Executive Summary

Great progress was made between 2012 and 2016 in Peru: adjusting and developing the regulatory, political and budgetary frameworks that guarantee the rights of boys, girls and adolescents; in adjusting the provision of social services to make it culturally relevant, particularly for indigenous peoples in the Andean and Amazonian regions; and in positioning and giving public visibility to the rights of children and adolescents.

For example, during this period UNICEF Peru contributed to the adoption of: (1) the third optional protocol to the Convention on the Rights of the Child; (2) the law prohibiting the use of physical and humiliating punishment of children and adolescents; (3) the law for the special protection of boys, girls and adolescents at risk or deprived of family protection; (4) the Code of Criminal Responsibility for Adolescents; and (5) the law that declares the allocation of public resources to ensure fulfilment of the National Action Plan for Children and Adolescents (2012–2021) to be a matter of national interest deserving preferential attention.

Various social services for children positively incorporated national cultural diversity. With technical support from UNICEF and the Government of Canada, Peru defined the National Intercultural Bilingual Education Policy and Plan. The budget assigned for this purpose was increased (from US$1.5 million in 2006 to US$29 million in 2016), teacher training was expanded and improved through the National Intercultural Bilingual Education (IBE) Scholarship Programme (Beca 18) programme (education grants for outstanding students), new pedagogical models were implemented, education material was produced in more than 23 indigenous languages, and new and better decentralized education management processes were fostered.

The net preschool enrolment rate rose significantly, from 77.3 per cent in 2012 to 83.2 per cent in 2015, and the Ministry of Health Growth and Development services were substantially modified to incorporate the concept of stimulating comprehensive early childhood development, supported by approved national guidelines on the subject. Equally important were advances made in the diagnosis and treatment of HIV and AIDS in indigenous communities in the Amazon.

During this period, Peru defined a mechanism to identify public spending on children and adolescents, which allows for monitoring the assignment and disbursement of budgetary resources, as well as analysing their distribution. This tool, defined with UNICEF’s technical assistance, has demonstrated that public spending on children and adolescents has increased over the past three years and has served to advocate for its protection and proper distribution.

UNICEF Peru also helped position the subject of children and adolescents in the electoral context. At the subnational level, the four candidates who led the polls in the race for becoming mayor of Lima were persuaded to make a public commitment to guarantee the rights of this population group. At the national level, 8 of the 10 candidates to the presidency, including the elected one, signed the Equal Opportunities Commitment, promoted by the Ombudsman’s office and UNICEF, which was developed based on consultations with 2,500
children and adolescents across the country. As a result, UNICEF began working systematically with various parties and committees in Congress and with the Executive Branch.

In 2014–2015, UNICEF Peru had received a donation of media space equivalent to US$1.450 million, US$601,000 for the presidential elections in 2016, and had 17 million digital media reach.

At the same time, the prevalence of violence against boys and girls, lack of opportunities for adolescents, persistent inequities due to gender, ethnicity, age, socio-economic status or place of residence are some outstanding challenges to be addressed by UNICEF Nepal within the frame of the 2017–2021 Programme of Cooperation.

### Humanitarian Assistance

Disaster and emergency situations are increasing in most Peruvian regions, with consequences that impose limitations on the lives of people and community development. In response to these situations, Law No. 29664 created a National Disaster Risk Management System in May 2011. That same year, approval was granted for the National Disaster Risk Management Policy and the National Action Plan for Children and Adolescents 2012–2021, which includes a specific outcome of priority attention to boys, girls and adolescents during emergency situations, with the goal of reaching 100 per cent of safe schools by 2021.

During 2012–2016, UNICEF Peru supported humanitarian responses to the following emergencies:

1. Floods in the Loreto region in 2012 and 2015. Each of the two emergencies lasted approximately three months and affected 40 per cent of the population. In response to this situation, UNICEF Peru carried out interventions in the areas of education, nutrition, protection, health, water, sanitation and hygiene promotion, primarily for the benefit of children, adolescents and their families. Hygiene promotion and water treatment supplies were distributed, water supply and excreta disposal systems were installed, fumigation equipment was provided for vector control, educational tool kits were distributed, and temporary classrooms were set up to restore education services. To strengthen the people’s resilience, technical assistance was given to sector and local government officials for improving coordination and designing and implementing emergency response plans.

2. In response to predictions of the occurrence of the El Niño weather phenomenon in 2015–2016, UNICEF Peru provided technical assistance for the preparation and adequate care of boys, girls and adolescents, and helped to develop contingency plans for the clusters of water, sanitation and hygiene; protection; and nutrition. Technical assistance was also provided for drawing up a national communication strategy in preparation for the event.

3. In 2016, in response to the declaration of a Zika emergency by the Pan American Health Organization and due to its consequences for babies, UNICEF began to support the nationwide implementation of the Peru Zika Plan, in coordination with the United Nations system, the Health and Education ministries, the National Humanitarian Network, and the Loreto and Amazonas regions, which are considered high-risk areas.

The action lines of the plan include: strengthening multi-sectoral actions in a coordinated manner; capacity building in responsible bodies; developing effective actions to promote vector control, preparing and disseminating communication material (television and radio); and preparing a communication proposal for development agreed with strategic allies for implementation.
Minor emergencies were also addressed, such as the mudslide in 2015 in the Lima districts of Chosica and Santa Eulalia, and the earthquakes in 2014 in the Cusco region, and in Arequipa Region in 2016. Technical assistance was provided to the Ministry of Education and Ministry of Women and Vulnerable Populations, as well as to regional and local governments, for adequate attention to boys, girls and adolescents.

There are still important challenges for the adequate implementation of National Disaster Risk Management System and for the outcome of priority attention to boys, girls and adolescents in emergency or disaster situations under the National Action Plan for Children and Adolescents: to improve coordination between various sectors and government levels; to strengthen the capacities of local, regional and national public officials and authorities by incorporating the approach of the rights of children and adolescents; and to change the perception and conduct of citizens in general to enable them to identify the risk level to which they are exposed and prepare adequately.

### Emerging Areas of Importance

From 2014 to 2016, Peru carried out regional, Congressional and presidential elections. Throughout this process, UNICEF Peru was actively involved, creating an advocacy campaign through five steps to position children’s rights in the agenda of new authorities:

1. The first phase kicked off in 2014 with the local and regional elections, and was intended to bring children’s rights into the political agenda.
2. The second phase started in 2015 in relation to the 2016 presidential and Congressional elections with the message of ‘One Kiss, One Proposal’ to reach candidates and mobilize civil society.
3. The third phase, closely aligned with the second, was an upgrade to the message ‘Less Kisses, More Proposals’, involving creating a concrete commitment for candidates to sign regarding children’s rights, and thus make them accountable in the future.
4. Following the first round and the election of Congress, UNICEF met with all the political parties present in the new Congress and introduced to them a legislative agenda to advance children’s rights.
5. Finally, after the election, a set of coordination meetings with the new authorities took place. These included meetings with the Prime Minister and various key ministries to advance upon those commitments, as well as UNICEF participation in a consultation led by the President with children from diverse backgrounds, in his office.

Activities and partners during the election cycle: The main feature of the media campaign during the presidential race consisted of making candidates sign a pledge based on a consultation process with more than 2,000 children and adolescents in five regions of Peru. Based on the consultation, a series of key policies for children were summarized and presented to candidates by UNICEF and the National Ombudsperson’s Office with media support from the National Association for Radio and Television (SNRTV). The commitment also drew from the recent report on Peru by the Committee on the Rights of the Child, which recommended aligning priority areas identified by the Committee itself. It highlighted the importance of maintaining and increasing public expenditure on children, as well as concrete goals in education, health and protection from violence. The document was shared with the Peruvian Association of Journalists and transmitted nationwide. The signing of each commitment was a private act, photographed and shared on social media. Eight out of 10 candidates (including the two candidates competing in the June run-off, and candidates from all current political parties in Congress) signed the document. It was complemented by articles in leading newspapers by the UNICEF Representative. The SNRTV provided thousands of free ads worth about US$600,000 in 2016.
Follow-up at different governmental levels: Because of the regular meeting with all political parties present in the new Congress with UNICEF and the National Ombudsperson's Office, a parliamentary subgroup was formed focusing on children. This group endorsed five recommendations made by UNICEF and allies from the Committee for Concerted Action in the Fight against Poverty to improve resource allocation for children in the national budget in 2017. Some of these recommendations, mostly related to health, were finally approved by Congress.

In his inauguration speech in 2016, the President launched a ‘social revolution’ in the country, with commitments to improve children’s health, education and protection.

the President, along with the Prime Minister and the Minister of Women and Vulnerable Populations participated in the first of a series of meetings they plan to have with Children’s Advisory Councils across the country. At the meeting in Lima, Peru’s capital, they engaged with 16 children from diverse backgrounds. UNICEF Peru working with the Ministry of Women and Vulnerable Populations and the Prime Minister’s office, organized this first consultation and will support the next meetings between the President and the regional Children’s Advisory Councils. The councils provide a participation platform for children and adolescents, and are supported by the Ministry of Women and Vulnerable Populations.

### Summary Notes and Acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>APCI</td>
<td>Peruvian Agency for International Cooperation</td>
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<tr>
<td>CEDEC</td>
<td>NGO ‘Centro de Educación y Desarrollo Comunitario’</td>
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<tr>
<td>CESIP</td>
<td>NGO ‘Centro de Estudios Sociales y Publicaciones’</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>GRADE</td>
<td>NGO ‘Grupo de Análisis para el Desarrollo’</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>IBE</td>
<td>intercultural bilingual education</td>
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<tr>
<td>ICT</td>
<td>information and communication technology</td>
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<tr>
<td>NGO</td>
<td>non-governmental organization</td>
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<tr>
<td>RENIEC</td>
<td>National Identity and Civil Status Registry</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SNRTV</td>
<td>National Association for Radio and Television</td>
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<tr>
<td>UNDAF</td>
<td>United Nations Development Action Framework</td>
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<td>UNDSS</td>
<td>United Nations Department of Safety and Security</td>
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### Capacity Development

UNICEF Peru has become actively involved in both formal and informal start-up and ongoing training programmes, as well as in accompaniment strategies for individuals from various public, private and social sectors, through: the adoption of approaches based on children’s rights, gender, and interculturality; the development of evidence-based and culturally relevant content related to health, education, protection, public management, communications and risk management, among other subjects; and the design of innovative methodologies and training tools.

This has led to the creation of a critical mass of institutions and individuals, transforming their attitudes and practices to become an intervention platform and advance in:

(1) qualification of social services addressed to children, namely: preschool, primary intercultural bilingual education (IBE), and the growth and development control programme; and
improvement of various public management tools, namely: legal frameworks, monitoring of public expenditure in behalf of children and adolescents, concerted regional and national plans, the 37 regional and municipal by-laws promulgated in UNICEF’s six priority areas, 27 public investment projects on children for an approximate amount of US$36.8 million, and the national plan for closing the gaps in access to birth registration; and

institutionalization of processes for advocating the rights of children in public/private organizations and communications media, such as SNRTV members taking into consideration a children-rights based approach for improving the quality of news about children and the adoption by the National Institute for Civil Defence of family and community-based risk and disaster management plans, as part of the national emergency preparedness plans.

Evidence Generation, Policy Dialogue and Advocacy

The following activities stand out:

• Reports prepared and presented by the Ombudsman's Office, with the support of UNICEF, on protection, health, education and media.
• Study on the prevalence and the determinants of violence against children in Peru, carried out jointly with the Ministry of Women and Vulnerable Populations and the National Institute for Statistics and Information Technology.
• Reports on public expenditure for children, carried out jointly by UNICEF, the Ministry of Economy and Finance, Ministry of Women and Vulnerable Populations and other members of the inter-sectorial group.
• Ethnographic studies carried out with universities, knowledge centres and non-governmental organizations (NGOs) on early childhood development and on beliefs and practices regarding HIV and AIDS, safe water consumption, Zika, and discrimination against girls in the education system.
• Analysis, based on available official information about children without parental care, registration of births in indigenous communities, and education equity gaps.
• Situation, gender and environmental sustainability analysis with emphasis on the Amazonian region.

This knowledge has been widely disseminated, impacting on the adoption of laws such as: the law prohibiting the use of physical and humiliating punishment of children, the law for the special protection of children at risk or deprived of family protection, the law that declares the allocation of public resources to ensure fulfilment of the National Action Plan for Children and Adolescents, and the Third Optional Protocol to the Convention on the Rights of the Child.

The knowledge has also served to adjust and promote the definition of national, regional and local policies and plans such as IBE, Comprehensive Early Childhood Care, diagnosis and treatment of HIV and AIDS in indigenous communities, elimination of vertical transmission of HIV and AIDS, elimination of chronic malnutrition and anaemia, reduction of the gap in the registration of children in rural communities, and the prevention of Zika.

Finally, it has served as an input for communication activities in relation to children's rights with media and for the promotion of private-sector involvement in issues related to early childhood, public information quality and entertainment for children.

Partnerships
Through its strategic alliances, UNICEF Peru accomplished the following:

1. Positioned strategic children's rights issues on the political, economic and legislative agenda of the country;  
2. Increased an understanding of the situation for children in Peru, gaining knowledge on factors that determine the realization of children's rights in the country;  
3. Designed and improved mechanisms to remove barriers that limit the full realization of children's rights; and  
4. Leveraged and optimized efforts and resources.

Some of the alliances were:

The alliance with SNRTV, media, advertising and media agencies, with which UNICEF Peru gave visibility to key issues, to improve the quality of information in the media, to place the children's agenda in the electoral campaigns and to commit the private sector (Brecca Group and the International Clinic) on early childhood.

Alliances with universities and research centres such as Catolica, Ruiz de Montoya, Edinburgh, GRADE (Grupo de Análisis para el Desarrollo, an NGO), CEDEC (Centro de Educación y Desarrollo Comunitario, an NGO) and CESIP (Centro de Estudios Sociales y Publicaciones, an NGO). These allowed for the generation of knowledge and advocacy for the prevention of violence, IBE, preschool education, empowerment of adolescents, and protection in emergency situations.

Partnerships with the governments of Canada and Korea and the Spanish, Belgian and American Committees contributed to: (i) improving the provision of services such as preschool education, elementary IBE and health in indigenous and dispersed rural areas; (ii) providing innovative solutions for access to water and basic sanitation; and (iii) optimizing strategies for the prevention and treatment of malnutrition, anaemia and HIV and AIDS in women and children.

Alliances with numerous NGOs were key to obtaining results. Special mention should be made about the alliances with ADENI, APRODH and CEPRODENA, which are NGOs present in the regions of Apurimac, Cusco and Ayacucho, with highly qualified staff that contributed substantially to the implementation of the programme.

**External Communication and Public Advocacy**

The communication and advocacy strategy carried out during the 2014 - 2016 electoral period allowed for the positioning of children’s and adolescents’ rights in the public debate.

During its two phases: three regional consultations were held with children and adolescents; all candidates signed the #Compromiso Porualgualdad De Oportunidades (Ombudsman’s Office and UNICEF), including the current President; and the pending legislative agenda was promoted with all political groups. In response to a request from the Prime Ministry, the First Advisory Council of Children and Adolescents was held with the President of the Republic.

The qualitative and quantitative study carried out in Lima and the regions of Huancavelica, Trujillo and Ucayali reported 54 per cent of UNICEF spontaneous recall (57 per cent increase over 2012).

The digital media reach was 17,261,024 (52 per cent more than in 2015). The goal of media presence was exceeded (53 per cent more than in 2015). The alliance with SNRTV allowed US$890,767 in broadcasting through traditional and digital media.

The advocacy of national ambassadors was enhanced through field trips and testimonial
videos. For the seventieth anniversary of UNICEF, three Tiny Stories were made, and one was translated and included on the global Web. During the year, 10 articles of opinion by the UNICEF Representative were published, and 29 journalistic notes, 6 publications, 26 videos, 7 events, 3 life stories and 40 influencers in digital networks were promoted.

A social responsibility strategy was developed, with emphasis on information and communication technology (ICT) and private health. Also, a workshop with adolescents was developed, in preparation for the commitment for television that respects children’s rights. The Peruvian Football Federation promoted equal opportunities in four matches of the national team, and has a workplan with children and adolescents in which UNICEF has been contributing to include a child rights and business approach.

**South-South Cooperation and Triangular Cooperation**

UNICEF Peru promoted South-South cooperation, with several purposes:

**Deinstitutionalization process of children without parental care.** Thanks to the support of UNICEF’s regional offices in Latin America and the Caribbean and CEE/CIS, a workshop was organized in Lima to present best practices. High officials from Chile, Italy, Romania, Serbia and Uruguay that have been directly involved in deinstitutionalization policies presented their experience and lessons learned. The workshop was instrumental to develop the law for the special protection of boys, girls and adolescents at risk or deprived of family protection, which was approved at the end of 2016.

**Education in emergencies.** UNICEF facilitated the exchange of experiences between the Ministry of Education and the governments of Brazil, Chile, Costa Rica, Ecuador, Haiti and Japan for the management of disaster risk reduction in the education system.

**Birth registration.** UNICEF promoted technical cooperation between the governments of Peru, Argentina, Cuba and the Plurinational State of Bolivia to improve access to birth registration for indigenous children.

**Strengthening intercultural bilingual education (IBE).** UNICEF led the International Colloquium on IBE with the participation of the governments of Peru, Guatemala and the Plurinational Sate of Bolivia, German cooperation, and the country offices of Colombia, Guatemala, Paraguay and the Plurinational State of Bolivia. The exchange allowed UNICEF Peru to reflect on the lessons learned and to establish a cooperation agenda among the participants.

**The protection and improvement of investment in children.** Peru hosted the II Regional Seminar on investment in children, during which a greater commitment from the 22 participating states was promoted to follow up and improve investment in children. The results were key inputs to the Recommendation No. 19 promulgated by the Convention on the Rights of the Child.

**Encouragement of local government's performance** for the benefit of children. Thanks to the exchange promoted by UNICEF with Brazil, Peru adopted the Municipal Seal as an incentive to achieve goals related to children’s rights at the local level.

**Identification and Promotion of Innovation**

In 2016, UNICEF Peru identified new or different ways to support the country improving:

**The child protection system.** UNICEF helped strengthen knowledge on violence, abuse and neglect of children. Outstanding outputs include: (i) a study on the prevalence,
determinants and impact of physical and sexual violence in schools and within families; (ii) a national survey on violence against children; and (iii) information and data on public investment in protection services. Moreover, various laws were adopted: against corporal punishment, to ensure the protection of children without parental care, and on the third optional protocol to the Convention on the Rights of the Child.

The positioning of children's rights in the public budget and political agenda. UNICEF promoted: the measurement and protection of public expenditure on children; the National Action Plan for Children and Adolescents parliamentary law; and the strengthening of public management capacities of 1,660 employees.

During the election campaigns that ended in 2016, to further ensure the engagement of the political leaders on children's rights, UNICEF and the National Ombudsperson’s Office promoted the signature of a public commitment by all presidential candidates, presented to newly elected Congressmen and women a document gathering pending normative agenda on children rights and ensured children's participation to publicly express their aspirations.

Health and child development among the most excluded populations. UNICEF Peru promoted: the design of water, sanitation and hygiene models in remote Amazonian areas; a cross-sectorial training programme on early child development; and the strengthening of health employees’ capacities to diagnose and treat HIV in indigenous populations.

Learning achievements for indigenous children. UNICEF supported the Government of Peru in strengthening: undergraduate education and in-service training of teachers and authorities; the normative framework on early childhood development and IBE; (the implementation processes of public education management tools, and the development of integrated IBE services models, such as child-friendly schools.

Support to Integration and Cross-Sectoral Linkages

The ‘Include to Grow’ strategy, led by the Ministry of Women and Vulnerable Populations, clearly expresses the advantages of coordination among sectors to achieve better outcomes for children. UNICEF contributed to the design and implementation of the strategy at territorial level, particularly in its components: infant nutrition and early child development; and partially in component 3: comprehensive development of childhood and adolescence.

UNICEF provided technical assistance to regional and local governments to access the National Funding Based on Good Performance and the Municipal Seal (incentive systems), which effectively contributed to: (i) the reduction of chronic malnutrition; (ii) the supply extension of iron and other micronutrients, (iii) the increment of preschool, and water and sanitation coverage; and (iv) the increased availability of public playgrounds for children under 5 years of age.

UNICEF Peru promoted a child-centred ‘Friendly School’ model which aims at providing quality, integral and culturally sensitive education in indigenous communities. This model has required a coordinated intervention of different sectors to ensure an appropriate learning environment, guaranteeing physical and emotional security, positive interactions and learning opportunities. The experience in multiple educational institutions in the Amazon and Andean regions allowed the elaboration of the Friendly Schools Application Guide, the IBE Friendly Schools Construction Process Video and a document presenting and systematizing the experience.

Finally, it is worth highlighting the important inter-sectoral coordination that was generated among institutions and ministries within the Group for Social Public Expenditures for Children, in which the Ministry of Economy and Finance, Ministry of Women and Vulnerable
Populations, Ministry of Development and Social Inclusion, Ministry of Health, Ministry of Education, the Committee for Concerted Action in the Fight against Poverty and UNICEF participate. This coordination allowed UNICEF Peru to make visible the investment in children and advocate for its protection and increase.

**Service Delivery**

During the current cycle of cooperation, UNICEF Peru supported the quality improvement of social services for children and expanded their coverage and cultural adaptation. These include birth registration, growing and development monitoring services, chronic malnutrition and anaemia prevention and treatment schemes, preschool education, intercultural bilingual basic education, availability of drinkable water and sanitation services and the Municipal Defender’s Offices for Children and Adolescents, among others.

To achieve this, UNICEF promoted:

- capacity strengthening of service operators by providing technical assistance to undergraduate education centres and the accompaniment of employees in charge during the provision of the service (teachers, health personnel, protection operators);

- the definition of technical standards, procedures and application guides that clarify the best way to provide services (Early Child Development, Strategy for the Reduction of Chronic Malnutrition and Anaemia, IBE Plan, Friendly Schools Guide);

- the improvement of management mechanisms at local and regional levels, in such a way as to have the knowledge, support, coordination and budgets necessary for the provision of quality services (agreed development plans, operational plans, public investment projects);

- the production of informative and pedagogical materials that allowed a better involvement of the population demanding the services and the officials providing them (IBE);

- the adaptation of spaces for better service delivery, in accordance with the needs of the population (community surveillance centres, health centres and posts, classrooms, homes and communities); and

- the generation of appropriate technologies to Amazonian contexts, which solve the challenges of cultural relevance, accessibility and sustainability (drinkable water and basic sanitation, Edutrack).

**Human Rights-Based Approach to Cooperation**

Peru received the recommendations from the Committee of the Rights of the Child on Reports IV and V on the application of the Convention on the Rights of the Child. These included more than 80 per cent of the relevant issues raised in the Committee’s pre-session, where UNICEF Peru participated. These recommendations were jointly published, by the Ministry of Women and Vulnerable Populations and UNICEF, and were presented to the different parliamentary groups as well as to the new representatives of the Executive, as a road map for the new government period.

In October 2016, UNICEF Peru presented General Observation No. 19, 'Public Budgets for the Realization of Children’s Rights' to government representatives, civil society, and girls, boys and adolescents, in alignment with the global launch by the Convention on the Rights of the Child. The document explains how governments shall invest public resources to guarantee the realization of children’s rights. This observation was used as a mechanism to strengthen advocacy towards protecting and increasing the budget for children during the
discussion of the 2017 national budget draft bill.

On the other hand, within the framework of the United Nations Development Action Framework (UNDAF) and Country Programme Document (CPD) formulations, several actions were taken to guarantee that the programme would have a human rights based approach: (i) staff were trained on HHRR; (ii) the situation analysis included an analysis of gender, place of residence, original language, age, socio-economic status and other variables to make visible and address the inequities; (iii) the participation of girls, boys and adolescents was promoted to know about their living conditions and their recommendations to have better development opportunities; (iv) a gender and environmental sustainability analysis was executed; and (v) a bottleneck analysis was conducted on the role and responsibility of the state, families and society for guaranteeing children’s rights.

Gender Equality

Within the framework of the gender action plan, UNICEF Peru achieved several results, among which it is worth highlighting: (i) the incorporation of the gender approach in IBE teacher training programmes; (ii) the research related to girls excluded from education and its massive distribution through the video ‘La escuela del silencio’ with pedagogical purposes; (iii) the production of training material to incorporate gender approach in educational practices; and (iv) the empowering of girls and adolescents for their participation in decision-making processes. These results were obtained in the context of the project ‘Rural Basic Education in the Southern Andes and the Amazon of Peru’, funded by the Government of Canada, which mainly involved the components of education and early childhood development and their corresponding counterparts and allies.

On the other hand, gender approach was included in the capacity strengthening programmes for public employees and in the technical assistance provided by UNICEF to regional and local governments towards updating their development plans and public management instruments.

In the new CPD framework, an evaluation on gender issues was conducted and its recommendations were included in the CPD and in the Strategy Notes. In the same context, an updated analysis of the barriers which adolescent girls face to successfully complete their secondary education was conducted. Aspects such as education relevance, violence within families and schools and early pregnancy, among others, were analysed. This allowed UNICEF Peru to identify bottlenecks and defined theories of change as a base to elaborate proposals worth more than US$15 million, targeting female adolescents’ development. The proposals were approved and will be financed by the Government of Canada and Ryan Air during the next Programme of Cooperation.

Environmental Sustainability

During the current programme of cooperation, UNICEF Peru carried out two studies. The first one was intended to identify whether the environmental sustainability policies prioritize children, while the second one aimed to analyse children and adolescents’ situation in the Amazon region, with an emphasis on climate change implication on children’s rights. Both provided recommendations that were included in one of the new CPD outputs, related to strengthening state capacity in rural, indigenous and peri-urban areas to: (i) improve basic water and sanitation policies; (ii) promote disaster risk reduction and adaptation to climate change; and (iii) encourage the development of integral models of environmental management.

UNICEF Peru also developed a water and sanitation model for communities living in the rural Amazonian area. So far, 334 households and 34 schools have benefited in 36
Communities of 10 municipalities from 3 regions. The model includes access to safe drinkable water, and excreta and grey water disposals. Based on this experience, UNICEF has advocated and provided technical assistance to the Ministry of Housing and Ministry of Economy and Finance, as well as to the local and regional governments to generate feasible and sustainable basic water and sanitation alternatives for remote communities in the Amazonian region. This model also includes strategies for behavioural changes related to water consumption, hygiene, meal preparation and prevention of transmissible diseases.

Likewise, UNICEF Peru promoted the development of skills in adolescents to be agents for change in taking care of the environment, in two regions of the country. This allowed for a greater involvement of adolescents in environmental issues and the formulation of public investment projects to support them in the targeted regions.

**Effective Leadership**

During 2016, the country management team was involved in the preparation of the 2017–2021 Country Programme Document and Country Programme Management Plan; it was a participatory work, the staff association was invited to relevant management discussions. A successful exercise to test the business continuity plan took place in January at United Nations Development Programme facilities, during which key staff participated and became familiar with the plan.

Results of the business simplification project included: workflows were updated and some steps were performed completely electronically, making the overall processes faster and avoiding paper consumption.

Key performance indicators were tracked using VISION management dashboards. A table of authority was prepared and approved by the Head of the Office monthly and staff were notified of their roles and accountabilities when required.

A fundraising committee was established in 2016 this year to define, implement and follow up on donor bilateral and private fundraising partnerships strategies adopted by the office to ensure resources for the new CPD.

**Financial Resources Management**

The country management team closely monitored financial and budget indicators through the Management Dashboard. The programme budget (US$3,760,061) was utilized up to 99.91 per cent: 99.98 per cent of regular resources, 99.30 per cent of expiring programme budget allotments and 100.00 per cent of other resources – emergency were spent. Regarding the institutional budget, non-post allotment of US$612,327.59, which included 2015 migrated purchase orders, was implemented at more than 99 per cent.

The United States dollar loss value versus the Peruvian currency, representing a 0.86 per cent gain in purchasing power. The operations section managed programme funds for the provision of operations-related services in administration, finance, ICT and personnel, for an amount of US$138,351.

The premises lease agreement with the landlord was renewed. Although the monthly rent increased, it was achieved at a 30 per cent lower rate compared with market prices. After applications were sent to the Division of Financial and Administrative Management to implement greening and accessibility projects in March, an allocation of US$26,576.00 was received for the accessibility project proposed: infrastructural work was engaged and the office premises are now accessible to people with disabilities.
Open items were analysed and cleared on a regular basis. In 2016, value-added tax refunds from the Government amounted to US$116,393.70, and value-added tax receivables were cleared as of 31 December 2015.

Starting in July 2016, after a competitive selection process, the logistics company SAVAR replaced RANSA for storage of programme and emergency supplies, representing savings of 555 per cent compared with the previous cost.

Direct cash transfers over nine months was 0 per cent as of 31 December 2016. UNICEF Peru continued to lead the Harmonized Approach to Cash Transfers (HACT) Inter-Agency Committee. The HACT annual plan was prepared and uploaded on the UNICEF intranet and, accordingly, 30 programmatic visits, 1 spot check and 0 micro-assessments of implementing partners were carried out.

Peru Citibank accounts opened in 2015 by headquarters following a global agreement were not fully operational, as they did not provide the 100 per cent banking services required by UNICEF Peru; instead, Banco de Credito continued to be the office’s main banking services supplier.

**Fundraising and Donor Relations**

In accordance with the strategic plan presented, UNICEF Peru continued to develop the pledge fundraising strategy under the framework of the ‘Hazte Socio’ campaign, which seeks a commitment to support its mission with a monthly donation. As such, an interinstitutional alliance with Banco BBVA Continental has been in place since June, the first UNICEF Peru Corporate Pathway to Pledge alliance and an important opportunity to use the bank’s platforms to invite their thousands of clients to become donors.

Simultaneously, UNICEF Peru continued to consolidate the face to face channel of fundraising, through which UNICEF Peru collaborators, duly identified, invite people from strategic points of the city to become donors. UNICEF Peru is a pioneer in the use of this method in the country and the work in both channels of affiliation has allowed it to close operations with more than 10,000 active monthly donors.

In 2016, UNICEF Peru also: a) developed a child rights and business strategy to design and monitor its engagement with the private sector; b) worked with companies and corporate groups, such as APORTA – social innovation division of the second-largest corporate groups in the country – to design its early childhood development policy; and c) continued the breastfeeding promotion project with Clínica Internacional.

During 2016, 12 donor proposals were managed with potential donors (bilateral, multilateral, UNICEF National Committees and foundations/corporations) for a total of US$23,200,000, of which US$19,000,000, an equivalent to 82 per cent of funds requested, was obtained. In addition, a total of 15 donor reports were duly sent.

**Evaluation and Research**

From 2012 to 2016, UNICEF Peru conducted a midterm evaluation and participated in a regional multi-country evaluation. The first one was the midterm evaluation of the Improving Basic Education of Girls and Boys in the Amazon and the Andean Southern of Peru. This evaluation allowed UNICEF to improve the project management (optimizing field team organization, improving indicator matrix, among others) and to prioritize some key actions lines with subnational and national government. The project's final evaluation is going to be carried out in the first quarter of 2017.
The second one is a multi-country evaluation (it includes Chile, Jamaica, Mexico, Peru and Uruguay) conducted by the UNICEF Latin America and Caribbean Regional Office. The purpose of the evaluation is to identify the factors associated with the increase of the early childhood education coverage in five countries of the region. The evaluation started in the first quarter of 2016 and the final report will be available at the beginning of 2017.

Regarding the integrated plan on monitoring and evaluation, in 2016 some 59 per cent of the research originally proposed was concluded (10 of 17). The reason for not reaching 100 per cent is mainly due to presidential and legislative elections held in mid-2016, which had an impact on changes of officials and counterparts within public institutions and ministries in the country.

**Efficiency Gains and Cost Savings**

During 2016, efforts towards achieving efficiency gains and costs savings continued. Starting in July 2016, the storage of programme and emergency supplies was managed by a new logistics company (SAVAR), after a competitive process. Administrative fixed cost was eliminated and represented a cost savings of US$1,790 per month (calculated at December ex-rate).

The office continued participating in United Nations Common Services. UNICEF Peru had Memorandums of Understanding for common services such as courier services, travel agency services, fuel, office and cleaning supplies at lower prices. These initiatives represented an annual saving of approximately US$15,300.00.

Upon the implementation of business simplification team recommendations, some unnecessary steps in the operational processes were eliminated and the multiple physical archiving of photocopy was discontinued.

Upon recommendation of the UNICEF Regional Office, announcements of National Officer vacant posts were done through LinkedIn rather than newspapers. It represented savings of approximately US$2,100 per advertisement. A monthly reduction of US$30.42 per 1 Mbp of Internet services after negotiations with the service provider.

Lease agreement with the landlord was renewed and although the monthly rent was increased by 30 per cent, it was achieved at a lower rate compared with the market price. Upon consultation with the United Nations Department of Safety and Security (UNDSS), starting in 2016, one security guard post was reduced, representing an average monthly saving of US$497.19.

**Supply Management**

In 2016, UNICEF Peru continued with the strategy of involving and empowering implementing partners in the procurement of their supplies.

UNICEF conducted meetings with authorities in the Ministry of Health and EsSalud to provide technical advice on product specification and logistical assistance.

Placement of purchase orders in strategic supplies/equipment was done for a value of US$10.4 million. EsSalud published in the media the good relation of quality/price of the cold chain equipment acquired through procurement services. Additionally, five macro-regional workshops regarding cold chains were carried out for EsSalud: 226 nurses and 59 engineers/technicians were trained.

During 2016, UNICEF monitored very closely the micronutrient powders acquired through procurement services and their distribution, identifying bottlenecks and ensuring that supplies reach their destination in seven selected regions.
UNICEF conducted the annual physical verification at warehouse and did not find any difference between the physical count and the information recorded in VISION.

The value of the inventory of programme supplies controlled by UNICEF Peru recorded as being physically in the warehouse as of 31 December 2016 was US$6,274.18, of which US$4,241.63 were supplies prepositioned for emergencies.

The value of programme supplies issued from local warehouses controlled by UNICEF Peru recorded in VISION as of 31 December 2016 was US$12,316.10.

The total value of supplies managed in the Peru country office’s controlled warehouse throughout the year 2016 was US$18,590.28.

In line with the business continuity plan, UNICEF and the logistics company SAVAR have an agreement in relation to emergency requirements for warehouse, trucks, cargo transport and deliveries.

<table>
<thead>
<tr>
<th>UNICEF Peru 2016</th>
<th>Value of all supply input (goods and services), in US dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>38,441.08</td>
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<tr>
<td>Operational supplies</td>
<td>55,712.00</td>
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<tr>
<td>Services</td>
<td>782,285.72</td>
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<tr>
<th></th>
<th>Value of all locally managed procurement, in US dollars</th>
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<tbody>
<tr>
<td>Programme supplies</td>
<td>36,220.32</td>
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<tr>
<td>Operational supplies</td>
<td>55,712.00</td>
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<tr>
<td>Services</td>
<td>782,285.72</td>
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</tbody>
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<tr>
<th></th>
<th>Value of supplies channelled via procurement services, US dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Channelled via regular procurement services</td>
<td>10,403,842.40</td>
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**Security for Staff and Premises**

The security level in Lima continued to be rated as low and the rating in the rest of the country continues to be ‘low’ or moderate. However, the senior management team was concerned with the increase in common crime and car accidents. The office adopted security measures according to 2016 Minimum Operational Security Standards approved for UNICEF Peru. The office updated its security procedures and renewed the evacuation, medical and fire brigades. As per UNDSS instructions, radio and telephone tree exercises were periodically conducted. A self-assessment on Minimum Operational Security Standards compliance was also
completed and submitted. Upon arrival of one international staff member this year, her residence was evaluated by the local security adviser to ensure Minimum Operational Residential Security Standards compliance, and support was given to implement the security measures required. The Representative is a member of the Inter-Agency Security Management Team, and two designated security focal points participated in the monthly security meetings conducted by UNDSS.

**Human Resources**

UNICEF Peru prepared the new Country Programme Management Plan 2017–2021 with the full participation of staff and the local staff association. The 2016 Programme and Budget Review approved the new 2017–2021 Country Programme office structure, including 16 new positions, most of them focusing at reinforcing the technical level with national officer posts.

As six positions were being abolished, the human resources section, in coordination with management and the local staff association, met individually with the staff members on abolished posts, accompanying them in their separation process to reduce high levels of stress and ensure that they have a clear understanding of their options and entitlements.

A total of 14 competitive staff selection processes were completed, recruiting 1 P-3 international professional post, 2 national officers B, 2 national officers A, 1 general service-4 and 8 temporary appointments, in addition to 5 local and 3 international interns.

The Regional Chief of Human Resources visited UNICEF Peru in July and had a series of meetings with management, the local staff association, country programme management plan group, human resources/operations, and with all staff, in addition to participating in several bilateral meetings.

On 25 July 2016, UNICEF Peru transitioned human resources administration functions from the UNICEF Latin America and Caribbean Regional Office to the Global Shared Services Centre in Budapest. Staff members are now processing human resources transactions directly through MyCase.

During 2016, UNICEF Peru issued 47 individual contracts for a total of US$640,000.

The ‘ACHIEVE’ system was implemented during the first quarter of 2016. UNICEF Peru has continued implementing ‘PAS Days’ to create a space for discussions, with important results of 100 per cent 2015 Personnel Appraisal System completed on time.

In coordination with the local staff association, human resources worked on action plans identified in the 2014 Global Staff Survey focusing on inclusive workplace and work/life balance, aiming at improving a harmonious workplace, reducing levels of stress and improving staff morale.

Staff have been fully represented and actively participated in key office management committees.

The Deputy Representative and staff responsible for support in emergencies attended the multi-sectoral emergency response training held in Panama.

**Effective Use of Information and Communication Technology**

In 2016, UNICEF Peru promoted the usage of Cloud Computing, and approximately 50 per cent of the staff stored electronic files in OneDrive and 90 per cent of the staff had their communications through Skype using computers or smartphones. Regarding Business
Continuity, Cloud Computing impacted ICT activities, making them simpler and reducing complexity. Global and regional ICT projects were prioritized by UNICEF Peru. Internet connectivity was improved in the office with better bandwidth at better conditions and a lower cost. Internal LAN was also improved, and a procurement plan to replace ICT obsolete equipment was approved by the country management team. The ICT area provided support to the office, solving problems related to hardware and software technical issues. Local applications were regularly maintained and improved to facilitate user tasks. Promoting the storage of electronic files in VISION and recycling obsolete equipment also helped the reduction of the environmental footprint.

Within the framework of communications campaigns, digital channels helped the office to introduce children’s and adolescents’ issues in the political agenda during the electoral period. Influencers shared messages promoting children’s rights, and as a result presidential candidates adopted them in their proposals. During the Regional Director’s visit to the Amazon and Lima, live coverage occurred through digital channels. @UnicefPeru was a trending topic in Lima during UNICEF’s seventieth anniversary. Digital channels reached 17 million people, 52 per cent more than in 2015.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: By 2016, health services of prioritized areas of greater inequity and social exclusion, improve the quality and cultural relevance of pregnant, children and infant care.

Analytical Statement of Progress:
Peru achieved the Millennium Development Goal to reduce infant mortality (15 compared with 18 deaths per 1,000 live births), as well as a significant reduction in maternal mortality. According to the World Health Organization, Peru’s maternal mortality rate was 68 deaths per 100,000 live births in 2015, close to the Millennium Development Goal. However, despite efforts to reduce inequities, they persist. Neonatal mortality accounts for 67 per cent of infant mortality and adolescent girls account for 15.2 per cent of maternal deaths (Ministry of Health, 2016).

UNICEF Peru has helped the Ministry of Health reduce inequities in neonatal health by providing technical assistance for national and regional policies. UNICEF Peru helped develop studies in Andean and Amazonian regions that identified factors that affect the health and quality of life of newborns. The evidence generated in the regions helped inform national policies, emphasizing improvement in practices at home, capacity development and promotion of cross-sectoral implementation of policies to serve pregnant women and newborns.

Community participation and organization of demand were key to the UNICEF-supported mobile health unit initiative in the Cusco Region. The intervention provided quality maternal-child health services to rural communities. The Ministry of Health has taken incorporated lessons learned from the initiative into its mobile health service called ‘Plan Ojota’.

In terms of indigenous health, UNICEF Peru helped the Ombudsperson’s Office with its report on indigenous health, which identified HIV as one of the main health problems affecting indigenous people. UNICEF Peru supported the implementation of the first HIV treatment centre located in an indigenous community, building capacity in testing and care in the Condorcanqui health network as well as in Atalaya and Datten Marañón. The intervention included a workshop to exchange experiences with national and international specialists on
HIV in excluded communities for mothers, children and the general population.

UNICEF Peru promoted generation of evidence on local causes of HIV and AIDS and access to treatment for people living with HIV and AIDS in indigenous communities. This work was complemented by a communication assessment. Both documents noted that health services were absent or had been discontinued in the affected populations, especially services for women and children. The Ministry of Health built on this work and used the evidence to leverage resources for indigenous communities. This resulted in US$2.2 million to provide HIV and AIDS services in indigenous communities through a network of mobile health teams and the development of a communications strategy proposed by UNICEF Peru. UNICEF Peru also helped set up a cross-sectoral coordination group, led by the Ombudsperson’s Office, to monitor and ensure sustainability of these actions.

In terms of ending mother-to-child transmission of HIV, Metropolitan Lima’s network of health centres for monitoring HIV-positive mothers and applying prevention protocols was reactivated. This helped reduce the number of mother-to-child transmission cases from 11 (2015) to 7 (2016). UNICEF Peru also supported a study on cultural barriers to the prevention of mother-to-child transmission of HIV in Amazonian indigenous communities. The study found that only 1 of 29 pregnant women accepted the Ministry of Health’s protocol and none of the newborns exposed to HIV received health services. The study identified the need to develop specific protocols to serve these communities, considering social and cultural practices and scientific evidence.

In 2016, Peru implemented the anti-polio vaccine ‘switch’ [replacing trivalent OPV with bivalent OPV]. UNICEF Peru provided technical assistance to help organize and oversee this process in seven regions.

Through water and eco-friendly sanitation interventions, UNICEF Peru contributed to the validation of a model for Amazonian communities that includes behaviour change, capacity development of local governments in planning and finance, and advocacy for policies, plans and programmes.

UNICEF Peru responded to emergency situations in Lima and Loreto. In the case of Loreto, flooding had health impacts on children and pregnant women and affected housing and school attendance. UNICEF Peru’s response was comprehensive, including the areas of health nutrition, protection and education. The response was coordinated through the humanitarian network led by the National Institute for Civil Defence and the United Nations Office for the Coordination of Humanitarian Affairs.

In 2016, Zika was declared an emergency. Due to the virus’s impact on child survival, UNICEF Peru has supported a cross-sectoral response. This emergency specifically affects the regions of Loreto and Ucayali, where there continue to be reports of Zika.

OUTPUT 1: By 2016, health services strengthen their capabilities to provide a battery of clinical tests (HIV, bacteriuria, hemoglobin and syphilis) in the first trimester of pregnancy with quality counselling, and to carry out follow-up visits to the infants in their homes.

Analytical Statement of Progress:
To promote neonatal and maternal health, UNICEF Peru contributed to the development of regional models for newborn care, mobile health services in rural communities and HIV treatment in indigenous communities that informed national policies.
Peru reported having achieved the Millennium Development Goals to reduce maternal and child mortality. UNICEF Peru advocated to revise the technical health standards for maternal and neonatal health care, and mainly the plan to reduce neonatal morbidity and mortality 2016–2020.

As a part of strengthening capacity to provide complete testing services at the primary-care level, UNICEF Peru advocated for and supported the management of HIV and syphilis rapid diagnostic tests. However, it is worth highlighting that the indicator ‘proportion of pregnant women who received the five basic tests in the first trimester’ is lower than 2015 due to a change in the data source. Previously, the data came from the sexual and reproductive health strategy, which provided more accurate reporting. The current data come from the Office of Statistics and Information Technology, and is underreported compared with previous years.

In terms of neonatal health, UNICEF Peru helped ensure that the Cusco region’s health policies include child growth and development check-ups and community education. These interventions were scaled up to that national level through the ‘Welcome to Life’ plan and the plan to reduce neonatal morbidity and mortality. UNICEF Peru also provided technical assistance to the region of Apurímac to support implementation of the plan to reduce neonatal morbidity and mortality. This plan has benefited 42,170 newborns at the national level and 1,100 newborns in Apurímac.

In the Cusco region, UNICEF Peru supported the implementation of mobile health units, which improved access to maternal and child health services in rural areas. UNICEF supported Peru’s first HIV testing and treatment services for indigenous communities, in the province of Condorcanqui. The initiative included adapting health services and a behaviour change strategy, with an intercultural focus, aimed at pregnant women and adolescents. To work towards the elimination of mother-to-child transmission of HIV, UNICEF Peru helped identify deficiencies in follow-up services for HIV-positive mothers. UNICEF Peru has helped reactivate and monitor these services, which has resulted in a decrease in the number of children exposed to HIV.

UNICEF Peru responded to emergency situations caused by flooding in the Loreto region in 2012 and 2015 through health promotion and disease prevention initiatives for 12,000 children.

In response to the threat of a Zika epidemic, UNICEF Peru promoted ways to prevent the spread of the virus in homes and communities, with an emphasis on providing information to women of child-bearing age and pregnant women to protect their newborn children.

**OUTPUT 2:** By 2016, the health sector implements a communications strategy aimed at pregnant women so that they improve their practices of care during pregnancy, especially those referring to the opportunity to attend prenatal controls in the first quarter of pregnancy, and the recognition of risks for the health of mothers and newborns.

**Analytical Statement of Progress:**
A communication for development strategy was included in the implementation of the mobile health units in the Cusco region. The strategy aimed at building the capacity of health workers and supported the regional strategy for the prevention of childhood anaemia, developed in consultation with staff from Cusco’s regional health office. The regional health office shared the document widely to guide the work of the Ministry of Health, the Ministry of Development and Social Inclusion, the Ministry of Women and Vulnerable Populations,
NGOs and other organizations in the Cusco region on prevention and reduction of anaemia.

In 2014, a communication strategy was developed to prevent and respond to HIV and AIDS aimed at the Awajún and Wampis populations in the Amazonas region. The plan's objective is for pregnant women, adolescents and the general population to learn about HIV prevention, transmission, and the importance of testing and continuing treatment. UNICEF Peru assisted in the design and validation of education material for health workers, and training for students on HIV prevention and transmission through the development of messages and murals created by those adolescents. The strategy has US$200,000 in financing, allocated under the Binational Plan (a body of the Ministry of Foreign Affairs). The strategy's implementation is being monitored and there has been active participation of health workers, adolescents, leaders and teachers.

UNICEF Peru facilitated the participation of the Ministry of Health and Ministry of Culture in dialogues with indigenous leaders and authorities to commit to action to prevent and respond to HIV and AIDS in Amazonas and Loreto. To promote sustainability of the initiative, a cross-sectoral working group was established to monitor activities in each sector. The group is coordinated by the Ombudsperson’s Office and includes the Ministries of Health, Culture, Education and Foreign Affairs (Binational Plan), as well as NGOs working in these areas.

In the Loreto region, UNICEF Peru supported the use of communication for development to promote behaviour change and improve use of services. A strategy was developed based on an assessment of perceptions, attitudes and behaviours of the local population. A water, sanitation and environmental sustainability committee was established to promote coordination across sectors. The committee is led by the local governments and is building the capacities of community leaders.

**OUTPUT 3:** By 2016, regional officers strengthen their capacities to improve the quality of the planning, implementation and monitoring of budget strategic programmes of maternal and newborn health and control of HIV and AIDS (prevention of vertical transmission).

**Analytical Statement of Progress:**
In the past few years, the national budget allocated to care of newborns and HIV-positive pregnant women increased significantly – by 166 per cent and 168 per cent, respectively. However, Peru lacks adequate monitoring of the quality of spending. Strengthening regional capacities in management is an ongoing challenge. The current Country Programme includes advocacy, technical assistance and monitoring of budget programmes for HIV services aimed at newborns, children and mothers.

There has been a significant increase in the budget in the past five years. The allocation for newborn care increased by 168 per cent, from 28,175,575 soles (US$10,466,410) in 2012 to 47,552,763 soles (US$13,839,570) in 2016. The allocation for services for HIV-positive pregnant women increased by 166 per cent, from 5,072,252 soles (US$1,884,195) in 2012 to 8,421,750 soles (US$2,451,033) in 2016. The increase varied year to year.

Specifically, this year, in which UNICEF Peru advocated for better newborn services, there was a 43 per cent increase in the budget. The neonatal health group (of which UNICEF Peru is a member) is supporting implementation.

However, in 2015, there had been a significant decrease in funding for HIV-positive pregnant women and Peru did not achieve the goal to eliminate mother-to-child transmission. For that reason, in 2016, UNICEF Peru provided technical assistance to reactivate efforts to
eliminate mother-to-child transmission and to increase the budget. As a result, the budget for these activities increased by 16 per cent between 2015 and 2016.

UNICEF Peru, in partnership with the Roundtable on Poverty Reduction and various institutions and agencies, provided technical assistance to the regional health offices for planning and implementation of public resources allocated to those budget programmes. Strengthening regional capacities in management and administration remains a challenge. Also, the budget may be affected by Peru’s economic slowdown.

In Ucayali, UNICEF Peru supported the local government to allocate resources for health initiatives. The model provides lessons learned for leveraging resources in the framework of intergovernmental coordination.

**OUTPUT 4:** By 2016, local governments of selected areas have plans and models of intervention in water, sanitation and hygiene adapted to rural local contexts.

**Analytical Statement of Progress:**
UNICEF Peru has identified, adapted and implemented a model for water and sanitation that is relevant to excluded communities in Amazonian regions. The model includes ecological toilets for disposal of human waste, banana circles for water treatment and rainwater harvesting for access to safe water, ‘My water’ kits (at-home system for water treatment) and towers of elevated tanks powered by solar energy.

In coordination with local authorities and partnerships with NGOs, UNICEF Peru has helped eliminate the practice of open defecation in four communities, providing 100 per cent of families with a water and sanitation system. During the programme cycle, 404 family units, 82 school units and 4 community units were installed and put into operation.

UNICEF Peru provided technical assistance to the local governments of Coronel Portillo, Indiana and Mazan to develop: (i) operational plans for the municipal sanitation department for 2017, and (ii) public investment projects to expand coverage of water and sanitation services in other communities of those districts.

Between 2012 and 2016, the budget for water and sanitation increased by 65 per cent, from 2,216,156,594 soles (US$823,237,962) in 2012 to 3,656,749,963 soles (US$1,064,246,206) in 2016. This increase is greater than the 28.4 per cent increase in the total budget for the same period.

As a part of the response to emergency situations – (i) flooding in the Loreto region in 2012 and 2015 and (ii) flash flooding that caused mudslides and landslides in Chosica in 2015 – UNICEF Peru supported water, sanitation and hygiene promotion interventions that particularly benefited children and adolescents in affected families. Response efforts included distributing hygiene kits to 4,500 children, installing water and sanitation systems, and communication initiatives. This intervention strengthened existing efforts to improve access to water and sanitation services, expanding coverage to more families and communities.

The main challenge is to get the Ministry of Housing, Construction and Sanitation – the ministry responsible for water and sanitation in Peru – to recognize the model.
OUTCOME 2: By 2016, the key practices of nutrition and child development are improved early in pregnant women and children under the age of 3 years in the most vulnerable areas of the field of cooperation.

Analytical Statement of Progress:
Chronic child malnutrition decreased from 18.1 per cent in 2012 to 14.4 per cent in 2015. Coverage of growth and development check-ups for children under the age of 3 increased by 4 percentage points during the same period, reaching 54.9 per cent in 2015. The national Cuna Más programme increased coverage by 86 per cent and early childhood education (cycle 1) by 1 per cent. Between the two programmes there is approximately 13 per cent coverage.

Chronic malnutrition in children under the age of 5 decreased from 18.1 per cent in 2012 to 14.4 per cent in 2015. The preliminary figure for 2016 – 13.5 per cent – continues this downward trend. The greatest reduction occurred in rural Andean areas (36.4 per cent in 2015) and the poorest quintile (31.6 per cent), with decreases of 6 and 7 percentage points, respectively, since 2012. Rural Amazonian areas (27.4 per cent in 2015) did not show any reduction over the same period. In targeted regions, chronic malnutrition in children was between 16 per cent and 22 per cent in 2015. Five of the six regions saw a decrease and four were among 6 of 24 regions in the country that most reduced chronic malnutrition in children. Only Ucayali (Amazonian) saw an increase of 4 percentage points (24 per cent in 2015). The fight to reduce chronic malnutrition in children is considered government policy and has been established as a priority by the past three governments, including the administration that came to power in July 2016. In the past five years, the outgoing government reinforced the priority of reducing malnutrition and relaunched the national Include to Grow strategy, with a life cycle approach.

Anaemia in children under the age of 3 continues to be a serious public health problem. In 2015, the prevalence was 43.5 per cent, just a 1 percentage point decrease since 2012. In most settings – urban, rural, Andean, Amazonian and the third to first poverty quintiles – the prevalence is more than 40 per cent, which demonstrates the seriousness of the problem. Just recently, between 2014 and 2015, following an upward trend, anaemia decreased by 3 percentage points. In 2015, 12 regions reduced anaemia compared with the previous year. In targeted regions, prevalence ranged from 45 per cent to 56 per cent. Four of six regions showed a decrease from 2012. Ayacucho (Andean) and Amazonas (Amazonian) showed the greatest reductions: 6 and 5 percentage points, respectively. Between 2012 and 2013, the Ministry of Health did not have a clear policy for reducing anaemia. However, between 2014 and 2016, the Ministry developed and implemented a plan for preventing and reducing anaemia and chronic malnutrition in children. During this period, the strategy focused on distribution of multi-micronutrients. Coverage of iron supplementation increased significantly by 10 percentage points since 2012, reaching 30.3 per cent in 2015. The biggest decrease – 6 percentage points – happened between 2014 and 2015. This shows there was improvement once the plan was implemented. During that period, the Government gradually worked towards universalization of multi-micronutrient supplementation by 2016. To achieve this goal, the Government used UNICEF’s procurement services to purchase more than 633.7 million multi-micronutrient packages for approximately 1.25 million children, in the amount of US$15 million.

Exclusive breastfeeding decreased by 2 percentage points since 2012, to 65.2 per cent (2015). As of 2015, the situation was most critical in the richest quintile (39.7 per cent), urban areas (59.4 per cent) and coastal areas (54.6 per cent). There has been an increase in access to nutrition and early childhood development services for children under the age of 3. The proportion of children that receives all growth and development check-ups in health centres increased from 50.8 per cent in 2012 to 54.9 per
cent in 2015. The increase was greatest in rural areas (6 percentage points, reaching 64.9 per cent in 2015) and coverage is greater in Andean areas (62.9 per cent) and Amazonian areas (57.9 per cent) than on the coast (49.9 per cent). Three of six targeted regions increased coverage. The other three have coverage of more than 60 per cent. The national Cuna Más programme increased coverage by 86 per cent between 2012 and 2015, mainly through the creation and expansion of its family support service in rural areas. Ayacucho (Andean) is the region with the programme's highest coverage. Despite the increase, the national Cuna Más programme only reaches 8 per cent of the population under the age of 3. Coverage of the Ministry of Education’s early childhood education services (cycle 1) increased by just 1 percentage point over the same time period. There is a gap between urban areas (6.1 per cent) and rural areas (1.8 per cent). Of the five regions that received technical assistance from UNICEF Peru for this component, Ucayali (Amazonian) and Apurímac had the highest coverage, at 7.4 per cent and 5.9 per cent, respectively. National coverage of the Cuna Más programme and early childhood education services suggests that 86.9 per cent of children under the age 3 do not access care services and education programmes.

OUTPUT 1: By 2016, the national Government, regional and local governments increase their abilities to set, implement and monitor actions articulated inter-sectorial to improve nutrition and early child development pregnant and children/children under 3 years of age.

Analytical Statement of Progress:
One of the most important achievements in this period has been the approval of the ‘Children First’ early childhood development guidelines, developed with the consensus of 10 government sectors between 2013 and 2014 and approved in 2016. UNICEF Peru was one of the few international cooperation agencies that participated in most of the discussions of the working group. The guidelines present a vision for children in Peru through a rights-based lens.

The past three governments, including the recently elected administration, have made reducing chronic malnutrition in children a priority. This has been the result of UNICEF Peru’s intense and sustained advocacy efforts, in collaboration with partners – particularly the Roundtable on Poverty Reduction – and the initiative for the fight against chronic child malnutrition. In the past five years, the Government has maintained the Include to Grow strategy, which takes a cross-sectoral approach to chronic malnutrition. Leadership in this work shifted from the Inter-Ministerial Commission on Social Affairs to the Ministry of Development and Social Inclusion. This change slightly weakened cross-sectoral and intergovernmental coordination. To strengthen coordination, the Ministry of Development and Social Inclusion created the Performance Incentive Fund, which encourages regions to provide integrated intervention packages.

Thanks to advocacy undertaken with strategic partners, all the targeted regions have kept reducing malnutrition as a priority, even with the change in subnational governments in 2014. All the targeted regions, with the exception of Loreto, have established spaces for cross-sectoral coordination that were initially focused on nutrition and have since expanded to early childhood development. It is worth mentioning that Loreto’s regional health office has strengthened bilateral coordination with the education sector and the Ministry of Development and Social Inclusion’s programmes. Ucayali is one of the regions with the most progress in cross-sectoral coordination. In 2015, the Ministry of Development and Social Inclusion had created the national ‘Include to Grow’ Municipal Seal award for people-centred management to recognize municipalities that improve public services, including various services related to early childhood and adolescence. In 2016, 52 per cent of registered districts in Peru received the award and 50 per cent of districts in targeted regions. This
The initiative is based on a UNICEF-led model developed in Brazil. UNICEF Peru provided support for its development and implementation.

Between 2012 and 2014, there were 35 districts and provinces with spaces and plans for cross-sectoral coordination, many of which are still in place. The province of Coronel Portillo in Ucayali and the district of Huamanguilla received the national award for Best Practices in Public Management from the NGO Ciudadanos al Día for cross-sectoral work and public investment in early childhood from pregnancy onward.

Between 2012 and 2017, the budget for the coordinated nutrition programme increased by 55 per cent from US$66.5 million to US$103 million. Amazonian regions (Amazonas and Ucayali) had the highest increase in their budgets, at 75 per cent. At the district and provincial levels, the budget increased from US$163,000 to US$48 million between 2012 and 2016.

**OUTPUT 2:** By 2016, the sectors of health, education, and social development have greater capabilities to handle a package of effective interventions in nutrition and child development, with gender equality and cultural relevance.

**Analytical Statement of Progress:**

At the national level, government officials (from the Ministries of Education, Health, and Development and Social Inclusion) trained in early childhood development were key to the development of the ‘Children First’ guidelines. Trained staff from the Ministry of Education have developed national training processes and education materials that have been shared with other sectors. In the five targeted regions, there are 76 trainers. After this training, services for children have improved in health centres, early childhood education programmes (cycle 1) and Cuna Más services. This is reflected in new child-friendly spaces and materials used in service settings, improved interaction between service providers and mothers and children and the provision of culturally relevant care.

This has all resulted from a training process implemented in the past five years. The process started with a year and a half train-the-trainer programme, developed by the Ministry of Education and UNICEF Peru that had cross-sectoral participation. UNICEF Peru supported the development of continuous learning processes in the five regions and a diploma programme in early childhood development with an intercultural focus. There are now various management and training tools available that will support scaling up and the sustainability of the process: training guides, curricula, monitoring cards, kits with relevant materials, as well as communication materials produced by the regions.

UNICEF Peru has also helped strengthen the intercultural approaches for early childhood services. The Cuna Más programme has guidelines for implementation of the program in Amazonian areas.

In terms of nutrition, UNICEF Peru has helped strengthen the capacity of the Ministry of Health to prevent and reduce anaemia and to include zinc in the treatment of acute diarrhoeal diseases. UNICEF Peru helped to position anaemia as a priority and develop the plan for preventing and reducing anaemia and chronic malnutrition 2014–2016, with an integrated approach from pregnancy to early childhood.

Multi-micronutrient supplementation was gradually incorporated into the strategy and universalized in 2016 across Peru. In the past year, supply of multi-micronutrients in all health centres has improved.
Between 2012 and 2016, the number of health centres that include zinc in the treatment of diarrhoea increased from 45 to 930 in the six targeted regions. They provided zinc to more than 37,000 children with diarrhoea. In 22 health centres in Loreto, which started the strategy in 2012, diarrhoea reduced from 19,000 incidents in 2011 to 8,000 in 2015. It is probable that zinc made an impact. Loreto has also incorporated this strategy in four travelling platforms (boats) for social action (PIAS), that serve remote Amazonian areas and at the community level, through 65 oral rehydration units (UROC).

UNICEF Peru helped reactivate the child-friendly hospital initiative, renamed the mother- and child-friendly health centre initiative. As of 2016, there are standards for the certification and recertification of participating health services. Six health regions have started the certification process. Four hospitals and one private clinic in Lima have been certified.

**OUTPUT 3:** By 2016, local governments and communities improve their capacity to implement participation mechanisms that promote nutrition and early child development in pregnant and children under 3 years old in prioritized regions.

**Analytical Statement of Progress:**
The Ministry of Economy and Finance and the Ministry of Health have incorporated community monitoring as a strategy to reduce chronic malnutrition in the municipal incentive plan. Funding has been provided to districts that: implement community promotion and monitoring centres (2012), make them operational (2013), and make them sustainable (2014, 2015). Out of 1,589 districts selected at the national level (2012), 91 per cent succeeded in implementing a community monitoring strategy, 85 per cent have operational services, 82 per cent have planned and budgeted resources from the coordinated nutrition programme, and 65 per cent have allocated funds for 2016. This represents 1,051 districts at the national level that have functioning community promotion and monitoring centres and have funding to sustain them. In targeted regions, 76 per cent of districts (385 districts) achieved this goal. As of 2016, the Ministry of Economy and Finance has transferred US$1.3 billion to municipalities under the municipal incentive plan and US$286 million to targeted regions.

The community promotion and monitoring centres have been adopted based on the experience of the UNICEF-supported ‘Good Start’ programme, which promotes community participation to monitor the situation of pregnant women and young children, and improve their growth and development. The regions of Apurímac, Ayacucho and Cusco served as internship centres as a part of this initiative. Between 2012 and 2016, UNICEF Peru provided technical assistance to the Ministry of Health, local governments and health personnel at the national level to implement the strategy. More than 4,000 mayors, from two different government cycles, and more than 5,000 health professionals were trained.

In the six targeted regions, UNICEF Peru helped build the capacity of local governments and the health sector to train community workers. Loreto also offered the training to grassroots organizations, Cuna Más facilitators, and early childhood educators, among others.

The national Cuna Más programme incorporated a community management component by building staff competencies and developing technical and management protocols and guides with the incorporation of an intercultural focus for services in Amazonian areas.

All the regions implemented communication strategies or actions for behaviour change with an intercultural focus. Amazonas, Ayacucho, Cusco and Ucayali developed communication plans, currently in place. In Ayacucho and Ucayali, UNICEF Peru helped establish teams of communicators that include media and the private sector, committing them, from a corporate
social responsibility perspective, to mass communication activities in support of early childhood development.

At the national level, UNICEF Peru has supported the development of mass communication campaigns with the Ministry of Health, the Ministry of Development and Social Inclusion and other partners like RPP (private radio and television) and the Steering Group for Investment in Children. The two most significant television and radio spots were: ‘Niños de Hierro’ (‘Iron Children’) to prevent anaemia and ‘Apapachado y bien Papeado’ (‘Well Cared for and Well Fed’) to promote healthy nutrition and emotional attachment.

With the objective to develop more relevant strategies and policies, UNICEF Peru supported three studies in Amazonian areas.

OUTCOME 3: By 2016, the national government and regional and local governments of prioritized Andean, Amazonian and marginalized urban and rural areas, improve their capacities to implement equitable, relevant and gender-based educational policies.

Analytical Statement of Progress:
During the current programme cycle, UNICEF Peru provided technical assistance to the Ministry of Education, particularly the Directorate for IBE and rural education services, to design and implement systematic improvements in the quality of IBE so that it is relevant and gender-sensitive.

In terms of policy, UNICEF Peru supported the design and implementation of a National Policy on IBE, which was approved in 2016 at the highest political level (Supreme Decree). This represents one of the most significant achievements of the period. As part of the National IBE Policy, UNICEF also supported the Ministry of Education in the design of the National IBE Strategic Plan and also assisted in the consultation process with indigenous organizations – including indigenous children. The plan was recently approved, has four focus areas and measurable goals, and considers, for the first time, participation as a key component of policy management. To complement this work, UNICEF Peru helped organize participatory discussions on intercultural bilingual education services and the service delivery model.

During the cooperation cycle, UNICEF Peru has facilitated increased coordination between different departments within the Ministry of Education for the implementation of quality IBE. This has included, at different times, the departments responsible for preservice teacher training, education management, the department of basic regular education, regional offices and deputy minister offices.

UNICEF Peru’s work on pre-service teacher training helped identify bottlenecks and develop recommendations to improve management of the intercultural bilingual education scholarship programme for indigenous students. UNICEF Peru also worked on consolidating a model (curriculum and institutional support) for pre-service IBE training. The model was used to assist five institutions in targeted regions with IBE teaching, coordination with schools for practicums and institutional strengthening for accreditation. In addition, UNICEF Peru advocated for a law to regulate institutions of higher education, which was approved in 2016.

In a similar way, UNICEF Peru provided technical assistance to the department of early childhood education for the design and implementation of policies to expand services, with a focus on rural and indigenous communities. UNICEF Peru assisted in converting non-formal preschool programmes into schools, piloting a form of non-formal education in highly
dispersed indigenous communities and a professional training programme for teachers without degrees in those settings. At the same time, UNICEF Peru supported efforts to ensure that the expansion of services was equitable and maintained quality. UNICEF Peru assisted in the application, analysis and dissemination of the results of the first national evaluation of preschool education.

At the subnational level, UNICEF Peru consolidated support strategies for regional governments. The first phase of this work focused on participatory design and gradual implementation of key tools for education management and institutional capacity building at the regional level. Around the cooperation cycle’s midpoint, UNICEF Peru worked to influence regional policy agendas – during elections – and strengthen EDUGESTORES, a knowledge-sharing network for education officials at all levels of government. This network, promoted by UNICEF Peru in collaboration with academia and the Ministry of Education, is a strategy to build capacity through continuous learning and exchange. The network has an active virtual platform and three thematic groups, including one on IBE.

National capacity to implement equitable education policies also depends on strengthening demand. UNICEF Peru has consistently worked to strengthen official forums for participation in education (regional and local participatory education bodies – COPARE and COPALE), in consultation with indigenous organizations, to put child issues and IBE on their agendas and to promote child participation.

This strengthening of demand also includes monitoring work. The following partnerships have also been key: (i) work with the roundtable on poverty reduction on the design and implementation of regional governance agreements and related monitoring mechanisms; (ii) work with the Ombudsperson’s Office on preparation, dissemination and follow-up to its reports on intercultural and bilingual education policy implementation; and (iii) a strategic partnership with the national education council to build a common vision for decentralized education management, expansion of early childhood education services, equitable education (education for rural and indigenous children) and pre-service teacher training, along with relevant monitoring mechanisms.

In the past year, UNICEF Peru has worked to build sustainable progress in IBE at the regional level to complement the national IBE policy. UNICEF Peru supported a process to assess progress and identify challenges in targeted regions. This included organizing seminars in each region with wide participation to discuss the issues and draft sustainability agreements, which have been ratified in five targeted regions.

**OUTPUT 1**: By 2016, national, regional and local governments have improved their capacities to manage educational policies.

**Analytical Statement of Progress**: UNICEF Peru provided technical assistance that has consistently built the capacity of national, regional and local governments to manage education policies with a focus on equity and local needs.

By developing a diploma programme in decentralized education management, in partnership with the Antonio Ruiz de Montoya University, and providing sustained support and technical assistance to regional technical teams, UNICEF Peru has contributed to building a critical mass of regional and local public administrators in five targeted regions with the capacity to manage locally relevant, intercultural, gender-sensitive and equitable education policies. Following this process, five targeted regions have developed results-based medium-term education plans that align with other relevant instruments (regional development plans,
regional and local education plans, and operational plans). This helps align strategic, programmatic and operational components of planning through an equity lens.

UNICEF Peru, in partnership with the Antonio Ruiz de Montoya University and GRADE research centre, contributed to the development of a national network that brings together 700 public administrators from different regions, in an active space to exchange knowledge and experiences, engage in dialogue, and share ideas. UNICEF Peru assisted in the development of local education management models in five targeted regions through participatory processes. These models aim at improving and making education management systems more relevant to the social, geographic and cultural contexts of the different regions. Leadership of the initiative has shifted from UNICEF Peru to the Ministry of Education, which sees it as a key strategy to implement one of the focus areas of its national IBE policy. In the process, the initiative has built the capacity of 127 government officials from these regions and the national team that manages the Directorate of IBE.

During the current programme cycle, UNICEF Peru has provided technical assistance to the Ministry of Education, particularly the Directorate for alternative basic education, IBE and rural education services, to design and implement systematic improvements in the quality of IBE so that it is relevant and gender-sensitive.

In partnership with the National Assembly of Regional Governments, UNICEF Peru provided technical assistance to the regional education offices and local education management units to identify management bottlenecks and improve their performance commitments with the Ministry of Education. At the level of school management, UNICEF Peru supported training initiatives for school principals to align annual workplans with key indicators to improve school management.

To strengthen education governance, UNICEF Peru supported bodies that review and report on progress towards goals set out in policies prioritized in the multi-annual budget plan at the subnational level. Education officials led this work with active participation from civil society.

The adoption of the national policy on IBE and intercultural education for all and of the National IBE Plan are major steps towards the institutionalization and legitimization of IBE, which UNICEF Peru has supported from the beginning.

**OUTPUT 2:** By 2016, national, regional and local governments have improved their capacities to implement relevant and gender-based pedagogical processes.

**Analytical Statement of Progress:**
In preschool education (3 to 5 years), there are government officials who are better prepared to manage the expansion of services in rural areas and the programme has been validated as a relevant service in remote areas. To help improve the quality of preschool education services, UNICEF Peru supported the Ministry of Education in conducting the first national evaluation of preschool education, and has actively promoted the dissemination and use of the findings at the subnational level.

Likewise, UNICEF Peru has helped strengthen the capacity of IBE specialists, trainers and support workers, including 4,146 early childhood educators and community workers trained in relevant and gender-sensitive education. UNICEF Peru also provided technical assistance for the implementation of a programme to professionalize teachers without degrees in Amazonian areas.
In primary IBE, UNICEF Peru contributed to an increase in the number of school principals and teachers with a practical understanding of IBE and gender-sensitive approaches. This included building the capacity of government officials, trainers and support workers and documenting teaching strategies so that 5,217 primary school principals and teachers can deliver more relevant IBE in their classrooms.

This is the result of the gradual implementation of different measures that make up the national IBE policy, specifically progress in educational support processes for IBE teachers, improvement in pre-service training for IBE teachers (assisting five training institutions that offer IBE programmes and contributing at the national level to the participatory development of the pre-service teacher training curriculum for IBE), and capacity building in IBE – in-service training for directors and teachers to develop relevant curricula, at the local level, and evaluation processes, at the regional level, in indigenous languages, production and promotion of the use of IBE material and improvement of education management.

A gender-sensitive approach is part of the basic education curriculum, the IBE policy, as well as most of the sector’s measures and policies. It is also incorporated in the political agenda at the national and subnational levels. However, there is still room to improve effective implementation in the classroom and schools.

OUTPUT 3: By 2016 civil society groups, public and private organizations, children/adolescents, families and communities strengthen their capacities to actively participate and monitor relevant and quality education.

Analytical Statement of Progress:
UNICEF Peru has helped strengthen and diversify regional and local participatory education bodies (COPARE and COPALE) in targeted areas. They have management tools, knowledge and understanding of education regulations and strategic programmes that allow for a better analysis of conditions to implement education policies and develop better monitoring of those policies. These bodies have made 43 recommendations that have been taken up by regional education offices and have been key in putting equitable education on the public agenda in targeted regions.

At the national level, UNICEF Peru worked with key partners to shape IBE policy. UNICEF Peru undertook systematic work on decentralized education management with the national education council, coordinated regional and national monitoring processes with the National Roundtable on Poverty Reduction, and contributed to two reports of the Ombudsperson’s Office on the right to IBE that have guided the design and improvement of IBE policies.

UNICEF Peru worked with diverse civil society groups and indigenous organizations to build their capacity and knowledge to include IBE advocacy in on their work agendas. This helped strengthen demand for access to and continuity of intercultural bilingual education services, put intercultural bilingual education in electoral debates at the subnational level and develop specific monitoring processes for intercultural bilingual education policies. As many as 27 organizations carried out political advocacy to improve education services.

UNICEF Peru worked with families and children to build their capacities in participation, as reflected in the analysis of the education system in ‘the school we want’. The child-friendly school model was key to providing evidence on how the participation of all improves the quality and relevance of education. At the national level, UNICEF Peru supported the three editions Tinkuy, an intercultural meeting of children.
UNICEF Peru led an initiative to complement consultation on the national intercultural bilingual education plan that incorporated the voices of indigenous child delegates. Strategic partnerships with civil society organizations – like Red Florecer – and international cooperation have been key to advocacy related to the situation of girls.

**OUTCOME 4**: By 2016, protection, justice and education sectors improve the prevention of violence and abandonment and the attention of NNAs victims on Andean, Amazonian and urban areas prioritized.

**Analytical Statement of Progress:**
The percentage of Peruvian fathers and mothers who physically discipline their children decreased by 6.8 and 6.4 percentage points, respectively, in the past five years. In targeted Andean regions – Apurímac, Ayacucho and Cusco – there was a decrease of more than 10 percentage points. However, a recent survey of children found that more than 80 per cent of children have experienced violence at home. Violence against children is one of Peru’s biggest challenges and is a priority issue in the new Country Programme.

The percentage of districts with child protection services (municipal offices for the defence of children and adolescents) increased from 51 per cent in 2012 to 93 per cent in 2016. In some provinces of targeted Andean regions, there is 100 per cent coverage. This expansion has helped close the gap in coverage of child protection services at the local level. The challenge remains to improve the quality of services and specialization of service providers.

In 2015, birth registration and national identity card registration of children under the age of five increased to 97 per cent and 95.9 per cent, respectively. In Andean regions, birth registration is at 98 per cent. Despite progress in Amazonian regions, the percentage of unregistered children under the age of 5 is still more than 10 per cent in Loreto and Ucayali. UNICEF Peru provided technical assistance to the National Identity and Civil Status Registry (RENIEC) to design a policy aimed at improving the registration system and removing bottlenecks that prevent free, timely and universal registration, particularly in rural areas and indigenous communities.

The Ministry of Women and Vulnerable Populations, in partnership with UNICEF Peru and with assistance from the UNICEF Office of Research-Innocenti, has generated evidence on the prevalence, incidence and determinants of violence against children and on the impact of corporal punishment on education outcomes. The Ministry of Women and Vulnerable Populations is using the evidence to inform policies on prevention of and response to violence.

UNICEF Peru’s work in partnership with the Ombudsperson’s Office contributed to: the adoption of a law that prohibits corporal punishment in all settings; the ratification of the third Optional Protocol to the Convention on the Rights of the Child; and the drafting of legislation for the protection of children without parental care. The latter includes a legal distinction between risk of neglect and neglect, differential measures and periodic revision of the adopted measure. The Ministry of Women and Vulnerable Populations has made a high-level commitment to deinstitutionalize children without parental care and develop family based models of alternative care.

In terms of public investment in child protection, four local governments in targeted regions spent more than US$4 million to improve protection services for children and female victims of violence, and to promote adolescent participation. Increasing public investment in child protection remains a challenge. In 2014, 1.57 per cent of all child-focused public spending went to protection. In 2016, it dropped to just 0.89 per cent. The national Cuna Más programme, an early childhood development programme for children
under the age of 3 living in extreme poverty, has a strategy to build staff capacity in positive and non-violent child-rearing practices. In two regions – one Andean and one Amazonian – the education sector is implementing strategies that incorporate non-violent education practices based on the Child-Friendly School model promoted by UNICEF Peru and national authorities.

The national Yachay programme, which works with children in street situations, has developed a guide for educators on improving social skills through sport and secured budgetary resources for prevention strategies aimed at developing social skills in children. Working in partnership with local government and civil society in two Andean regions, UNICEF Peru has contributed to implementation of adolescent-centred strategies for improving social skills to prevent violence and promote care for the environment.

Three care pathways for child victims of violence have been designed – one at the national level and one in each of the regions of Ayacucho and Loreto. However, these efforts are limited given that the Ministry of Women and Vulnerable Populations is currently in the process of building the national protection system against violence.

In that past five years, UNICEF Peru’s main government partners in child protection were the Ministry of Women and Vulnerable Populations, the Ministry of Development and Social Inclusion, the Judiciary, the National Institute for Statistics and Information Technology and RENIEC. The Ombudsperson’s Office has also been a key strategic partner. UNICEF Peru has worked in partnership with Save the Children and local NGOs, including CESIP, CEDEC, CRESER, ADENI, APRODEH and CEPRODENA. UNICEF Peru’s work with academia, including CISEPA and CIES, has been key for evidence generation. The partnership with the UNICEF Office of Research-Innocenti has ensured the technical quality of the evidence generated.

The following are key difficulties and challenges for child protection: the legitimization of violence based on the perception that it has a positive impact on childrearing, particularly in schools; the reduction in public investment in protection, which dropped from 1.57 per cent of all child-focused public spending in 2014 to 0.89 per cent in 2016; the lack of specialization of protection service providers; and the perception that public insecurity is linked to adolescent crime, which has given rise to juvenile justice reforms that violate the Convention on the Rights of the Child.

OUTPUT 1: By 2016, improves the capacity of the Government to legislate, plan and allocate budget to programmes that aim the prevention of violence and abandonment and care of victims.

Analytical Statement of Progress:
In terms of legislation, there were three key developments: (i) adoption of a law that expressly prohibits corporal punishment in all settings; (ii) ratification of the third Optional Protocol to the Convention on the Rights of the Child; and (iii) draft legislation for the protection of children without, or at risk of losing, parental care that includes a distinction between neglect and risk of neglect, differential measures, and periodic review of the adopted measure. UNICEF Peru, in partnership with the Ombudsperson’s Office, provided intensive technical assistance for this work.

UNICEF Peru also provided technical assistance to the Ministry of Women and Vulnerable Populations to revise the Code on Children and Adolescents – mainly provisions related to juvenile justice, children without parental care, adoption and the national protection system – to ensure that it complies with international standards. UNICEF Peru engaged key child-
focused groups in advocacy against the adoption of a Code that does not comply with international standards.

UNICEF Peru has helped ensure that there is publicly available information on the prevalence, determinants and impact of violence against children in Peru. The Ministry of Women and Vulnerable Populations is using the generated evidence to revise and improve public policies on prevention of and response to violence that affects 80 per cent of children in Peru. UNICEF Peru, in partnership with academia and with assistance from the Office of Research-Innocenti, provided intensive technical assistance and contributed to wide dissemination of the findings.

At the subnational level, four local governments in targeted regions invested US$4,163,594 to improve protection services for children and female victims of violence, and to promote adolescent participation. The Ministry of Women and Vulnerable Populations has an effective model for leveraging regional and local resources to improve local protection services, based on the experience developed in the region of Ayacucho.

The Ministry of Women and Vulnerable Populations designed a strategy to provide emotional support and protection to children in emergencies in Amazonian areas and built the capacity of local protection services to respond to these situations.

Increasing public investment in protection remains a challenge. In 2014, 1.57 per cent of all public spending on children went to protection. In 2016, it dropped to just 0.89 per cent. Increasing spending is a priority in the new country programme. Another challenge is implementation of the Committee on the Rights of the Child’s recommendations related to juvenile justice. The Committee has urged Peru to repeal recent legislation that increases penalties and limits due process rights for adolescents.

OUTPUT 2: By 2016, the education sector and prioritized social programmes improve their capacity to incorporate non-violent education and parenting strategies.

Analytical Statement of Progress:
The national Cuna Más programme, an early childhood development programme for children under the age of 3 living in extreme poverty, has a strategy for improving staff capacity to promote positive and non-violent child-rearing practices in their family support and day care services. Evidence on the impact of corporal punishment on learning and development outcomes of students has been generated and shared publicly by the Ministry of Women and Vulnerable Populations and the Ministry of Education.

At the subnational level, UNICEF Peru has worked with the NGOs APRODH and CEPRODEN in two Andean regions to incorporate non-violent education strategies in the child-friendly school model that UNICEF Peru has promoted in bilingual primary schools. In Ayacucho, a core group of ‘pedagogy of tenderness’ trainers was formed to promote non-violent teaching. In Apurímac, regional health and education trainers received gender-sensitive training on preventing violence against children.

These developments in the past three years result from UNICEF Peru’s work, in partnership with the NGO CESIP, to help the national Cuna Más programme develop: (i) an assessment of existing capacity and resources to identify and respond to situations of violence and of evidence on violent institutional practices that should be modified; and (ii) capacity-building tools for day care and family support service providers.

In Ayacucho, in partnership with the NGO IFEJANT, UNICEF Peru contributed to the validation of content for the ‘pedagogy of tenderness’ train-the-trainer programme and
provided technical assistance to the education sector for the implementation of non-violent education strategies.

The obstacles that have limited achievement of the results in the Country Programme relate to the vertical structure of the Cuna Más training system, which limits capacity building of direct service providers. Also, the Ministry of Education does not recognize corporal punishment and sexual violence in schools as a national problem. Violence against children is a priority issue in the new country programme.

**OUTPUT 3:** By 2016, prioritized social programmes and institutions improve their capacity to develop adolescents’ social skills that prevent violence.

**Analytical Statement of Progress:**

The national Yachay programme, which works with children in street situations, succeeded in including the activity ‘improvement of children’s social skills’ in the budget under budget programme 117 ‘services for abandoned children’. This ensures that there is sustainable public funding for the programme’s prevention strategies. The programme has also incorporated a methodology for improving social skills through sport into the educators’ work.

Between 2013 and 2016, UNICEF Peru promoted public-private partnerships, through the NGO CEDEC, that resulted in Yachay gaining tools to promote sport for development strategies. UNICEF Peru also conducted a baseline study in four districts, which generated evidence on the effect of the methodology on the competencies and abilities of children and provided information on children participating in the programme.

In the Andean regions of Apurímac and Ayacucho, in partnership with the NGOs ADENI and CEPRODENA, UNICEF Peru helped two local governments implement strategies to promote social skills, with a focus on adolescent participation in violence prevention and care for the environment. The strategies have been incorporated into local public policies through the department of social development and the municipal centre for guidance and promotion of adolescents and youth. In both regions, the adolescent-focused organizations have work plans and participate in the design of regulations that promote care for the environment. In Ayacucho, the Children’s Advisory Council is finalizing the development of a public investment project on the environment.

There are several challenges that have limited achievement of results. The national Yachay programme has invested in expanding services and not in building capacity or improving the quality of the programme. There is also the challenge of incorporating successful local strategies for developing violence prevention skills in adolescents into national policies.

**OUTPUT 4:** By 2016, RENIEC improves its capacity to ensure the registration of birth of indigenous children.

**Analytical Statement of Progress:**

Between 2012 and 2015, birth registration among children under the age of 5 increased from 95.6 per cent to 97 per cent. Identity card registration increased from 91.1 per cent to 95.9 per cent. However, gaps in registration persist, particularly in Amazonian communities.

RENIEC has developed a National Plan 2016–2021, ‘Closing gaps in registration’, based on outcomes and indicators aimed at removing bottlenecks that limit free, timely and universal registration, particularly in rural and indigenous communities.

In the last five years, UNICEF Peru has worked with RENIEC to improve its registration
policy by:

i) proposing institutional recommendations to improve services for indigenous communities; ii) developing guidelines for intervention in indigenous communities; iii) analysing the inclusion of ethnicity data in identification records; iv) validating curriculum content and methodology for registration staff in indigenous and rural communities; v) strengthening capacities of RENIEC’s technical teams with an intercultural focus; vi) developing a communication strategy that fosters demand for culturally relevant services; vii) expanding services by opening regional offices in regions with significant gaps in registration; and vii) allocating US$1.5 million from the Ministry of Economy and Finance to provide technical assistance to registration offices in indigenous communities in seven regions.

UNICEF Peru also contributed to knowledge generation by helping RENIEC develop: (i) an assessment of the functioning of registration services in indigenous communities in the Amazonian region of Loreto; (ii) a study on barriers related to coordination between and within governments in two Andean and Amazonian regions; and (iii) an assessment of the lack of registration among at-risk children.

UNICEF Peru facilitated horizontal cooperation that allowed RENIEC’s management teams to learn about experiences in Argentina, Cuba and the Plurinational State of Bolivia. This demonstrated to RENIEC how sustainable models for coordination between subnational governments and the health sector at the local level can significantly contribute to universal registration.

Finally, in terms of legislation, UNICEF Peru assisted RENIEC in developing legislative proposals: one to recognize the biological identity of children and extramarital children of married women and another to guarantee that adolescent mothers and fathers can access the national identity card registration process without depending on an adult.

**OUTPUT 5**: By 2016, the protection system operators have strategies for the care of children/adolescent victims of violence and neglect.

**Analytical Statement of Progress:**

The Ministry of Women and Vulnerable Populations has committed to reform the alternative care system to meet international standards and develop a plan for deinstitutionalization and family-based models of alternative care. In the past three years, UNICEF Peru and the Ombudsperson’s Office have generated evidence and undertaken intensive policy advocacy to push for this change.

UNICEF Peru facilitated horizontal cooperation to exchange experiences in deinstitutionalization between Europe and countries in the Latin American and Caribbean region. This experience will help Peru define key steps to reform the alternative care system and will create future opportunities for bilateral cooperation. UNICEF Peru will continue to provide intensive technical assistance to this process.

In terms of improving local protection systems, the Ministry of Women and Vulnerable Populations has increased coverage of local protection services (municipal offices for the defence of children and adolescents) from 51 per cent of districts (933) in 2012 to 93 per cent (1,740) in 2016. In some provinces of targeted Andean regions, there is 100 per cent coverage. UNICEF Peru contributed to this process and assisted in capacity building for service providers. At the national level, UNICEF Peru worked with the NGO Kunamia to support implementation and validation of a new blended learning model. At the local level, UNICEF Peru worked with the NGOS ADENI, CEPRODENA and APRODH to assist in implementation of the model. There remains the challenge of improving the quality of
services by increasing specialization of service providers to respond to violence.

Three care pathways have been designed for child victims of violence, one at the national level and two at the regional level in Ayacucho and Loreto.

Along with increasing specialization, another key challenge is to create a structure for the protection system at the national, regional and local levels that defines competencies and establishes management and coordination mechanisms. Working with the Government of Peru to improve governance of the protection system at the sub-national level is a priority for the new Country Programme.

It is important that Peru implements the Committee on the Rights of the Child’s recommendation to elevate the status of the Directorate General on Children, providing it with the authority, technical expertise and financial capacity particularly for policies related to prevention and protection of violence, and protection of children without parental care.

OUTCOME 5: By 2016, policies, budgets and social programmes aimed at the NNA in poverty are improved through the generation of knowledge, evidence and information.

Analytical Statement of Progress:
In 2011–2015, Peru’s gross domestic product grew by 18.7 per cent. Over the same period, the public budget increased by 47 per cent, from US$28 billion to US$42 billion. These trends, combined with the development of inclusive growth programmes and strategies, contributed to the decrease in poverty by 6 percentage points, from 27.8 per cent to 21.8 per cent over the same period.

Child-focused public spending increased by 20 per cent, from US$7.5 billion in 2013 to US$9 billion in 2015. Over the same period, budget implementation increased from 87 per cent to 91 per cent and education spending increased by 6.5 percentage points (from 53.1 per cent to 59.6 per cent of all public spending in children). In 2015, child-focused public spending made up 4.6 per cent of Peru’s gross domestic product. Despite this progress, public investment in child protection remains limited at just 0.9 per cent (US$79 million) of child-focused spending. Also, the budget implementation continues to be lower at the local level (69.6 per cent) compared with other levels of government.

Between 2012 and 2016, through policy advocacy, development of best practices, capacity building and strategic partnerships, UNICEF contributed to:

1. Make children a priority on the public agenda at the regional and national levels. The Government has set goals for 2021 in policies and plans related to child health, nutrition, education and protection through advocacy and signing of 26 governance agreements by regional presidents (2014) and the ‘Commitment to equal opportunities for children’ by eight presidential candidates (2016).

2. Protect resources for children even during periods of decreased government revenues or economic slowdown, through the passing of Law 30362. The law raised Supreme Decree 001-2012-MIMP, which safeguards public resources for the National Plan of Action for Children and Adolescents, to the status of law. The adoption of this law was facilitated by periodic reporting on child-focused public spending (2014 and 2015 annual reports and biannual reports prepared jointly with the Ministries of Economy and Finance, Women and Vulnerable Populations, Development and Social Inclusion, Education and Health, and the Roundtable of Poverty Reduction). Child-focused public spending was included in the 2016 budget law. The taxonomy to measure public spending in children was adopted as the
official tool for monitoring the National Plan of Action for Children and Adolescents 2012–2021, included in the open government action plan 2014–2016 and received the 2016 Best Practices in Public Management award from the NGO Ciudadanos al día.

3. Leverage US$258 million of the public budget at the subnational level between 2011 and 2015 to improve access to and quality of health, nutrition, education and protection services for Peru’s most excluded children. UNICEF provided technical assistance and support development and implementation of public investment projects, budgeting and budget implementation, and achievement of child-focused goals in the municipal incentives plan.

4. Contribute to improved design and implementation of budget programmes in health, nutrition and education, and monitoring of the governance agreements related to children through participatory monitoring led by the Roundtable on Poverty Reduction. The participatory body produced 14 annual assessments and 14 alerts between 2012 and 2016.

5. Strengthen capacities of 1,660 regional and local government officials, candidates and government planning teams, representatives of NGOs, civil society and universities, through courses and diploma programmes in public management (planning, results-based budgets, public investment, coordination, functions and competencies, and risk management and climate change) with a focus on children’s rights.

6. Establish a cross-party working group on early childhood, childhood and adolescence under the congressional Commission for Social Inclusion and People with Disabilities. The group’s aim is to analyse, monitor and oversee child-focused policies and social programmes. UNICEF is a member of the working group’s advisory committee. The creation of the group resulted from meetings between UNICEF, the Ombudsperson’s Office and elected members of Congress before the legislature met in June 2016. This cross-party working group advocated for the inclusion of a series of recommendations, made by the Roundtable on Poverty Reduction and UNICEF, to improve the draft 2017 budget law. The main recommendations related to health and nutrition were included in the law, which was passed on 2 December 2016.

7. Pass 37 regional ordinances, between 2012 and 2016, in Amazonas, Apurímac, Ayacucho, Cusco, Loreto and Ucayali to prioritize and guarantee children’s rights to health, nutrition, education and protection by building the capacity of 98 regional councilmembers to perform their functions of representation, legislation and oversight, with a focus on children’s rights.

OUTPUT 1: By 2016, officers from selected areas have greater capabilities and tools for planning and budget process oriented to children and adolescents.

Analytical Statement of Progress:
UNICEF worked with a range of partners to make children a priority in legislation, policies and budgets at the national and regional levels between 2012 and 2016:

1. UNICEF partnered with ProDecentralization, the Ombudsperson’s Office and the national civil service authority to strengthen capacities of 98 councilmembers in six regions and 405 councilmembers of 97 local governments to perform their functions of representation, legislation and oversight, with a focus on children’s rights. This work resulted in the enactment of regional and local ordinances related to child health, nutrition, education and protection.

2. UNICEF worked with the national elections board to strengthen capacities of 900 people
(candidates and their staff) from 283 political organizations across Peru's 26 regions in children’s rights issues. This work resulted in the development of rights-based government plans

3. UNICEF worked with the Ministry of Economy and Finance to strengthen capacities of 184 government officials and provide technical assistance to local and regional governments. These efforts contributed to the development of 27 public investment projects in child health, nutrition, education and protection, with an approximate investment of US$36.8 million from regional and local governments in Apurímac, Ayacucho, Cusco and Ucayali.

4. UNICEF supported diploma programmes in coordinated management of public investment, which contributed to the development of 15 improvement plans in nutrition, early childhood development, education, risk management, and water and sanitation. There were 91 participants from government and civil society in Amazonas and Loreto.

5. UNICEF provided technical assistance to governments in Amazonas, Apurímac, Ayacucho, Cusco, Loreto and Ucayali to ensure that development plans, institutional plans and action plans for children and adolescents were focused on rights and equity in health, nutrition, education and protection.

6. UNICEF supported efforts to improve budget allocation and implementation for child-focused budget programmes through:

a. the Performance Incentive Fund, led by the Ministry of Development and Social Inclusion and the Ministry of Economy and Finance, that aims to contribute to the achievement of child nutrition and early childhood development outcomes in the national Include to Grow strategy;

b. the inclusion of a goal related to the creation of municipal offices for the defence of children and adolescents as part of the incentive plans for municipal management and modernization; and

c. technical assistance to local governments in Cusco and Ucayali and to health networks in Ayacucho.

**OUTPUT 2:** By 2016, government officials and civil society have greater capacity to track public spending on children and the implementation of public policies.

**Analytical Statement of Progress:**

Between 2012 and 2016, UNICEF helped make children a priority in policies and increase child-focused public spending at the national, regional and local levels by providing technical assistance to the Ministry of Economy and Finance and to regional and local governments. This work focused on coordinated implementation of child-focused budget programmes and investment projects.

In 2013, the Government of Peru, with support from UNICEF and the Roundtable on Poverty Reduction, developed a transparent, replicable and multi-sectoral methodology to measure public spending in children (the taxonomy). The tool can be used to determine what those resources are invested in, where and by whom. Due to its level of detail and disaggregation, the taxonomy was recognized as one of the most advanced tools in Latin America and the Caribbean in 2015 and as a ‘best practice in public management’ in 2016. UNICEF has helped put monitoring of child-focused public spending on the public agenda, gradually transferring leadership to the Ministry of Women and Vulnerable Populations and the Ministry of Economy and Finance. High-level officials participated in the launch events of the
2014 and 2015 annual reports.

Bringing attention to challenges in child-focused investment contributed to the adoption, in 2015, of Law 30362, which safeguards public resources for the National Plan of Action for Children and Adolescents, even during periods of decreased government revenues or economic slowdown.

Reporting on child-focused public spending has influenced debates on the budget law in Congress and, since 2015, has been included in the law’s explanatory statement.

Between 2013 and 2016, Peruvian public officials participated in four international seminars on investment in children that took place in Colombia, Peru, Ecuador and Mexico, with the aim of presenting the Peruvian Government’s achievements in investment in children, as well as to exchanges experiences with other countries in the region.

Monitoring child-focused public spending has also contributed to global processes, including: (i) greater participation of government and civil society actors in reporting on national and international commitments, such as Scaling Up Nutrition (2015), by using information generated from monitoring child-focused public spending; (ii) development of a methodology to measure public spending across countries by working groups established by UNICEF and the World Bank, where Peru’s experience was shared as a demonstration model; (iii) publication of General Comment No. 19 of the Committee on the Rights of the Child; (iv) the regional message – drafted by Peru and 21 other countries in the Latin American and Caribbean region – on investment in children at the third international conference on Financing for Development – Peru participated with a delegation of high-level representatives from the Ministry of Development and Social Inclusion, the Ministry of Economy and Finance, the comptroller general and the Municipality of Coronel Portillo.

OUTPUT 3: By 2016, the Government has information and tools to improve public policies aimed at the NNA in exclusion situations.

Analytical Statement of Progress:
In 2012–2016, UNICEF helped to put in place information and tools to improve decision making related to child-focused policies:

1. UNICEF, jointly with Government and civil society represented on the Roundtable for Poverty Reduction, contributed to the development of 12 annual reports to monitor programme and budget implementation of national policies on education, nutrition and maternal and neonatal health. Five national and regional alerts were released on the implementation of these policies, focused on addressing inequities. These reports and alerts were used by the Government to: improve policies aimed at reducing child malnutrition and anaemia, expand vaccination coverage, expand and improve the quality of early childhood education and IBE, improve access to and quality of registration in the most excluded areas and put violence against children on the public agenda.

2. UNICEF contributed to 36 researches, evaluations and studies that generated knowledge to strengthen child-focused policies related to education (12), the right to health (7), the right to protection (3) and policies and citizenship (14). These studies served to: a) inform government decision-making at the national, regional and local levels; and b) improve the design and implementation of evidence-based policies (IBE, early childhood development, malnutrition, neonatal health, birth registration, juvenile justice, violence, budgeting, financial and non-financial incentives, and social inclusion.
3. UNICEF, in partnership with the Government, helped to develop tools to improve implementation of child-focused policies, including:

a) Implementation of EduTrac to mobilize participation, citizen monitoring and government decision-making in education using text messages. The aim was to improve teacher and student attendance, availability of educational material and use of local funding to maintain education infrastructure in Ayacucho and Ucayali. Local government officials recognized its positive impact on the target population;

b) Development, in partnership with the Ministry of Economy and Finance, the Ministry of Women and Vulnerable Populations, the Ministry of Education, the Ministry of Health and the Roundtable on Poverty Reduction, of the taxonomy to measure public spending in children. This tool has provided the Government with sustained, rights-based information on investment and implementation of public resources at all levels of government. It has contributed to safeguarding public investment in children and bringing attention to the rights that receive little to no funding;

c) Improvement in the design and functioning of regional monitoring systems for children, that provide regional governments in Cusco, Apurímac and Ucayali with timely programme and budget reporting to use in decision-making;

d) Development of tools, working with Peru’s comptroller general, so that the body provides continuous oversight of child-focused public programmes and make related recommendations to ministries and regional governments;

e) 326 municipalities in poverty quintiles 1 and 2 received the ‘Include to Grow’ Municipal Seal (first edition), a national award based on the UNICEF-led Municipal Seals initiative in Brazil. UNICEF shared the Brazil experience with the Ministry of Development and Social Inclusion and helped adapt it for Peru; and

f) 15 newsletters on child-focused management and budgeting were released that targeted public officials trained by UNICEF. This helped develop a knowledge network specialized in investment in children.

OUTCOME 6: Effective and efficient programme management and operations support to programme delivery.

Analytical Statement of Progress:
Annual Management Plan was prepared and shared with the UNICEF Latin America and Caribbean Regional Office in the first trimester. A Table of Authority is prepared and approved by the Representative monthly and staff are notified of their roles and accountabilities.

The Country Programme Management Plan for the next Programme Cycle 2017–2021 was prepared and sent to the Regional Office in August. It was a participatory work, in which the Local Staff Association was invited. The new office structure was defined to achieve objectives set in the new CPD.

After revision made by the headquarters technical committee on Greening and Accessibility, US$26,576 was approved for UNICEF Peru to improve office premises to make it accessible for impairment people. By the end of December, the project was finished, with a mini-elevator, a bathroom and a ramp suitable for disabled people.
Measures to streamline office management received from FRG at headquarters in 2016, were adopted upon approval by the Country Management Team. Workflows were updated accordingly and shared with the staff. Efficiencies on time consuming and savings were also gained.

UNICEF Peru is actively participating in the operations management team to develop the business operations strategy for harmonizing business practices across United Nations entities to enhance efficiency and effectiveness, which is in line with the UNDAF cycle. Common operational services already established, such as acquisition of office supplies, fuel, paper, and courier and common agreements with airlines, enabled the office to obtain savings through centralized purchasing.

The office has continued the strategy of involving and empowering implementing partners in the purchase of supplies and in the implementation of supply related activities, which is resulting in a reduction of UNICEF direct procurement as a programme component. Procurement services continued to represent a major challenge in 2016. UNICEF Peru facilitated a total of US$10.4 million in procurement services (PS) by the end of 2016 to their partners EsSalud and the Ministry of Health. EsSalud: This new partner published in the media the good relation of quality/price of the cold chain equipment acquired through PS. Additionally, five macro-regional workshops regarding cold chain were carried out for EsSalud, and 226 nurses and 59 engineers and technicians were trained.

Monitoring of the micronutrient powders were performed in 7 regions visiting 28 health facilities of the Ministry of Health according to the workplan. The UNICEF conducted the annual physical verification at the warehouse and did not find any difference between the physical count and the information recorded in VISION. The value of the inventory of Programme Supplies controlled by UNICEF Peru recorded as being physically in the warehouse as of 31 December 2016 was US$6,274.18, of which US$4,241.63 were supplies prepositioned for emergencies.

OUTPUT 1: Effective and efficient governance and systems.

Analytical Statement of Progress: UNICEF Peru governance systems are functioning as expected. Office committees met regularly as per terms of reference and membership was renewed as required. All segregation of duties violations were mitigated and monitored using Approva. Key Performance Indicators were monitored through the Management Dashboard during Country Management Team meetings and corrective actions performed as needed. A Fundraising Committee was established this year to define, implement and follow up on donor bilateral and Private Fundraising Partnerships strategies adopted by the office to ensure resources for the new CPD. Veeam Backup and replication v9, a UNICEF Global project in which UNICEF Peru was Pilot Office, was implemented. The use of OneDrive was promoted throughout the office, for users’ file sharing and back-up purposes. Implementation of Donor Perfect is still pending, and support was provided to private sector fundraising to solve ICT issues. Support was provided to end users and maintenance of IT equipment was performed as expected. The 2016 Procurement Plan of ICT equipment was prepared and executed after approval by the Country Management Team. A closed monitoring of Internet usage was done to guarantee its quality, a contract was renewed with the service provider, resulting in better conditions at lower costs.
OUTPUT 2: Effective and efficient management and stewardship of financial resources.

Analytical Statement of Progress:
In 2016, the programme budget was funded in the amount of US$3,760,061, while US$612,328 was assigned for Institutional Budget to cover office operating expenses. The US dollar value versus the Peruvian currency decreased slightly during the year, comparing the ex-rate of 3.4095 of January 2016 to the average of 3.3800, representing 0.86 per cent gain in purchasing power. As in previous years, the Operations section managed Programme funds for the provision of operations-related services in functional areas of Administration, ICT and Personnel. The amount spent for these services was US$138,351.

Processing of payments, asset disposals and bank reconciliations were performed by the Global Shared Services Centre in coordination with UNICEF Peru. Close coordination was maintained with the Global Shared Services Centre to solve accounting issues. Upon consultation with the UNDSS, starting in 2016, one security guard post was reduced, representing savings of US$5,966.27. Starting in July, after an exhaustive market research, UNICEF Peru changed the supplier to provide storage and transportation services for Programme and Private Fundraising Partnerships supplies, resulting in monthly savings of US$1,790. Negotiations with the landlord were made to renew the lease agreement for the next five-year period, from August 2016 to December 2021, and as a result, an increment of the monthly rental was agreed but maintaining a lower price with respect to the market. Peru Citibank Accounts opened in 2015 by headquarters following a Global Agreement were not fully operational, as they did not provide the 100 per cent banking services required by the office; instead, ‘Banco de Credito’ continued to be the office’s main banking supplier. As of 31 December, direct cash transfers of more than six and nine months reached 9.36 per cent and 0 per cent, respectively. Open items were analysed and cleared in VISION regularly. In 2016, value-added tax refunds from Government amounted to U$116,393.70 (as of December 2015).

OUTPUT 3: Effective and efficient management of human capacity.

Analytical Statement of Progress:
Following meetings with the staff, local staff association, country management teamT and UNICEF Regional Advisers, the Country Programme Management Plan was timely prepared. The 2016 Programme and Budget Review approved the 2017–2021 Country Programme office structure, including the creation of 16 new positions and the abolishment of 6. The human resources section, in coordination with management and the local staff association, have met individually with staff members on abolished posts accompanying them in their separation process to ensure that they have a clear understanding of their options and entitlements. A 2017 Recruitment Plan has been prepared with management and shared with the staff. During the year, 14 competitive selection processes were completed with the recruitment of 1 P-3, 2 NOB, 2 NOA, 1 General service-4 and 8 temporary appointments, in addition to 5 local and 3 international interns. The Regional Chief of Human Resources visited UNICEF Peru in July. He met with the management, local staff association, country programme management plan group, human resources/operations and staff, and had bilateral meetings.

In July, UNICEF Peru transitioned Human Resources administration functions from the UNICEF Latin America and Caribbean Regional Office to the Global Shared Services Centre in Budapest. Staff are now processing Human Resources-related transactions directly through MyCase.
The ‘ACHIEVE’ system was implemented during the first quarter of 2016. UNICEF Peru continued implementing ‘PAS Days’ to create a space for discussions. All 2015 Personnel Appraisal System were completed on time.

In coordination with the Local Staff Association, Human Resources has been working on action plans as follow-up to the 2014 Global Staff Survey focusing in inclusive workplace and work/life balance, aiming at improving a harmonious workplace, reducing levels of stress and improving staff morale.

The local training committee sent the learning plan to the UNICEF Latin America and Caribbean Regional Office and, as a result, US$2,500 was received and invested to train the new designated peer support volunteer.

The total number of individual contracts issued during 2016 was 47.

The recruitment of the P-3 social policy specialist post took more than the key performance indicator of 90 days established for the recruitment of international professionals due to: a) a first process through direct selection from the Talent Group took 1.5 months, without good results; b) a regular recruitment process took 93 days since the post was advertised and the recommendation was sent, but a delay of 43 days involving last details of the process was registered until the final offer of appointment to the selected candidate was sent.

OUTCOME 7: Development effectiveness.

Analytical Statement of Progress:
The planning and monitoring cycle was satisfactorily implemented at the office. This has included the following processes, namely:

- Reinforcement of internal capacities and definition of tools for the correct application of approaches based on gender and environmental sustainability;
- Continuous update on the national context involving the programme team;
- Update of the analysis of the situation of children and adolescents in Peru;
- Update of Planning Outline and Reporting;
- Meeting the Goals of the Cooperation Programme;
- Submission of Annual Report and reports to donors, with high-quality standards and on a timely basis;
- Active participation in the definition of new UNDAF;
- Approval of the 2017–2021 Cooperation Programme;
- Strengthening of fund-raising strategy;
- Adequate distribution and application of resources received for the programme;
- Review and strengthening of processes and procedures for the adequate management of available resources; and
- Proper compliance with the HACT application plan.

OUTPUT 1: Programme coordination.

Analytical Statement of Progress:
Update of planning outline and reporting. Adjustments made in the structure of the programme to follow the new CPD structure.

Meeting the goals of the cooperation programme. Using today’s date as cut-off date, 85 per cent of the outputs are being achieved as expected, while the other 15% had advanced
with certain limitations.

Submission of 17 annual report and reports to donors, with high-quality standards and on a timely basis (100 per cent on time). The reporting schedule is periodically checked and major quality standards are continuously reviews to ensure compliance.

Active participation in the definition of new UNDAF: UNICEF as leader of the Programme Management Team promoted the identification of country priorities, United Nations system comparative advantages and new UNDAF monitoring indicators. Likewise, has leaded the adolescence and youth interagency group establishment.

Strengthening of fund-raising strategy: New proposals of cooperation with the Canadian Embassy and Ryan Trust and an extension of cooperation with Korea International Cooperation Agency have been approved. New proposals and cooperation extension are being negotiated with Committees of Belgium, Canada and Spain, the UNICEF Latin America and Caribbean Regional Office and New York headquarters. UNICEF Peru is also promoting meetings with embassies with presence in Peru to reach programmatic synergies.

In addition, 98 per cent of resources received for the programme have been disbursed.

The HACT plan is updated, and 76.7 per cent of programmatic visits and 50 per cent of spot checks were accomplished.

OUTPUT 2: Advocacy/communication.

Analytical Statement of Progress:
UNICEF Peru implemented a communication and advocacy strategy during the election that put children on the public agenda. Over the course of the strategy’s two phases – first, #UnBesoUnaPropuesta (‘One Kiss, One Proposal’), and second, #MenosBesosMásPropuestas (‘Less Kisses, More Proposals’) – UNICEF Peru: (i) did three regional consultations with children and adolescents; (ii) got all candidates, including the current President, to sign the #CompromisoPorLaIgualdadDeOportunidades (‘Commitment to Equal Opportunities’) in partnership with the Ombudsperson’s Office; and (iii) engaged all of the political parties represented on a child-focused congressional working group to promote a legislative agenda for children. The Regional Director’s visit with Congress and the Prime Minister reinforced this agenda. In response to the Prime Minister’s request, UNICEF Peru helped facilitate the first Children’s Advisory Council meeting with the President.

In a quali-quantitative study conducted in Lima and the Huancavelica, Trujillo and Ucayali regions, 54 per cent of participants could name UNICEF Peru without being prompted (a 57 per cent increase from 2012).

UNICEF Peru contributed to the launch of a study on the determinants of violence and organized a campaign to mark the end of a cooperation project focused on IBE and early childhood development. UNICEF Peru produced three human interest stories that showed how public policies, supported by UNICEF’s work, have had a positive impact on people’s lives.

Ten editorials by the Representative of UNICEF in Peru were published. UNICEF Peru also produced 29 press releases, 6 publications, 26 videos and 7 events, and engaged 40 influencers on social media.
To mark UNICEF’s seventieth anniversary, UNICEF Peru contributed three Tiny Stories, including one that was featured and translated on the global UNICEF website. The Regional Director’s visit allowed UNICEF Peru to produce three videos on programme achievements. UNICEF Peru leveraged national ambassadors through field visits and video testimonials.

UNICEF Peru developed a corporate social responsibility strategy, with a focus on ICTs and private health care. UNICEF Peru ran a workshop with adolescents in preparation for a ‘Commitment to television that respects children’s rights’. UNICEF Peru, in partnership with the Peruvian Football Federation, promoted equal opportunities at four of the national football team’s games. The federation’s workplan focused on children and UNICEF Peru will provide support to integrate children’s rights and business principles.

While there was interest from Lima’s regional education office, UNICEF Peru did not run the ‘La onda de mi cole’ (‘the Vibe of my School’) child participation initiative in 2016 due to internal challenges at the Ministry of Education.

**OUTPUT 3: Cross-sectoral.**

**Analytical Statement of Progress:**
Programme specialists and officials participated in training workshops related to: human rights, gender, interculturality, sustainability, and results-oriented management. Consideration of these aspects within the cooperation programme proposal was evaluated by external advisers and their recommendations were included in final proposal.

The strengthening UNICEF Peru capacities for risk management was continued, and action plans were defined for each cluster: water, education, nutrition and protection.

Lessons learned from the ongoing cooperation programme were analysed in meetings, with active participation of relevant partners and allies, and considered in the new programme.

Review and strengthening of processes and procedures for the adequate management of available resources: UNICEF Peru has actively participated in the process simplification initiative, as pilot office with mid-scale operation. Recommendations were incorporated.

Two RAM reports were submitted.

**Evaluation Centre**

**Evaluation and research**

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**Other publications**

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**Lessons learned**

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**Programme documents**

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