpected advocacy opportunities in 2011. The launch of constitutional reforms allowed UNICEF Panama and other actors an opportunity to contribute to the public debate by recommending child-friendly changes to the country's fundamental law.

In August 2011, the coalition government broke down, which led to changes in ministerial and vice-ministerial appointments and, in some cases, changes in senior staff. This slowed down some country programme progress temporarily.

Outstanding issues of concern include:

- Despite sustained economic growth in 2011, entrenched patterns of inequality have not changed. Infant mortality indicators (under 1, under 5) remain about double the MDG rates (12.2% vs. 6.3%, 8.2% vs. 17%) and more than three times the MDG for maternal health (42% vs. 13%), making it unlikely that Panama will reach these important health targets.
- While 2011 witnessed improvements in enrolment and attendance, quality remains an issue in basic education, including pre-school. This is reflected in statistics showing that the repetition rate actually increased in 2011.
- While economic growth continued in 2011, so did the illicit economy. Drug trafficking and related offences, such as homicide and gang activity, continued to climb, putting a greater number of children and adolescents at risk. The disturbing trend also has negatively affected children, leading politicians to stress repressive public security measures over the promotion of human rights and violence prevention. The growing violence has also translated into an increasingly negative and unfair perception of adolescents as authors rather than victims of violence, particularly those living in poor, marginalised urban neighbourhoods.

- Gaps in several key pieces of legislation negatively affected UNICEF Panama and others' ability to promote children's rights. For example, no amendments were introduced in 2011 despite repeated recommendations from the Committee on the Rights of the Child, which included reform in minimum age provisions relating to marriage and entry into the work force to bring them into alignment with international standards.
- Teenage pregnancy rates in indigenous and rural areas remained high in 2011. At the same time, there was almost no sexual reproductive health education in schools and little access to related health care services in rural areas.
- Laws on decentralisation and the comprehensive protection of children remained on the books but were not brought into force.

While Panama has no World Fit for Children-related report and its update on progress on the MDGs is not expected until 2012, a number of reports and studies on children's rights were completed in 2011. These include:

Programa de inversiones en la primera infancia en Panamá

Política de desarrollo de la primera infancia en Panamá: Mecanismo de articulación y capacidad para el desarrollo e implementación de la política

Sistematización de la experiencia de las escuelas amigas y saludables 2005-2011

Estudio sobre la situación de los derechos de la niñez y la adolescencia privados de cuidados parentales ubicados en centros de acogimiento o albergues

La Niña indígena y el adolescente urbano: entre riesgos y oportunidades – una agenda para la acción

La Situación de la niñez en la provincia de Chiriquí y en la Comarca Ngäbe-Buglé

La Situación de la niñez en la provincia de Darién y en la Comarca Emberá-Wounaan

La Niñez según el censo

Programa Red de Oportunidades (Modalidades SENAPAN y MIDES)

Derechos de la Niñez y Adolescencia: Propuestas de reformas constitucionales

Sistematización de las iniciativas municipios amigos de la niñez

Who are the deprived children in your country context?

The two most deprived groups of children are indigenous children, particularly girls, and those living in marginalised urban neighbourhoods, many of whom are of African descent.

The causes and main drivers of inequality are varied. In the case of children living in indigenous areas, access to the quality of services that could help bring about a better future, such water and sanitation, health care and basic education continues to be problematic. Extreme poverty faced by their families makes them likely to fall victims to child labour, particularly to seasonal agricultural work.-This makes the completion of a full school year and basic education difficult. Premature entry into the labour market may be further complicated by early marriage or partnership and early parenthood. Indigenous children living outside their traditional territories also tend not to fare well due to similar reasons.

In the case of children living in marginalised urban neighbourhoods, they are at greater risk of living in poor, overcrowded housing in areas where there is considerable violence, which makes academic success less likely. As with their indigenous counterparts, they are also at a greater risk of child labour and early parenthood, which can limit life possibilities. Quality of education is an issue as is access to decent work upon graduation. Racism and negative stereotypes about poor urban adolescents as delinquents may also work against them.

Data/Evidence

In 2011, UNICEF Panama helped the government analyse information about the children who are most in need through several mechanisms which included the Situation Analysis endorsed by the Ministry of Economy and Finance, which focused on indigenous girls and afro-descendent adolescents living in poor urban neighbourhoods, analysis on how conditional transfer programmes impact child poverty and deprivation,; and a secondary analysis of data from the 2010 Census undertaken jointly with the National Institute of Statistics and Census. The latter examines children's day-to-day lives in Panama like family structure, housing, education, employment and basic social services, enabling a locally desegregated analysis of factors related to poverty and inequity.

The office supported an analysis of ECD needs for the poorest communities in Panama and produced evidence-based budget models for the coming four years. There have been requests to replicate the ECD costing exercise for other children's services provided by the Government of Panama. In addition, the office supported data gathering and analysis of child protection services and began to map the location of the most vulnerable children in the country. This work will continue in 2012.

The data gathered in 2011 was designed to create the baseline information necessary to support the planning for future social services for children and adolescents. It will serve as the basis for evidence-based public policies intended to advance children's rights.

There is still work that needs to be done. The generation of data and evidence is a key first step. UNICEF Panama needs to advocate for coordinated social services for deprived children and their families. The office will also need help in implementing partners develop and/or strengthen monitoring and evaluation mechanisms in local plans so that social services for children are effective. Future planning will also require more extensive gender and DRR components.

Monitoring Mechanism

Monitoring and evaluation have been largely neglected in public policy development in Panama. Among other things, UNICEF Panama is focussing its 'core-business' on creating an understanding of demand for monitoring and evaluation systems. The office used 2011 to support the government to develop previously mentioned statistical analysis and research to improve its progress in tracking, assessing and evaluating child-related public policies and programmes. This will continue in 2012 with additional inputs from a Multiple Indicator Cluster Survey (the first since the 1990s) and a further report on Panama's progress on the MDGs.

UNICEF Panama helped to develop a monitoring framework for the Strategic Development Plans in Traditional Indigenous Territories (comarcas), an initiative of the Government of Panama with support from the Inter-American Development Bank. These plans will be a starting point for UNICEF Panama's advocacy in favour of child-centered local development plans in the traditional territories of the Ngäbe-Buglé and the Emberá-Wounaan. Under the Action Plan, the Ministry of Governance plays a coordinating role and is responsible for tracking development progress in the two territories, particularly around investment and social services for the most deprived children and families. The Ministry of Social Development is the lead on the development of public policy on social protection, participation and inclusion. UNICEF Panama will further strengthen the monitoring and evaluation capacity in this line Ministry.

The recently conducted comparative study on the effectiveness of two of Panama's main social protection programmes, food vouchers and conditional cash transfers, has yielded useful information on both intended and unintended consequences for children and their families. This information can be used to re-orient the country's social safety net towards greater equity. It will also be used to set baselines for a new cycle of monitoring and evaluation.

Support to National Planning

As highlighted earlier, during 2011, the office focused on establishing quantitative and qualitative data baselines to ensure that the government can track, assess and monitor the impact of its programmes. For example, the office assisted the Government of Panama to (re)establish DevInfo and funded an analysis of 2010 Census data specific to children. It also created mapping tools and documents helping to establish where services for children are offered and their content. The office modeled programme assessments to measure impact and long-term cost/benefit analyses. The comparative study of food vouchers and conditional cash transfers provided useful lessons on what works best in poor communities as well as their unintended impact on public demand. The ECD costing exercise modeled how social policies need to be assessed in order to track and adjust programmes.

Any other relevant information related to data/evidence?

This is a priority focus for the office and is reflected in the importance it is given in the new Country Programme. In 2011, a national officer was hired to strengthen monitoring and evaluation capacity whose expertise will benefit colleagues in UNICEF Panama, as well as its national partners.

Country Programme Analytical Overview

Given Panama's middle income status, programme strategies are shifting from 'project' work to national and local policy assistance. The office will identify good practices from the region, Eastern Europe and Asia and encourage south-south partnerships for Panama. The office will remain cognisant of the need to build local non-governmental capacity to monitor public policy and will work closely with the politically and economically important private sector to strengthen its understanding of the need for equitable and child rights focussed development.

The core strategy of the new country programme which begins in January 2012 is to assist the country to generate a demand for and supply of equity-focussed policy, implement public services and realise women's and children's rights. Building an understanding of results-based budgeting and management for children depends heavily on the availability of strategic information, which can be used in planning, implementation and monitoring and evaluation of public policy. The strategic information component of the programme is designed to support equity-focussed work in the two other components. The first of which will strengthen child protection strategies by enabling the government to reorient social protection programmes to improve equity and analyse where legal reform, policy change and services to protect vulnerable children are most needed to limit violence, harm and abuse of children. The second will strengthen local services and the implementation of children's rights in the most disadvantaged communities in Panama.

UNICEF Panama's local strategy in the comarcas (semi-autonomous indigenous territories) will be to support the creation, implementation and evaluation of child-friendly comarcas development plans. It will do so by offering technical expertise to help the government identify which public policies and systems are needed to bring about sustainable development for children in the territories. The key message will be the need to plan for equitable investment in children/people rather than simple infrastructure projects. Other aspects of the strategy will be the need for a culturally sensitive approach, in this case, bilingual intercultural education services as well as strong monitoring and evaluation to measure progress.

Colón will be the initial focus of the strategy in relation to marginalised urban adolescents. UNICEF Panama will facilitate communication among key stakeholders, including the private sector, to ensure productive collaboration with the government's municipal development planning process. A close working relationship

will identify gaps as well as duplication in services for children. An area of special focus will be education, including the teaching of life skills to prevent and/or protect children and teenagers from the violence in their neighbourhoods. UNICEF Panama aims to maximize the impact of the municipal development plan by helping the government to frame them as investments in children rather than “anti-gang” initiatives. With an important cruise ship facility, ports and a free trade zone that generate billions of dollars in revenue, there are additional reasons to make necessary social investment in Colón to move it out of poverty and violence.

Effective Advocacy

Mostly met benchmarks

Strengthened relationships with the Ministry of Economy and Finance has built a stronger base to ground advocacy efforts related to monitoring the effectiveness of investment in public infrastructure. The UNICEF Panama-Ministry of Social Development joint study comparing two major social protection programmes indicates what does and does not work for children in poor families. The Ministry has committed to acting on the report’s recommendations and will use them in its pending update of the cash transfer programme, *Red de Oportunidades*.

Constructive criticism and support from the office during the UNCRC process in 2011 has built a strong relationship with the government which should provide new opportunities for UNICEF Panama to advise on implementation of the Committee’s wide-ranging recommendations during the next programme cycle. It also built a strong relationship with several members of the Committee who have offered their help to advocate for legal and policy reform.

There is still some way to go to strengthen the nascent Child Rights Observatory in Panama, but the office believes investing in the Observatory is the key to its advocacy strategy. The Observatory will strengthen national capacity and create local checks and balances to monitor progress for children.

UNICEF Panama is a permanent policy and technical advisor on Early Childhood Development. This role affords it a continuing mechanism to advise the government on these important child-centred investments. It reinforced its role as an advocate for ECD in Panama through international events, such as the World Day of Prayer and Action for Children, an event which rallied local religious and political leaders around the theme of a violence-free early childhood.

Local and national consultations on children and constitutional reform, the Situation Analysis and Data Systems have generated some consensus both nationally and locally about public policy debates on children and adolescents. This further provided UNICEF Panama with clarity about advocacy strategies to be implemented in the first half of the next programme cycle. Involving children and adolescents in debates that concern them is an area where UNICEF Panama needs to improve in order to give its advocacy greater legitimacy.

Changes in Public Policy

UNICEF Panama’s continued advice to the National Council on Early Childhood Development, the body responsible for monitoring the implementation of the national ECD plan has resulted in a number of positive public policy changes. For example, as a result of the growing number of pre-school spots, particularly in indigenous areas, Panama has increased its overall pre-school enrolment rate. In addition, late in the year, the cabinet discussed an integrated ECD budget for the first time. UNICEF Panama plans to continue to

build on these initial advances in ECD, stressing the importance of quality (not just quantity) of vital services.

Bilingual intercultural education policy gained some ground in 2011. UNICEF Panama endorses this model as a means of providing quality education to indigenous learners. It lent its supports to a four-year plan between the Ministry of Education and the Inter-American Development Bank to roll-out these services more widely.

UNICEF Panama also supported the participation of the State, civil society, the UN System in Panama as well as Panamanian children during the 2011 UNCRC reporting process. The result was a number of useful recommendations that call for child-centred public policy change. There are indications that Panama is taking the recommendations seriously and is following up.

In addition, the Office provided recommendations to promote children's interests during the government-led constitutional reforms process. The government's formal proposal is expected to be unveiled in early 2012. The office will continue its advocacy and lobbying efforts to update the constitutional framework so that it considers children's rights from a broader perspective.

There were no further negative changes to juvenile justice legislation in 2011. UNICEF Panama's programmes and campaigns such as Yo Puedo Ser Mas (I Can Be More) generated informed public debate about adolescents and violence. However, public opinion and public policy still tends to judge this population group negatively. Furthermore, at times in 2011, UNICEF Panama felt it was being omitted from important public policy discussions, such as those on adoption legislation reform. This led to a protracted process of providing comments as and when the office accessed reform drafts, rather than to an informed and constructive dialogue.

Leveraging Resources

During 2011, the Panama Country Office did not work to mobilise resources for the office, and significant energy was used winding up the sale of cards and gifts with a local NGO partner.

While Panama is an economically buoyant country, much of its social expenditure is on infrastructure projects with less emphasis on investment in human capital. Through modelling budgetary requirements for a qualitative ECD programme in the poorest parts of the country, UNICEF Panama aimed to show how results-based budgeting may work for the government in general and how it can enhance equity by providing opportunities that will address underlying causes of long-term poverty and deprivation. During the year, several multilateral agencies discussed investments and loans to Panama to improve ECD provision. The costing exercise was an important information and advocacy tool in this regard. 2011 was also the first year in which cabinet discussed an integrated ECD budget.

Work undertaken by UNICEF Panama, the World Health Organization and the Ministry of Health on sustainable water supplies for hard to reach rural populations in 2010 and 2011 was evaluated as effective. UNICEF Panama provided capacity building and advocacy work for local communities to enable them to articulate their own needs and manage their water supply. The model has been adapted and the Ministry of Health will replicate it more widely with international funds in 2012 and 2013.

UNICEF Panama Representative sits on a number of advisory bodies, mainly composed of private sector partners engaged in the children's sector through their corporate social responsibility programmes. This allows the office to advise on the appropriate use of private resources in the children's sector and orient giving to projects and programmes that are rights-based and sustainable.

In 2012, work with the private sector will be an important focus for the office. It plans to use the Business Principles for Children to cement existing parallel private sector initiatives which are already on-going with

different partners. Additionally, the office will explore acting as a broker between private sector management expertise and child-focussed NGOs to strengthen their administrative and fundraising capacities.

Capacity Development

Partially met benchmarks

The Panama Country Office can point to four partnerships in 2011 that successfully built local capacity in core areas of interest to UNICEF, such as sustainable water infrastructure, early childhood development, quality basic education, and the collection and analysis of child-related data. Each is discussed in turn.

UNICEF Panama partnered with various other UN agencies, the Spanish Government, various levels of the Panamanian Government, traditional indigenous leaders and indigenous communities to continue to construct sustainable water infrastructure in two remote districts of the Ngäbe-Buglé traditional territories. UNICEF Panama laid the groundwork for the project, with the goal of ensuring that the rural aqueducts would be locally maintained and not simply end up abandoned at some point in the future. Specifically, the office offered community members training on clean water, the maintenance of rural aqueducts, and participation in the development of future municipal investment plans, which built consensus among community members as to the importance of the project and their on-going commitment to keep it running smoothly. An external evaluation praised UNICEF Panama's role and the relationships it created at the start of the project.

UNICEF Panama is also partnering with the interdisciplinary nation-wide Council for Early Childhood. As a permanent policy and technical advisor, it has an on-going platform from which to offer expert advice on public investment in early childhood, including evidence-based policy development and evaluation.

On the related issue of basic education, the office has been a strong advocate for the Child Friendly and Healthy Schools pilot, which has been on-going for the past six years. The pilot has several capacity-building aspects. For instance, it offers specialised training for teachers on how better to engage children in primary school and how to use the more participatory, child-centred learning guides. It promotes the use of intercultural material in indigenous areas, building the necessary skills among teachers and administrators for a broader rollout of the State's commitment to bilingual intercultural education for indigenous students. The model also builds the capacity of parents through Schools for Parents and Children through the promotion of student councils and other mechanisms to increase their participation in their schooling. The lessons learned from the first six years of the pilot will be used to facilitate evidence-based planning for a wider rollout of the model.

A further good practice with regards to local capacity development is the promotion of DevInfo amongst national public policy makers. The office has worked to keep DevInfo relevant by updating existing Panamanian databases fed into DevInfo, adding new sources and by identifying information gaps. This will be complemented by partnerships on DevInfo with other UN agencies in the new programme cycle. The office also organised six training sessions in 2011 so that decision-makers in Panama know about the up-to-date information and also how to use DevInfo to access it.

Communication For Development

Partially met benchmarks

UNICEF Panama has worked hard in 2011 to expand its mastery of social media and other tools to leverage the impact of its key messages. For example, it co-organised two successful, highly visible campaigns in partnership with the State and the Office of the Ombudsperson to combat the commercial sexual exploitation of children. The focus of the March campaign was internet usage which had two main aspects: The first one was a fake banner targeting those searching for sex with minors in Panama. When clicked, it generated a warning message to the downloader stating that commercial sexual exploitation of children was a crime in Panama. The second was a partnership with Google. A pop-up warning and a link to anti-exploitation materials was triggered when internet users from Panama, Colombia, Costa Rica or the United States searched for sex with Panamanian children on Google. In September, another phase of the campaign was launched with ads that depicted a teenage girl in a pink doll box with a man's hands reaching towards the box under the slogan 'They're Not Toys'. The campaign which reached over 185,000 people, made use of a broad variety of media like free-standing light boxes, bus stop adverts, print, messages on cellular phone cards, and Twitter.

The office lent its support to the 'I Can Be More' campaign, which aimed to counteract the negative stereotype linking adolescents with violence and crime. Like the sexual exploitation campaign, it used a range of different media to reach as broad of an audience as possible.

UNICEF Panama's participation the World Day of Prayer and Action for Children, a successful communication plan was also launched in November 2011. The office developed posters, flyers and stickers for distribution in churches and temples throughout the country. It also partnered with the Office of the First Lady and the Archbishop of Panama to ensure the theme of the event - the importance of a violence-free childhood - was the centrepiece of a nationally televised mass led by the Catholic Archbishop on November 20, 2011. The colourful flower image developed for its public relations materials were also used to reach Panamanians via social media such as Twitter. The event's pro-child message directly reached an estimated 200,000 Panamanians. As part of the event, children were invited to submit their prayers and/or drawings on the theme of a violence-free early childhood, a selection of which will be published in 2012.

In 2012, the office will begin the process of analysing C4D potential to ensure it is part of the overall office strategy. It will also begin to monitor C4D impact.

Service Delivery

Fully met benchmarks

UNICEF Panama does not deliver services. The country has middle income status, and economic growth is projected to continue based on the canal and the expansion of the service and tourism industries. Social expenditure is high, but sometimes weak-with significant emphasis on infrastructure and less emphasis on investment in human capital. Education, health, juvenile justice and social services are limited in quality which dramatically affects the poorest that are dependent on public services and cannot access the private services used by higher income families.

Majority of UNICEF Panama's work is structured around providing technical assistance to national, local and non-governmental authorities to improve the quality of strategic information, public policies, social sector systems and legislation that affect children. This is accomplished by using in-house expertise as well as national and international consultants. Other strategies include drawing on successful examples from other countries where similar work has been done and undertaking independent research and analysis. UNICEF Panama also assists in the organisation of technical meetings, forums and symposiums. In 2011, the office also worked with the national statistics institute to revitalise DevInfo, a strategic information tool, developing a framework for its integration into wide policy use and ensuring that the government had the capacity to keep it up-to-date for its and others' use.

UNICEF Panama has worked with administrative and local authorities in indigenous territories to model child friendly and healthy schools to ensure that communities can maintain their own water systems once installed. The office also provides technical assistance to local non-governmental partners and locally deployed university students so that they may undertake capacity building with authorities. Capacity-building materials are developed locally and, where appropriate, UNICEF Panama funds their publication.

In the areas of child protection and HIV/AIDS, the office has provided some support to local non-governmental organisations to deliver services to affected children and young people. The objective is to learn what works and what does not. For example, towards the end of 2011, the office responded to a request from the Ministry of Governance to support a NGO project in the country's juvenile detention centre which aims to determine factors that influence gang violence both inside and outside the centre. By developing a comprehensive understanding of gang operations, it aims to identify ways that gang membership and violence can be broken. The project has qualitative and quantitative indicators to measure progress. If successful, USAID will fund its replication in adult detention centres in 2012.

UNICEF Panama's work is vulnerable to changes in personnel in partner ministries and local authorities. There were high levels of change at both the political and bureaucratic levels in key social sector ministries in 2011.

Strategic Partnerships

Mostly met benchmarks

UNICEF Panama used 2011 to establish baseline data and information for the coming programme cycle. Strategic partnership with government agencies were strengthened data systems were put into place and mapping of social services, local education, and DRR capacities were undertaken. Support provided to the government to harmonise national practices and laws with international standards, including the support it gave the State during the UNCRC reporting process, has positioned UNICEF Panama as an important resource for the authorities.

Partnerships with civil society groups are limited because this sector is not strong. There are no international child focussed NGOs working in Panama, though some joint work has been done with the Plan International Regional Office to study violence and violence prevention in schools. Most local children's NGOs support projects, and many simply run care institutions. During 2011, UNICEF worked to strengthen the administrative and operational capacity of three child-serving NGOs in Panama. This enabled them to show potential donors from the private sector that they are managed in a transparent way and that their programmes are based on child rights principles.

To further engage the private sector, in 2012, the office aims to use the Business Principles for Children to leverage private funds and expertise to help governmental and non-governmental bodies in their work with vulnerable and deprived children and to ensure that businesses themselves behave in a child-friendly manner. SUMARSE, the local chapter of the Global Alliance, will work with UNICEF Panama in the upcoming cycle of cooperation to this end. Additionally, the office attends periodic meetings of the Chamber of Commerce and other private sector forums to discuss education and juvenile justice, and the private sector is at the heart of UNICEF's strategy for the city of Colón.

A further strategic partnership is between UNICEF Panama and the development banks. For example, UNICEF Panama works closely and in coordination with the Inter-American Development Bank (IADB) on ECD and bilingual and intercultural education. Both organisations support the national strategic plans in these fields of policy work, and systematically share information on other areas of common interest. That

being said, there is no formal or written agreement between them, and the IADB provides its technical assistance directly to the Government of Panama through its loan mechanisms. The World Bank has a limited involvement in social sector work in Panama, although it has engaged with the Government of Panama to do a partial evaluation of the impact of cash transfers using some child welfare indicators. Late in 2011, UNICEF Panama took on the chair of the UN working group on DRR and will use this opportunity to forge an improved relationship between the UN system and the national civil defence authorities. The office will build on work undertaken in 2011 to ensure that national DRR protocols are child friendly and ensure that line ministries and local non-government partners engaged in DRR incorporate the rights of children, women and disabled people into their planning and training activities.

Mobilising Partners

UNICEF Panama was able to continue to mobilise its partners in 2011 to bring clean water to the two poorest districts in the Comarca Ngäbe-Buglé. The multi-year, multi-million dollar joint WASH project involved partnerships between various UN agencies, including UNICEF Panama, the International Labour Organisation, the Pan-American Health Organisation as well as with the Ministry of Health, municipal actors, traditional indigenous authorities and individual community members, including women and adolescents. The project was favourably evaluated, and UNICEF Panama's role of securing initial community understanding and buy-in in the project was documented as a critical piece of the project's on-going viability. In 2012, the project will continue using the same strategies and methodologies led by local health authorities with funding from Spanish Cooperation and IADB, expanding the supply and provision of water to more hard-to-reach indigenous communities.

Knowledge Management

Fully met benchmarks

As discussed, the new programme cycle will focus on knowledge generation, management and use. The office used 2011 to ensure sound statistical baselines and to identify gaps so they may be filled. This analysis will be used to orient child-related public policy agenda towards greater equity by pointing out the negative ramifications of unequal development on children, and, thus, on the future health of Panamanian society and its economy.

The 2011 Situation Analysis uses data from the 2010 census to support an agenda for action to improve the well-being of the most vulnerable groups of children and young people. The partnership with the Ministry of Economics and Finance on the report was designed to raise awareness of budgetary resources needed to fulfill the agenda for action. Local consultations were also undertaken.

A related endeavour was the completion of a complementary secondary analysis of child-related data from the 2010 census, published by the National Institute of Statistics and Census. The purpose of the study was twofold: to highlight recent information on children at national, provincial and municipal levels and to demonstrate how census data can be used to inform local policy thinking.

Updating DevInfo (both the software platform to Version 6 and the content) was also an important aspect of knowledge management in 2011. The data from DevInfo is available for use by policy makers and can be used alongside data generated from the 2012 MICS survey. The national DevInfo project will be reviewed in late 2012, and it is hoped that by that date the government will have assumed all costs associated with the management of the database.

A further knowledge management project from 2011 was the UNICEF Panama supported comparative analysis of a conditional cash transfer scheme and a food voucher programme. The objective was to understand the impact of the conditional cash transfer programme to ensure that children's interests were better met. The analysis revealed both progress and some unintended outcomes which need further consideration. The analysis has garnered great interest which UNICEF Panama will use it to advocate for the adoption of multi-dimensional child poverty indicators in the reform of social protection programmes in order to reduce disparities and inequity.

The office also pieced together costing and budgeting models to enable national authorities to better understand the investments needed in order to improve the lives of deprived children. A four-year ECD plan for the poorest areas of the country was costed to flesh out the nascent national Early Child Development Policy. The work was used to discuss integrated ECD budgeting in the cabinet for the first time and to leverage funds with multilateral banks.

In order to orient the next cycle of cooperation to development plans at the municipal level, the office worked with local authorities to assess findings of the first six years of the Child Friendly and Healthy Schools Pilot in Panama. It will be used to better define Child Friendly Municipality programming in the poorest areas of the country in the 2012-2015 cycle of cooperation.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

The Panama Country Office promoted a human rights-based approach by gathering information on the most excluded children (indigenous children and Afro-descendants living in poor urban areas) to advocate for evidence-based public policies in support of children's rights in the 2012-2015 cycle of cooperation and in preparation for the election in 2014. The office has attempted to show the need to analyse intersecting causes of cumulative disadvantage (i.e., the overlap of age, sex, race, language, ability and level of poverty) in the development of its country programme.

It also demonstrated leadership throughout Panama's reporting process to the Committee on the Rights of the Child this year. It supported the participation of children, civil society and provided technical support to the State. UNICEF Panama also led the process of creating a report on behalf of the UN System in Panama and furnished valuable background information on the implementation of children's rights in the country, including the opinions of children and adolescents. In addition to an Annex detailing children's opinions, the office also funded two children to attend the 58th Session of the CRC to speak directly to Committee members responsible for reviewing Panama's State Report.

Throughout 2011, the office also advocated for the creation of a standing committee within the government to examine and report on national progress on its international human rights commitments. The body was created towards the end of 2011, and both UNICEF Panama and the Office of the High Commissioner for Human Rights will provide technical advice to support its effective functioning.

Gender

Initiating action to meet benchmarks

In both the Situation Analysis published this year and the reporting process under the UNCRC, the Panama Country Office highlighted the cumulative disadvantage experienced by indigenous girls. The shadow report

produced on behalf of the UN System in Panama for the reporting process in Geneva included an Annex in which children, including indigenous girls and girls living in poor urban areas, commented on their rights. It also funded an indigenous girl to go to Geneva to be able to speak directly to members of the Committee on the Rights of the Child.

In addition, an important aspect of its work in the traditional territories of the Ngäbe-Buglé and the Emberá-Wounaan in 2011 involved facilitating the training and participation of women's groups and groups of adolescents. For example, the Joint Programme on water and sanitation involved training and mobilising the women and adolescents of the Ngäbe-Buglé communities where rural aqueducts were constructed. The point was to ensure on-going maintenance and encourage full community participation in future municipal planning.

UNICEF Panama has also cultivated a fruitful partnership with the National Coordination of Indigenous Women in Panama (CONAMUIP). Through this partnership, it has supported training and other efforts to empower indigenous adolescents to advocate for the full realisation of their human rights, including the rights to equality and freedom from violence.

Finally, office personnel will receive training on gender and child participation in early 2012 in order to improve the incorporation of these issues in planning. It will also enable staff members to assess where local and national partners could further strengthen their approach to these issues in the creation, implementation and evaluation of local development plans.

Environmental Sustainability

Mostly met benchmarks

Two important aspects of Child Friendly and Healthy Schools that touched on environmental themes are guides for students and teachers on water, sanitation, hygiene and related environmental issues created for use in Grades 1 to 6. The second is the creation of school-based disaster reduction plans that include the Core Commitments for Children in Humanitarian Action. The guidebooks, for example, were used as part of the joint WASH project (2009-2011) which resulted in the construction of nine rural aqueducts in the two poorest districts of the Comarca Ngäbe-Buglé, Kusapín and Kankintú. The rural aqueducts are an example of a sustainable environmental project in that they use technologies that are suited to the culture and geography of the area. They are also an important step in moving away from using local rivers and creeks for community water and sanitation needs. A human-rights based approach to this development project meant specifically training and involving women and children. The joint project was externally evaluated and considered as a positive model to be shared nationally and replicated regionally in marginalised communities with limited access to clean water.

It is also important to highlight the school-based disaster reduction plans created through the Child Friendly and Healthy Schools pilot in Chiriquí and (?) Comarca Ngäbe-Buglé. Over time, these areas have become more vulnerable to flooding in the rainy season, which occurs between the end of April and December each year. Fortunately, flooding in the past two years has not been severe enough to trigger their use, but they are prepared, should an emergency occur.

In addition, UNICEF Panama is currently discussing how to become more involved in education on environmental sustainability. The discussion was centred on how to fully implement the environmental component of the UN Development Assistance Framework 2012 – 2015.

South-South and Triangular Cooperation

The office has no examples of substantial south-south and triangular cooperation in 2011. However, in the ECD sector, advisory and technical committees are increasingly looking to emulate successful models in other Central and South American countries. The Government of Panama has also sought advice from Chile, Colombia and elsewhere in the region. The UNICEF-Panama sponsored ECD forum – the first to be held in Panama - brought together experts from all over South and Central America and the Caribbean to share their expertise with those working in the field in Panama.

The office also facilitated web-based coaching exchanges between the nascent Child Rights Observatory in Panama and the more established and successful Observatory in Ecuador. This enabled Panamanian government officials to visit their counterparts in the region to learn about child protection programmes and policies that have been successful elsewhere in 2011.

UNICEF Panama will seek opportunities to advocate for a model of south-south cooperation that is child friendly when the Government of Panama establishes its own development agency in the near future.

Country Programme Component: Health and Nutrition

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Contribute to the reduction in chronic malnutrition with special emphasis on indigenous children in 2011	3	FA1OT1, FA1OT3

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$55,000.00	\$52,169.52	\$50,369.52	96.55%
RR	\$100,000.00	\$70,492.01	\$70,492.01	100.00%
Total	US\$155,000.00	US\$122,661.53	US\$120,861.53	

Results Achieved

Promoting Breastfeeding – NGO partner, Nutre Hogar, reprinted breastfeeding training materials for medical and non-medical staff (1,465 and 750 copies respectively). These were used to train 300 administrators in the Hospital Santo Tomás in Panama City in 2011 and will be used to do the same for medical and non-medical staff in the Province of Chiriquí in early 2012.

A training workshop (Communicate, Get Informed and Act) aimed at journalists and health care staff was held in Panama City's Children's Hospital as part of World Breastfeeding Week activities (August 1 to 7, 2011). It stressed the role of new and traditional media in the promotion of breastfeeding. Approximately 100 people attended.

3,000 copies of Law 50/1995, which protects breastfeeding mothers in the workplace, were printed. A workshop on the topic was held during an Education Day at the Children's Hospital. Approximately 100 people attended.

Micronutrient Survey 2012 – With funding from UNICEF Panama, the Ministry of Health in 2011 mapped out 295 census locations and hired a consultant to organise the survey field work scheduled for the following year. The Ministry also purchased 30 field kits for survey takers.

Promotion of Healthy Eating Habits – The "Five a Day" Campaign to encourage children to eat fruits and vegetables daily was successfully launched in 28 schools, reaching approximately 27,000 students. Information from the 2011 campaign continues to be available online, including the following video spots: <http://www.youtube.com/watch?feature=endscreen&v=ZjwIYSzVMwA&NR=1> and <http://www.youtube.com/watch?v=fHKc3UMjiDA&feature=related>, which have been viewed over 2,700 times. See also the website of the National Secretariat for Food and Nutritional Security: <http://190.33.197.130/senapan/5aldía/tabid/66/Default.aspx>

The office also provided funding for the production of 16 radio messages on nutrition-related topics specifically targeting families living in indigenous territories.

Nutrition and ECD – In 2011, progress was made to expand and better coordinate nutrition and early childhood development activities in the traditional territories of the Ngäbe-Buglé. Examples include:

- The scope of early childhood development activities was expanded from 25 communities in the Comarca Ngäbe-Buglé to more than 30, including difficult-to-access areas.

- UNICEF Panama's partner held four training sessions on early childhood development, mainly to benefit community-based health promoters (i.e., indigenous mothers) in San Felix, Granja Santa Clara and Cañazas. A total of 124 people attended the workshops.
- The NGO completed an assessment its early childhood development activities for Ngäbe-Buglé children. The draft of the report has been received.

Iodine Deficiency Disorder – UNICEF Panama also provided funding to prevent iodine deficiency disorder.

2011 funding supported the following activities:

- Monitoring iodine levels among school children and providing the results to the Ministry of Health, including through a conference on the topic.
- Monitoring iodized salt production in 3 provinces (Los Santos, Herrera and Coclé).
- Updating the technical manual on iodine analysis.
- Organising workshops on iodine deficiency disorder in the seven districts of the Comarca Ngäbe-Buglé which benefitted a total of 163 people. Workshops in two other provinces, Veraguas and Chiriquí, have been rescheduled for early 2012.

Most Critical Factors and Constraints

It was not possible to expand early childhood development activities into the remote Kinkantú District of the Comarca Ngäbe-Buglé because NGO partner, Nutre Hogar, was unable to find a contractor to take on the task.

Hospital-based breastfeeding activities were delayed after the outbreak the deadly KPC bacteria in several of the institutions. Hospital resources were also re-prioritised to address a dengue fever epidemic. Delays were also caused when funding recipients failed to submit the necessary paperwork to request the release of available funds.

Key Strategic Partnerships and Interagency Collaboration

Local NGO, Nutre Hogar, played an important role in reducing chronic malnutrition amongst vulnerable Panamanian children. The Ministries of Health and Education and the National Secretariat for Food and Nutritional Security were also key partners.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

With funding from UNICEF Panama, the Ministry of Health undertook annual monitoring of iodine deficiency disorders in school children. As in previous years, the results were positive. The monitoring also showed a reduction in the use of crude un-iodised salt in certain pockets of the country, which was also a welcome development.

Future Work Plan

There are no specific health and nutrition interventions in the 2012 – 2015 country programme. The office will focus on monitoring progress that policy implementation brings about in key areas of breastfeeding and nutrition. In particular, it will support the Government of Panama to monitor and report on the access of vulnerable children to health and nutrition services during the next programme cycle.

Country Programme Component: Education

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
95% of boys and girls receive basic education with a focus on intercultural education	3	FA2OT2, FA2OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$250,000.00	\$171,149.85	\$152,624.98	89.18%
RR	\$100,000.00	\$113,754.85	\$113,754.85	100.00%
Total	US\$350,000.00	US\$284,904.70	US\$266,379.83	

Results Achieved

Child Friendly and Healthy Schools - There are 41 schools participating in the Child Friendly and Healthy Schools pilot, a model which involves a parallel "School for Parents," self-learning guides in main subject areas for students in Grades 2 to 6 as well as resources to promote student councils. As part of the programme in 2011, 73 teachers in 46 educational centres in the Comarca Ngäbe-Buglé and 15 in the Comarca Emberá-Wounaan benefitted from UNICEF Panama's advice on the implementation of bilingual intercultural curricula for indigenous students in Grades 1-3, and 131 are using the updated inter-cultural CDs. To help address the high failure rate in Grade 1, further teaching guides were developed to promote a skills-based approach to reading and writing.

A further pillar of the Child Friendly and Health Schools pilot is emergency preparedness planning. Considerable progress was made in 2011:

- School-based emergency planning activities were carried out in Chiriquí, Darién, Panama, Bocas del Toro as well as in the traditional territories of the Ngäbe-Buglé and the Emberá-Wounaan. 86% of the schools have risk management plans, and satellite maps of schools cross referenced with risk management plans have been created.
 - 20 public servants from different backgrounds have been trained in the CCC.
 - UNICEF Panama co-organised the Regional Conference for Disaster Reduction in the Education Sector in Latin American and the Caribbean (October 12-14, 2011), which culminated in the Panama Declaration signed by 18 countries.
 - School construction guidelines and teaching materials on disaster reduction and related environmental themes for use in primary and secondary schools have been produced and will be published in 2012.
- The office also documented the six-year history of the Child Friendly and Healthy Schools pilot in Chiriquí

and the Comarca Ngäbe-Buglé and presented the findings to the Ministry of Education. The report will be used in future advocacy work.

Pre-Schools and ECD - UNICEF Panama is a policy and technical advisor to the National Council on Early Childhood Development. In this role, it supported two studies with the aim of promoting a better coordinated ECD policy across the Ministries of Health, Education and Social Development. It also teamed up with the Inter-American Development Bank, the World Bank and the OEA to assist Panama in its implementation of the national ECD plan.

Other ECD activities from 2011 include:

- Organisation of the first national forum on ECD.
- Updating of three ECD booklets (The Best Eight Years) by UDELAS university.
- Establishment of eight new community-based ECD resource centres.

Schoolchildren with Disabilities - UNICEF Panama partnered with the Panamanian chapter of the Special Olympics to model the inclusion of children with intellectual disabilities in schools in poor urban areas.

Violence and School-aged Children – The office also collaborated with international and local NGOs and the Ministry of Education to study on the types of violence children, teachers and parents are subjected to in schools in the region. The results will be presented in 2012.

Most Critical Factors and Constraints

Despite on-going efforts, the number of pre-school teachers has not yet reached optimal levels. This, in turn, limits the implementation of school-readiness programmes.

Key Strategic Partnerships and Interagency Collaboration

The Child Friendly and Healthy Schools pilot, of which the joint WASH project was a part, led to relationships far beyond traditional partners such as the Ministry of Education, including with the Ministry of Governance, the Ministry of Economy and Finance and with NGOs, Prodeso and Prodes. Another new partnership was with the international NGO, Refugee Education Trust, with whom UNICEF Panama collaborated on child-centred disaster reduction initiatives.

The office's permanent advisory role in the National Council on Early Childhood Development represented a further strategic partnership in this core area of interest for UNICEF. In addition to the members on the Council and its related team of technical advisors, the office has partnered the Inter-American Development Bank, the World Bank and the Organisation of Iber-American States for Education, Science and Culture, and UDELAS University on ECD projects.

The school-based violence study involved multilateral partnerships among UNICEF Panama, PLAN International, the Norwegian Red Cross, the Panamanian Red Cross, community-development NGO, CEASPA, and the Ministry of Education. The work to promote the inclusion of students with disabilities involved the Panamanian Chapter of the Special Olympics.

Humanitarian Situations

UNICEF Panama supported the Ministry of Education to develop school-based disaster reduction plans, which use the Core Commitments for Children in Humanitarian Action as a base. The Office organised

training on the CCCs for 20 Panamanian civil servants from a variety of professional backgrounds as part of this work.

Summary of Monitoring, Studies and Evaluations

In 2011, UNICEF Panama commissioned the following studies:

- *Programa de inversiones en la primera infancia en Panamá*
- *Política de desarrollo de la primera infancia en Panamá: Mecanismo de articulación y capacidad para el desarrollo e implementación de la política*
- *Sistematización de la experiencia de las escuelas amigas y saludables 2005 – 2011*

The first two documents showed that the benefits of investments in early childhood development, including pre-school education, greatly outweigh the costs. They also highlighted the benefit of costing exercises to guide policy development in middle income countries. The analysis will inform continued advocacy efforts in the upcoming cycle of cooperation.

The information on the Child Friendly and Healthy Schools pilot will be used to support a national rollout of the model in all primary schools in Panama. This will enable the scaling-up phase to build upon the successes and challenges identified in the pilot.

Future Work Plan

UNICEF Panama will focus on educational policy at the pre-school, primary and middle school levels in the upcoming cycle of cooperation. The office will provide expert advice to the Ministry of Education and to education-related NGOs on issues of service quality and equitable access. Given its commitment to equity, it will focus its efforts on achieving results for indigenous boys and girls and on adolescents living in poor urban areas.

The office plans to partner with the private sector and NGOs calling for educational reform in an effort to identify the biggest opportunities for improvements to quality, and plans to support educational programmes intended to prevent violence and promote conflict resolution.

Country Programme Component: HIV/AIDS and children

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Contribute to the eradication of mother to child transmission of HIV and support networks of youth groups working on HIV prevention		1 FA3OT1, FA3OT2, FA3OT4

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$50,000.00	\$46,913.75	\$45,093.75	96.12%
RR	\$60,000.00	\$59,846.67	\$59,846.67	100.00%
Total	US\$110,000.00	US\$106,760.42	US\$104,940.42	

Results Achieved

Prevention – UNICEF Panama supported HIV/AIDS prevention in a number of ways in 2011. For example, it provided funding to NGO partner, Probidside, to train adolescents to lead prevention workshops, including among their peers. In 2011, 51 individuals received training, 43 of whom were students between 13 and 17 years of age. The workshops benefitted 243 people in the course of the year, of whom 35 were aged 19 years and under.

In addition, the office provided funding to continue the availability of previously created video sketches involving a popular animated condom, called Forrito, on a website devoted to the character. For example, 11 Forrito video sketches from 2010 are online with over 750,000 views. See: <http://www.forritoelcondon.com>

Vertical Transmission – A prevention campaign aimed at increasing HIV testing among pregnant women was carried out. The campaign included informative talks on HIV to patients waiting in health centres, which reached 9,852 people in 2011, including 511 pregnant women and adolescents. The talks in combination with the on-going *Your Best Test of Love* media campaign contributed to the highest testing level to date-: approximately 85% of pregnant women in Panama in 2011 got tested.

Treatment – 2011 witnessed the creation of updated HIV/AIDS treatment protocols which were disseminated using a novel phone application. This creative use of mobile technology will generate real time data and improve treatment and supply chain management.

Furthermore, UNICEF Panama is backing a study on adolescents' compliance with ARV treatment. Ethics approval was obtained, and the study got underway in late 2011.

Strengthening Probidside's IT Profile – UNICEF funds were also devoted to the new and improved Probidside website, which is expected to be up and running in early 2012. They also went towards the purchase of new computers for the NGO in December 2011 and to the development of a software interface.

Most Critical Factors and Constraints

A 2012 supply estimate for HIV medications is pending due to two main reasons. First, the supply chain expert in the UNICEF Panama office took a new job in the middle of the year before he was able to complete the visits to the anti-retroviral clinics. Second, the Ministry of Health has not yet determined which of the available software platforms will best meet its needs.

Progress on the study of treatment compliance among Panamanian adolescents has been slower than expected because the complexity of ethics approval process. (i.e., involved three separate ethics committees).

In addition, some peer-led prevention workshops did not go as planned due to problems obtaining the

necessary permission from school administrators.

Key Strategic Partnerships and Interagency Collaboration

Local NGO partner, Probidside, played a critical role in preventing the spread of HIV/AIDS and other sexually transmitted diseases in Panama. School-based HIV peer prevention programmes, organised with the approval of the Ministry of Education, were particularly effective at spreading potentially lifesaving information among students and their parents.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

No studies related to HIV/AIDS were completed in 2011.

Future Work Plan

Future work will focus on planning to reduce risky behaviour among adolescents. The office will continue to monitor mother-to-child transmission rates with other UN partners.

Country Programme Component: Child Protection

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2011 50% of children had access to a system that protects them from violence, exploitation, harm and abuse.	3	FA4OT7, FA4OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$300,000.00	\$296,244.33	\$258,781.50	87.35%
RR	\$50,000.00	\$27,076.26	\$27,076.26	100.00%
Total	US\$350,000.00	US\$323,320.59	US\$285,857.76	

Results Achieved

Funds from the Spanish Development Corporation (Window of Peace)

Municipal Violence Prevention Activities - UNICEF Panama used Window of Peace funding to support local violence-prevention NGOs, Casa Esperanza and Movimiento Nueva Generación, to:

- Share their expertise with staff in the Municipalities of San Miguelito, La Chorrera and Arraiján.
- Organise activities that provide youth alternatives to gang involvement, such as dance, theatre, art and sports tournaments.

Also underway is a life skills curriculum development project to prevent violence.

Child Protection - In 2011, UNICEF Panama provided funding to create:

- Guidelines on the implementation of the new accusatory system in the juvenile jurisdiction for the protection of children's rights.
- A manual for the implementation of the international standards on children's rights in the administration of justice.
- Protocols to prevent gang-related violence in youth detention centres.

The first drafts of the guidelines and the manual are being reviewed. The initial stage of the developed of the protocols for detention centres is underway. Training for all three will be held in early 2012.

UNICEF also supported the start of a mapping of social services for children, which will be continued in 2012. The mapping will be used to strengthen the national child protection system.

Children in Care Institutions - As part of its technical assistance to the National Secretariat for Children, Adolescents and the Family, UNICEF Panama supported the development of a protocol for children in care institutions. Funding was also provided to enable the Office of the Ombudsperson to undertake a monitoring report on the treatment of children in care.

B) Other Funds

Combatting the Commercial Sexual Exploitation of Children - There were two campaigns against the commercial sexual exploitation of Panamanian children held in 2011 (They Aren't Toys). In addition, the office supported an assessment of the implementation of the National Plan against Commercial Sexual Exploitation.

Reporting to the Committee on the Rights of the Child - UNICEF Panama provided technical support to the State and Civil Society in the reporting process and led the report prepared on behalf of the UN System in Panama. It participated in both the Pre-Session Meeting in June as well as the 58th Session in September where the Committee formally reviewed Panama's report.

Birth Registration - With the assistance of UNICEF Panama, the Electoral Tribunal carried out a project to reduce the rate of unregistered births in the traditional territories of the Ngäbe-Buglé. By the end of 2011, over 70% of the previously unregistered births had been captured in the project. In absolute terms, 921 children were registered through the Tribunal's field visits to these rural, border areas. In addition, 22,038 identity cards were issued for children and adolescents living in this indigenous area, which can help them access basic services such as school or health clinics.

Strengthening Local Capacity - UNICEF Panama provided technical advice to NGOs, Casa Esperanza and Movimiento Nueva Generación, to strengthen their institutional capacity regarding administration. This will increase their credibility with donors.

Most Critical Factors and Constraints

Changes in leadership and restructuring in the Office of the Ombudsman and in one of the major funders, Spanish-led Window of Peace, delayed the implementation of some of the anti-violence initiatives. Partners also found it could be challenging to coordinate school-based activities within the academic calendar. Some events had to be delayed because they did not fit well within students' schedules (e.g., activities cannot be scheduled during the lead up to or during exams). The lesson learned is that school-based activities need to be planned and scheduled well in advance.

Key Strategic Partnerships and Interagency Collaboration

Child protection partnerships included the Spanish and US international development agencies, the Ministries of Foreign Affairs and Social Development, the Office of the Ombudsman, the National Secretariat for Children, Adolescents and the Family (SENNIAF), CONAPREDES, the Electoral Tribunal, and the judiciary. Other key actors in 2011 were Panamanian NGOs, Casa Esperanza, Movimiento Nueva Generación, and Fundación Jesús Luz de Oportunidades as well as several municipalities. The UN Development Programme, the UN Office on Drugs and Crime, UNESCO, the UN Population Fund as well as UNICEF country offices in other Central American countries also contributed.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

The following joint study of UNICEF Panama and the National Secretariat for Children, Adolescents and the Family was completed in 2011:

- *Estudio sobre la situación de los derechos de la niñez y la adolescencia privados de cuidados parentales ubicados en centros de acogimiento o albergues*

The document will be used to advance policy alternatives to institutionalization for children who are not in the care of their parents.

Future Work Plan

The main protection priority for the upcoming cycle of cooperation will be the continued advocacy for a comprehensive child protection system, policies and programmes. One cornerstone of this work will be the completion of a mapping of all protection services for children and adolescents from which it will be possible to identify gaps and/or duplication. The prevention of violence will remain an important focus. Examples of planned activities include supporting greater participation among adolescents' in decision making in urban areas, such as Colón, as well as co-organising further public campaigns condemning violence against Panamanian children and adolescents. Another planned activity is continued advocacy for legislative reform to increase the minimum age of marriage and employment in order to reflect international standards.

Country Programme Component: Incidence of Public Policy

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
All boys and girls living in poverty are protected by social protection programmes.		3 FA5OT1, FA5OT2, FA5OT4, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$100,000.00	\$107,245.28	\$87,886.12	81.95%
RR	\$100,000.00	\$106,034.84	\$106,034.84	100.00%
Total	US\$200,000.00	US\$213,280.12	US\$193,920.96	

Results Achieved

Improved Statistics on Women and Children -The UN-led database on development statistics, DevInfo, has been updated both in terms of the software platform and its content (six national data sources have been updated). In addition, other existing data with information gaps has been identified for inclusion, which will be remedied through the 2012 MICS survey.

Six training sessions were held: three on the use of the updated version of DevInfo and three on the 2012 MICS survey. Personnel from the National Institute on Statistics and Census, the Ministries of Education, Health, Social Development, Governance as well as the staff from the Office of the Comptroller General attended. The judiciary also benefitted.

Analysis of Children's and Women's Rights - The national situation analysis which did an in-depth examination of the circumstances facing indigenous girls and afro descendent adolescents living in poor urban neighbourhoods was completed in 2011. 4,000 copies have been published for the January 2012 launch. Whats more yet,, the office undertook two local situation analyses in Chiriquí and Darién.

Analysis of Existing Social Protection Programmes - UNICEF Panama and the Ministry of Social Development commissioned a comparative study on the effectiveness of the conditional cash transfer programme (Red de Oportunidades) and publicly funded food vouchers. Two presentations on findings have been carried out, and the government has established a committee to follow up.

Observatory on Children's and Adolescents' Rights - The body tasked with monitoring the implementation of children's rights in Panama, the Observatory on Children's and Adolescents' Rights received four training sessions in 2011. They have approved an Operating Manual to guide their work and have proposed a system, currently in draft form, to follow up on outstanding UNCRC recommendations.

Citizens' Movement for Education - The Citizens' Movement for Education is a network of 27 NGOs mobilised around education reform. The group held a general assembly and a public forum in 2011. They also improved their website and produced a promotional video, which they hope will better engage adolescents.

Violence Affecting Children and Juvenile Justice - Panama has created an Observatory on Citizen Security through the Chamber of Commerce. UNICEF Panama provided technical assistance and advocated for a rights-based system of indicators in the area of juvenile criminal justice. Two related training sessions were held in three suburbs of the capital: Arraiján, La Chorrera and San Miguelito. A report on the project is currently being written up.

Improvement of Social Services for Children in Colón - A group of local authorities, community-based NGOs and others was formed to develop a plan for the improvement of social services for children in the city of Colón. Five meetings were held to obtain feedback, including from the Ministries of Social Development and Health in the city. Subsequently, the plan was presented with the joint participation of the municipality and the child-serving NGOs.

Most Critical Factors and Constraints

Changes in leadership (a new Ombudsperson was named in 2011) and membership composition in some partners (Citizens' Movement for Education) as well as the lack of a dedicated personnel on some projects caused delays. For example, the update and expansion of existing children's indicators was carried out solely by two UNICEF Panama funded consultants. Delays in the juvenile justice project were caused by difficulties obtaining information from the National Police.

Finally, the project relating to improving services for youth in Colón was complicated by security concerns (e.g., the need to meet with former gang members in order to gather information on the violence affecting children in the city).

Key Strategic Partnerships and Interagency Collaboration

Key partnerships included those with the Ministries of Economy and Finance, Social Development, the Comptroller General and the National Institute on Statistics and Census. Each partnered with UNICEF Panama to undertake key studies that will provide the foundation for social policy efforts in the next cycle of cooperation.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

The following studies were undertaken in the Incidence of Public Policy programme component in 2011:

- *La niña indígena y el adolescente urbano: entre riesgos y oportunidades – Una agenda para la acción*
- *La situación de la niñez en la provincia de Chiriquí y la comarca Ngäbe-Buglé*
- *La situación de la niñez en la provincia de Darién y la comarca Emberá-Wounaan*
- *La niñez y la adolescencia según el censo*
- *Programa Red de Oportunidades (Modalidades SENAPAN y MIDES)*
- *Derechos de la niñez y la adolescencia: Propuestas de reformas constitucionales*

The local and national situation analyses highlighted the importance of cross-sectorial work and the coordination of public policies and programmes across institutional lines.

The census analysis showed that there is a wealth of information on children in Panama, including those who are most excluded that can be used in public policy development, implementation and evaluation.

The comparative study of conditional cash transfers and food vouchers revealed important operational details of Panama's two main social protection programmes. The results will be used to refine the cash transfer programme.

The law reform proposals have been submitted for consideration by the constitutional experts. The document will be used to ground further advocacy efforts in the upcoming cycle of cooperation.

Future Work Plan

In the 2012-2015 Country Programme Action Plan, previously known as Public Policies and Partnerships will be distributed into three new Programme Components:

1. Strategic Information.
2. Protective Environment.
3. Inclusion and Reduction of Disparities.

In the first, the office will continue to support the Observatory of Child Rights in its monitoring and follow up on outstanding issues related to children's and women's rights, including the publication of the Observatory's first monitoring report. It will also build local capacity by ensuring at least three Panamanian universities

regularly produce research on child-focused public policies. The launch of the national situation analysis and the hosting of related workshops in 2012 will set the stage by providing up-to-date information about children's and women's rights.

In the second, the plan is to share the results of UNICEF funded studies on child-related census data as well as the comparative study of food vouchers and condition cash transfers. Expert advice will also be provided regarding the adoption of a more refined measure of poverty (i.e., the multi-dimensional Bristol model) for use in government anti-poverty programmes.

In the third, the main goal will be the implementation of child friendly municipal development plans in at least five municipalities and three traditional indigenous territories. An important part of UNICEF Panama's expert advice in this area will be results-based budgeting for children.

Country Programme Component: Local Interventions

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By end 2011 women, children and adolescents in indigenous areas can count of services which consider inter-cultural sensitivities		3 FA2OT3, FA2OT7, FA4OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	\$400,000.00	\$423,867.56	\$417,821.94	98.57%
RR	\$100,000.00	\$75,030.62	\$75,030.62	100.00%
Total	US\$500,000.00	US\$498,898.18	US\$492,852.56	

Results Achieved

The cornerstone of the Local Interventions component is the Child Friendly Municipality model, which has been implemented in four districts mainly the Province of Chiriquí, traditional territories of the Ngäbe-Buglé, Province of Darién and the traditional territories of the Emberá-Wounaan. The model aims to create awareness among long marginalised communities so that they advocate for their rights, which is important since the country's decentralisation law is not yet in force.

The Child Friendly Municipality model embraces pilots to improve education as well as water and sanitation. The education aspect of the model, Child Friendly and Healthy Schools, is discussed above in the Education Component. Access to clean water was promoted through a joint WASH project in the two poorest and least accessible districts in the Comarca Ngäbe-Buglé, Kusapín and Kankintú. Between 2009 and 2011, nine rural aqueducts were constructed to benefit children and their families. Given that 58% of the Comarca's population is under 18, children are the largest group of beneficiaries.

UNICEF Panama's main contribution to the joint WASH project was creating consensus among the communities as to the value of the rural aqueducts and as an on-going commitment to their upkeep. UNICEF

Panama successfully coordinated activities in 28 indigenous communities in Kusapín and Kankintú to build local capacity. Examples include training municipal actors and community members on how to elaborate local development plans for water and sanitation services with the participation of the community, including of women and adolescents, training and organising nine community-based groups who agreed to be responsible for on-going oversight of the newly constructed rural aqueducts and, finally, training authorities and members of nine local Rural Aqueduct Councils (approximately 85 people) on planning, budgeting, operating and maintaining rural aqueducts in a sustainable way. Related training through the school system reached 163 teachers, 103 parents and 994 students.

Local Interventions activities in 2011 also strengthened local governance in indigenous areas and Darién Province, particularly with regards to the planning and design of public investment plans. They also empowered indigenous and Afro-descendant women who are now better informed about their rights. Their involvement in municipal-level projects will better ensure their long-term sustainability.

UNICEF Panama also trained the Network of Public Policies for Children and Adolescents, which includes governmental and non-governmental bodies operating in the Province of Chiriquí and the neighbouring Comarca Ngäbe-Buglé on the use of desegregated data and advocacy on children's issues. 300 people attended the workshop on their local situation analysis, including 40 indigenous people who participated in the selection of information on health, education and child protection. Additionally, another 100 people attended the corresponding workshop in the Province of Darién.

Most Critical Factors and Constraints

Growing security problems caused by spill-over of the on-going Colombian conflict and related drug trafficking into Darién Province and the Comarca Emberá-Wounaan is a constraint. Other challenges include the lack of institutional presence in these areas, the lack of personnel with an understanding of human rights issues, and the relatively weak administrative skills of some indigenous groups.

Key Strategic Partnerships and Interagency Collaboration

Strategic partners included the Ministry of Health, Ministry of Governance, the Office of the Ombudsperson, SENAFRONT, IPACOOOP, local authorities, traditional indigenous authorities, community members, the International Labour Organization, the Pan American Health Organization (part of the World Health Organization), and the Government of Spain.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

UNICEF Panama funded an assessment of Child Friendly Municipalities in 2011 which showed that the office had successfully mobilised local actors to promote children's rights. It also provided valuable insight into UNICEF's role in a middle income country like Panama. The document will be used in the next cycle of cooperation to advocate national decentralisation law.

Future Work Plan

The focus moving forward will be on promoting child-friendly governance at the local level. This will involve strengthening UNICEF Panama's partnership with the Ministry of Economy and Finance and the Ministry of Governance since both allocate funding to municipalities with little supervision. A potential niche for the office could be building local capacity regarding the preparation, execution and monitoring of children's budgets.

Effective Governance Structure

There were nine Country Management Team meetings in 2011. During this period the CMT discussed and recommended the closure of the Darién and Chiriquí offices and the abolishment of the GS posts in both offices. In the upcoming cycle of cooperation, the work will now be led by higher level National officers and expert technical assistance.

The CMT discussed and endorsed the new Country Programme (2012-2015) planning process as it evolved during 2011 and discussed UNDAF planning and inputs. To streamline the office structure in response to the new Country Programme policy framework, the following posts were abolished/established: NOA HIV/AIDS, NOA Child Protection and establishment of a Child Protection NOB, and GS5 Programme Assistant.

The new CCCs were discussed in programme meetings and will be integrated into the new programme cycle management for 2012.

Based on a risk analysis, the CMT approved a change in the CRC limit from US\$10,000.00 to US\$20,000.00 which gave more flexibility to achieve the results, while keeping the ceiling established by the organisation's rules and regulations. The CMT reviewed an overhaul of the PCA processes in line with UNICEF's new administrative software, VISION. This activity is to be implemented in 2012 when VISION is functioning. Office management indicators were examined at each CMT meeting.

As a follow up of the last Audit (2009), the office called for a special CMT meeting to review all audit recommendations, their action plans and ensure that the considerations which led to recommendations were still being taken into consideration in the day-to-day running of the office. The review also assessed whether the office is developing a clearly defined strategy to mitigate risks.

The move of the Panama Country Office to the Regional Office premises during January 2011 was successful, and the reduction of expenses within operating costs is visible. Staff members are operating in a good environment and working conditions. The move has brought more synergy between Country Office and Regional Office (TACRO) in the Common Service areas of Supply, IT, Finance, HR (operations). This needs to be reviewed and re-organised in 2012 as the Common Services function at TACRO is expanded to take in more small country office operations functions. The office did not need to use Regular Resources to supplement Support Budget for essential running costs in 2011 as a result of costs saved by co-location with TACRO.

In addition, in anticipation of the switch over to VISION, the Office communicated to its partners the need to implement UNICEF funding and achieve results for children by the middle of the fourth quarter (October). As a result, very few funds were returned, DCTs were generally managed in a timely manner and other resource funds not needed were re-programmed within the Country Programme in a timely way.

Strategic Risk Management

As noted previously, the Country Office had an audit in 2009. The last of the audit recommendations was implemented fully in early 2011 and was reviewed by the CMT. Towards the end of 2011, all audit recommendations were re-examined in a special CMT meeting to assess if progress and to develop a strategy to mitigate risks in office governance.

The Enterprise Risk Management library was reviewed as part of the Annual Management Plan process and will be overhauled in January 2012 to take into consideration changes to the country programme structure and approaches to working at a more upstream level.

The existing business continuity plan (BCP) was reviewed, and the key elements for Early Warning /Early Action web portal completed and uploaded. All of the staff members were advised to read the BCP and be familiar with their role for rapid response when needed. The document will be reviewed in January 2012 based on new country programme staffing, structures and changes in organisational software programmes. The BCP was discussed with TACRO focussing and addressing issues of joint concern to both BCP and ensure that staff with dual responsibilities fully understand their obligations.

Evaluation

2011 was the last year of a complex country cycle in which the programme structures was changed twice, making the impact of the evaluation hard to measure. A number of programme areas including child friendly schools, institutional support to NGOs, and protection of children in institutional care were reviewed and processes and impacts were documented. The outcomes of these reviews will be reflected in improved planning in 2012.

No major evaluations were done in 2011, though extensive consultations were undertaken with governmental and non-governmental partners on aspects of UNICEF Panama 's work as well as changes in the policy and programme environment for children.

For the first time, the office has the services of a planning and evaluation specialist who started her assignment in the middle of 2011. She assumed a key role in reviewing and improving terms of references for consultancies and contracts and planning the new programme cycle components using a results-based model.

UNICEF Panama has worked diligently to strengthen the capacity of governmental and non-governmental structures to collect, analyse and interpret data and information to enhance programme and policy thinking in 2011 despite the lack of strategic information available on children. This has created a stronger foundation for informed policy thinking and decision making in the coming years. Better information systems will also serve to enable evaluations.

The office IMEP was reviewed during the year and modified based on changing partner needs and UNICEF Panama 's analysis of progress in the relevant sectors.

Effective Use of Information and Communication Technology

In 2011, UNICEF Panama entered into a formal agreement with the UNICEF Regional Office under which the Regional Office provided ICT services to the Country Office. The arrangement maximised the use of existing ICT resources which were located in the same office building. The office also reviewed ICT audit recommendations made in 2009 to ensure that all systems were working efficiently and within guidelines. The office also began using Twitter in a more systematic way in 2011. Apart from being a means to reach more people, particularly youth who are well versed in social media, Twitter has allowed UNICEF Panama to generate real time data on the effectiveness of its campaigns. For example, a Tweetreach analysis of the major communications campaigns in 2011 revealed:

1. The 'They're Not Toys' campaign in September against commercial sexual exploitation of children and adolescents reached a total of 83,008 individual Twitter followers and generated 160,838 impressions. The tool also showed that some high profile Panamanians, such as the wife of the Vice President, were following the campaign.
2. The Hand Washing Day tweets reached 30,156 people and generated 56,628 impressions.
3. The World Day for Disaster Reduction reached 23,323 Twitterers and generated 23,759 impressions.
4. United Nations' Day reached 19,249 Panamanian Twitter followers and generated 51,496 impressions.
5. The World Day for Prayer and Action for Children 2011, the theme of which was the importance of a violence-free early childhood, was followed by 94,000 people and generated more than 150,000 impressions.

Additionally, the office supported the development of mobile SMS technology to improve the monitoring of ARV treatment for HIV/AIDS patients in the country.

Fund Raising and Donor Relations

The Country Office sent 100% of its donor reports on time in 2011 and in accordance with UNICEF quality standards. It successfully met the 75% and 95% benchmarks and engages in continuous monitoring of PBAs and makes decisions about them, as appropriate through the Country Management Team.

The Government of Panama provides UNICEF Panama with USD \$300,000 per year as its contribution to joint ownership of the Country Programme. Funds usually arrive early mid-year, came slightly later in 2011. As a result a PBA extension beyond the programme cycle was requested to ensure funds can be used wisely.

In June 2011, the Representative visited the UK National Committee for UNICEF and gave a speech to staff members about the importance of regular resources for small country offices working in middle income settings. Donor relations work also involved the preparation of Panorama articles showcasing elements of UNICEF Panama's policy and community work. These are to be published in early 2012.

The office did not engage in fundraising activities in 2011 with donors or the private sector. In 2012, the Business Principles for Children will be used to leverage engagement of the private sector in Panama. The Representative sits on the private sector advisory board of Movimiento Nueva Generación, an influential local NGO, and advises both the NGO and its private sector patrons on child rights approaches to programming and investment. The office hopes to replicate this model with other NGOs to ensure that more systematic and child rights based programming is implemented to reach more of Panama's vulnerable children.

Management of Financial and Other Assets

The office met expenditure goals and guidelines and improved management of DCT during 2011. The CMT routinely reviewed and monitored financial assets and their use. It questioned time consuming and costly processes and suggested improvements.

During the year, the CMT and all staff decided to waive DSA allowances for one-day field trips of less than ten hours. Terminals in Panama are high, and it was felt that these adequately cover incidental costs during one-day field trips. The savings to the office have not been calculated as the measure was only implemented late in the year.

Having moved to co-locate with TACRO, the Panama Country Office has not needed to use regular resources to supplement the support budget for essential running costs of the office. No major purchases were made in 2011, although 2012 will see the need to replace some expensive equipment like the multi-function photocopier.

Supply Management

The office does not manage supplies, and there is no warehouse. Occasional supplies involved the reception and distribution of UNICEF publications and C4D materials only. The office shares the time of the TACRO supply officer. At the end of the year, UNICEF Panama only has one on-going supply-related budgetary obligation.

Requests for purchases were made on time and in accordance with internal regulations. Local businesses were used to fill them.

In terms of professional development, supply staff were trained on the new VISION platform at the end of 2011.

Discussions were held at the end of 2011 about whether UNICEF, which leads the UNCT humanitarian working group, should approach the government to assess if there is a need for advice on the warehousing and distribution of humanitarian supplies in the case of natural disasters. These will be concluded in early 2012.

Human Resources

UNICEF Panama undertook extensive discussion to design the new Country Programme and think through not just office staffing but the need to manage a more extensive consultant base for upstream advisory work. This is challenging as Panama has limited HR capacity in the social sectors. The office will learn from Chile and other small country offices in the region in 2012.

PER/PAS discussions were held early in the year, mid-year and at the end of the year. A mid-year monitoring form was used to ensure guidance was given on areas for improved task and competence performance.

Ethics folders were given to all new staff and consultants with contracts of more than two months. CCC, EPR and security training will all be updated in January 2012.

The office had 100% completion of the 2011 global staff moral survey. In addition, regular discussions between the Representative and the Staff Association were held on work climate as the PBR approved the abolition of five of fifteen posts in the office, which had a significant effect on moral as friends began to move on. Overall, the climate remained open and positive.

During the year new flexible workplace measures were offered to the team to manage the stress caused by mega-project construction in Panama City. Staff living at the other side of the city from the office can now avoid hours in traffic jams.

Efficiency Gains and Cost Savings

Cost savings were generated in 2011 by eliminating the DSA allowances for one-day field trips under ten hours and by moving to co-locate with TACRO.

Changes in AMP and CPMP

There is a new Country Programme for 2012 – 2015. This will engender significant changes to the AMP. Instead of projects and programmes, the office will focus but on upstream technical advice, which requires investment in skills to manage consultants and in-house analysis to ensure that the national and local policies are devoted to child's rights and are results-based.

IMEP will be more targeted and require improved management now that the office is smaller and focused on the generation of information and its analysis to inform policy thinking.

MICS 4 will be carried out in 2012, which will absorb a great deal of the working year as it will be the first such survey in almost two decades.

The programme moves away from an MTSP based structure, with six components to a new streamlined structure. The Country Programme Action Plan 2012-2015 starts with a component devoted to establishing the evidence base for use in policy and programming. The plan also contemplates strengthening monitoring and evaluation for both government and NGO partners. The information generated will be used in the two main content-driven programme components, namely, strengthening Panama's protection system and reducing disparities.

The protection component will focus on advocating for anti-poverty measures, implementation of a coordinated, comprehensive child protection system at the national and municipal levels, and follow-up on previous recommendations from international human rights bodies, such as the Committee on the Rights of the Child.

The disparity reduction component will focus on advancing a child-friendly agenda in the development, implementation, and monitoring of local development plans in the traditional territories of the Ngäbe-Buglé and the Emberá-Wounaan as well as in the city of Colón. A particular focus will be on strengthening UNICEF Panama's partnership with the Ministries of Economy and Finance and Governance since both allocate funding to municipalities with little supervision. A potential niche for UNICEF Panama could be building local capacity regarding children's budgets.

Improving education is an important aspect of reducing disparities in all three geographical areas. Starting in 2012, UNICEF Panama will support the scaling up of the Child Friendly and Healthy Schools pilot project to all primary schools in Panama, the advancement of bilingual intercultural education programmes, and the integration of Core Commitments for Children in Humanitarian Actions into national emergency preparation planning. Furthermore, it will continue to support the implementation of the national Early Childhood Development Plan through the provision of expert advice and support activities to prevent violence prevention in and out of schools.

In Colón, the emphasis will be on mobilising government and non-government partners around an agenda focused on children and adolescents, including the prevention of violence. The office also plans to build new relationships with the private sector to improve education and, subsequently, employment opportunities for children and youth in the city.

Summary Notes and Acronyms

Summary

2011 was a year of transition for Panama Country Office; working with the government and partners to build a solid base of reliable data on children and adolescents, on which to strengthen planning functions and public policies in the coming four years. The year also involved wrapping up a number of small partnerships and re-profiling strategic approaches based on the analysis of the situation for the most vulnerable and marginalised children in the country.

Acronyms

AMP:	Annual Management Plan
ARV:	Anti-retroviral
BCP:	Business Continuity Plan
C4D:	Communication for Development
CCC:	Core Commitments for Children in Humanitarian Action
CEASPA:	Panamanian Centre of Studies and Social Action
CMT:	Country Management Team
CONAPREDES:	National Commission for the Prevention of Sexual Exploitation Offences
CRC:	Committee on the Rights of the Child
DCT:	Direct Cash Transfer
DRR:	Disaster Relief Reduction
ECD:	Early Childhood Development
GS:	General Services
HR:	Human Resources
ICT:	Information Communication Technology
IMEP:	Integrated Monitoring, Evaluation and Research Plan
IPACOOP:	Panamanian Institute of Autonomous Cooperatives
MDG:	Millennium Development Goal
MICS:	Multiple Indicator Cluster Surveys
MTSP:	Mid-Term Strategic Priorities
NGO:	Non-governmental Organization
NO:	National Officer
PBA:	Programme Budget Allotment
PCA:	Programme Cooperation Agreement
PSA:	Public Service Announcement
SENAFRONT:	National Border Service
SENNIAF:	National Secretariat for Children, Adolescents and the Family
TACRO:	The Americas and Caribbean Regional Office of UNICEF
USAID:	US Agency for International Development
USD:	United States Dollar
UNCRC:	UN <i>Convention on the Rights of the Child</i>
UNDAF:	UN Development Assistance Framework
UNESCO:	UN Educational, Scientific and Cultural Organization
WASH:	Water, Sanitation and Hygiene

Document Centre

Evaluation

Other Publications

Lessons Learned

	Title	Document Type/Category
1	Sistematización de la experiencia de las escuelas amigas y saludables 2005-2011	Lesson Learned
2	Sistematización de las iniciativas municipios amigos de la niñez	Lesson Learned

Programme Documents

	Title	Document Type
1	Programa de inversiones en la primera infancia en Panama	Study/Costing
2	La niña indígena y el adolescente urbano-entre riesgos y oportunidades. Una agenda para la acción	Sitan
3	La Niñez segun el censo	Study
4	Programa Red de Oportunidades - Modalidades SENAPAN y MIDES (Análisis comparativo de los programa de transferencias condicionadas y bonos alimentarios)	Study
5	Derechos de la niñez y la adolescencia - Propuestas de reformas constitucionales	Study- Law Reform Proposals
6	Política de desarrollo de la primera infancia en Panamá - Mecanismo de articulación y capacidad para el desarrollo e implementacion de la política	Study
7	Estudio sobre la situación de los derechos de la niñez y la adolescencia privados de cuidados parentales ubicados en centros de acogimiento o albergues	Study
8	Situación de la niñez en la provincia de Darién y en la comarca Emberá-Wounaan	Study
9	Situación de la niñez en la provincia de Chiriquí y en la comarca Ngäbe-Buglé	Study