Executive summary

The first year of the implementation of the new cooperation programme was notable in three significant areas: 1) responding to the emergency generated by the El Niño phenomenon on the Peruvian coast; 2) creating the conditions for a suitable implementation of the programme; and 3) making significant contributions to achieve changes in favour of adolescents and children.

The humanitarian response from UNICEF Peru reached more than 191,000 children and their families, providing assistance in the areas of water, sanitation and hygiene (WASH), protection, nutrition, health and education. Socio-emotional and psychological support was provided, ensuring that children benefited from safe and healthy learning spaces. Information was disseminated about mechanisms for protection against violence and abuse, and the response and oversight capacities of government institutions were strengthened. UNICEF supported the reestablishment of water services and installed handwashing systems, showers and latrines. Interventions were made in the areas of health and nutrition, with a particular focus on nutritional risks for children under the age of 5 and pregnant and breast-feeding mothers. Finally, the process of replacing identity documents was also supported by UNICEF. The office led the inter-agency WASH, education and protection clusters/thematic groups and participated to the health and food security/nutrition ones.

In terms of the creation of conditions for the suitable implementation of the country programme document, achievements included: 1) the political and social positioning of children’s rights in the public agenda and the value added by UNICEF at the highest level; 2) the partnerships with public and private organizations involved in the new cooperation programme areas; and 3) the signing of Multi-Annual Action Plans with the four provincial governments.

Internally, notable achievements included: 1) the process of hiring staff (20 fixed-term positions were filled); and 2) the consolidation of local fundraising for the programme, which grew by 82 per cent, the second-highest growth rate in the region.

In terms of changes that favour adolescents and children, UNICEF Peru contributed to the development of various normative, political and regulatory frameworks: the Adolescent Criminal Justice Code, the Protection Law for children without parental care or who are at risk of losing it, the Rural Education Policy, the National Identity Plan, the CRED Regulation for Children under the age of 5, the National Technical Guide for Managing Diarrhoea, the Integrated Counselling Guide for Adolescents. It is also important to highlight the strengthening of capacities of authorities and service operators in areas such as: strategic planning and budgetary programming; integrated care for adolescents: specialist protection and justice for children who are victims of violence exploitation or abandonment by their families; implementation of the new National Education Curriculum; and improvement of water and sanitation services for rural and remote communities.
In addition, a notable achievement was the production of evidence and advocacy actions to support decision-making processes: analysis of public management processes at the provincial level; monitoring reports on the investment in children and adolescents in 2015–2016 in the Amazon region; an analysis of the situation for children and adolescents in the Amazon; systematization of the best territorial practices for children; identification of promising practices for the prevention of physical violence in families; study on the different forms of secondary education; and analysis of the situation for adolescents in Peru and the public policies designed for this population.

Strengthening adolescent participation entities and mechanisms, achieving the articulation of services designed for early childhood and the clarification and differentiation of the roles and competencies of national, regional and local institutions responsible for protection and justice for children and adolescents who are victims are just some of the challenges that remain. The second year of the implementation of the programme will involve intensive work to achieve the full implementation of the programme’s strategy.

UNICEF Peru worked closely through the year with the Presidency of the Council of Ministers, the Ministries of Economics and Finance, Education, Health, Women and Vulnerable Populations, Development and Social Inclusion, Foreign Affairs, Housing, Construction and Sanitation and Justice and Human Rights; the regional governments of Ucayali, Loreto and Huancavelica and the district government of Carabayllo; the Peruvian Centre for Strategic Planning (CEPLAN); National Institute for Civil Defence (INDECI); National Institute for Statistics and Information Technology (INEI); National Identity and Civil Status Registry (RENIEC); the Peruvian International Cooperation Agency; the Ombudsman’s Office; and other government agencies.

The donors that are supporting UNICEF Peru’s country programme include: the Governments of Canada, Russia, South Korea and the United States; the European Union; UNICEF National Committees; corporations; and individuals. National and international non-governmental organizations (NGOs), universities, communities, media outlets and other agencies from the United Nations system have been strategic partners in the achievements of 2017.

**Humanitarian assistance**

In response to the effects of the El Niño phenomenon on the Peruvian coast, between March and December 2017, UNICEF Peru assisted more than 191,000 children, adolescents and their affected families.

UNICEF is leading the WASH cluster and the education and protection thematic inter-agency groups, and also actively participates in the health and nutrition ones. In addition, UNICEF has carried out interventions in the affected areas to restore the rights of children, adolescents and their families affected by the emergency in the areas of education, protection, health, nutrition, water, hygiene and basic sanitation.

Specifically, UNICEF Peru has ensured that children and adolescents from the affected zones have access to educational and socio-emotional support in temporary learning spaces. These actions included the renovation of six temporary classrooms and the construction of 19 new temporary classrooms in the shelters housing people displaced by the emergency. To ensure the necessary level of hygiene in educational activities, UNICEF installed 20 handwashing stations and 26 latrines.
Children didn’t just go back to classes, but also received socio-emotional support and additional tutoring in six protective spaces. Some 87 teachers had their capacities strengthened so that they could support the return of children to education. The representatives of different public institutions formed part of the thematic inter-agency group that articulated cooperation interventions in the education sector, both in Lima as well as in the affected zones.

As part of its cooperation in the process to re-establish water supply and sewerage services, UNICEF worked in partnership with Plan International, Save the Children, Action Against Hunger and COOPI to repair and install chlorination systems in 14 rural community aqueducts. In addition, six water supply plants and networks were equipped with 10,000 L water tanks donated by the Ministry of Housing, Construction and Sanitation, which are currently being installed. This action also involved the distribution of 5,249 safe water kits and water filters in affected zones and shelters, as well as the installation of 144 handwashing systems and 1,500 showers.

In the area of sanitation, UNICEF Peru installed 300 latrines in the shelters and supported the installation of additional 153 latrines in shelters and 312 in rural zones. In coordination with the national government, UNICEF transferred the designs, technical specifications and estimated budgets for these sanitation facilities so that the Ministry of Housing, Construction and Sanitation could install another 176 sanitary units, fully covering the gap for this area. UNICEF has led the WASH cluster at a national level and in the most affected zones.

In the area of health and nutrition, UNICEF supported the Ministry of Health and the Regional Directorate of Health (DIRESA) of Piura in the design of a health and nutrition intervention plan to attend to at least 2,000 families, including 3,500 children under the age of 5 and pregnant and breast-feeding mothers who live in the shelters and zones affected by the emergency.

To date, UNICEF has evaluated 37,626 children under the age of 5 years old. Of these, 288 have been diagnosed with severe malnutrition, or are at risk of being malnourished, and have been provided with Plumpy'Nut, a food item used to treat this condition. UNICEF donated 9 tonnes of this food item to DIRESA, to be distributed to other children who are not living in shelters. This programme was replicated in the regions of Lambayeque and La Libertad.

In terms of protection against violence and exploitation, UNICEF Peru led the protection thematic inter-agency group attended by several ministries, regional governments and NGOs with the aim of ensuring a more coordinated and effective response.

UNICEF also attended to 3,820 children and adolescents, facilitating their access to child-friendly spaces and socio-emotional support. Psychological support was provided to 4,858 children and adolescents. Of this total, 1,113 children and adolescents were identified as having mental health problems, and were referred to the community mental health centre in Catacaos to receive assistance.

In addition, UNICEF provided information to 2,414 children and adolescents about protection mechanisms so that they are aware of how to protect themselves and report cases of abuse.

UNICEF helped family members to obtain the National Identity Cards (DNI) that they lost in the emergency. UNICEF also supported RENIEC to register and provide DNIs to 33,939 children, adolescents and adults.
During 2017, the first year of the cooperation programme, UNICEF Peru’s work prioritized the equity approach through the following actions: 1) agreement on most important interventions and support to the poorest regions of the country and/or those regions with the lowest access to quality services in health, education, protection and sanitation; and 2) generating knowledge to highlight gaps and increase understanding of the factors associated with the reduction of inequality.

In the regions targeted by UNICEF, inequality gaps are expressed in the lack of universal coverage of social services, the quality of the services offered, difficulties in accessing services and the levels of public financing of these services. These gaps particularly affect children and adolescents who are indigenous, those who live in rural, remote and peri-urban areas, children and adolescents who are without parental care and those who have contact with the justice system for being victims of violence or exploitation.

Specifically, in Ucayali and Loreto UNICEF has worked in the following areas: highlighting inequalities in access for children to health, nutrition, education, water and sanitation services, especially in rural zones and indigenous communities in the Amazon region; achieving adjustments to normative sectorial frameworks; and the implementation of demonstrative local experiences to improve services in the most vulnerable zones (e.g., CRED, WASH, intercultural bilingual education (IBE)).

The generation of knowledge to highlight gaps, improve the understanding of factors associated with the reduction of gaps in order to develop recommendations for actions, was also significant. Two notable examples are detailed below:

- ‘Diverse Childhoods’, a phenomenological study of children aged 0 to 3 years old in four indigenous communities in the Peruvian Amazon. This study offers valuable information to help understand the child development of this population and their capacity for showing initiative and expressing their autonomy in rural and Amazonian settings. In addition, the study identifies the significant gaps in assistance and barriers that make it difficult for all children to reach their maximum level of development. These contributions and reflective actions with service operators and authorities have evidenced the need to continue working to ensure the cultural adaptation of social services, especially in indigenous contexts.

- An analysis of public expenditure identified gaps in the allocation of resources between different geographic regions, as well as between indigenous children and adolescents and their mixed-race counterparts. The study was titled ‘Analysis of Public Expenditure on Children and Adolescents in the Amazonian Region’, and was especially relevant as it generated evidence on the situation in the Amazon region, which present the most unfavourable indicators and biggest challenges in the country to ensure access to quality services for children and adolescents. This analysis established recommendations for the progressive increase of investment to reduce disparities, proposing the inclusion of criteria such as ethnic territory or ethnic group for the allocation of resources. The analysis also promotes positive discrimination actions to reduce persistent gaps and recognizes the increased cost of providing quality services in these contexts.

The new cooperation programme will contribute to design suitable, sustainable and scalable service models, quality standards for the provision of assistance and scalable training models at the regional and national levels. UNICEF will engage in advocacy actions to achieve an increase in public investment in child protection issues.
The alignment of the country programme document with the Strategic Plan establishes the way in which UNICEF Peru will contribute to the compliance of its global goals. The text below illustrates the relationship between outcomes and outputs from the country programme document’s global objectives.

**GOAL AREA / OUTCOME - OUTPUT (Country Programme Document Peru) / Sustainable Development Goals (SDGs)**

1: Every child survives and thrives / 2 - 2.2. and 3 - 3.1. / Goals 2, 3 and 5
2: Every child learns / 2 - 2.1. 2.3. and 3 - 3.2. / Goals 4 and 5
3: Every girl and boy is protected from violence and exploitation / 1 - 1.1. 1.2. 1.3. / Goals 5, 8 and 16.
4: Safe and clean environment for every child / 3 - 3.3. / Goals 6, 11, 13 and 16.
5: Key dimensions of inequity that prevent children from realizing their rights / 4 - 4.1. 4.2. 4.3 / Goals 1, 5 and 10.

The programme will also contribute to the implementation of cross-cutting areas such as gender equality and humanitarian assistance in the case of natural disasters. For each of these, UNICEF Peru is defining strategic notes that facilitate their implementation. The monitoring system established for the country programme document (including the indicators, the baseline and the periodic reports) will help to monitor the contributions made by UNICEF Peru to the goals included in the Strategic Plan, as well as the contributions from the Strategic Plan to the related SDGs.

Three significant opportunities will be monitored to achieve compliance with the established goals.

The commitment from the country to achieving the Sustainable Development Agenda will allow for progress to be made in the living conditions for children and adolescents. UNICEF has been working in a joint manner with other agencies from the United Nations system to support the country in the implementation of the agenda.

In addition, the framework of existing public policies in the country that include clear goals to improve living conditions and guarantee the rights of children and adolescents represents an opportunity for UNICEF to contribute to the achievement of a number of the planned objectives.

Finally, the growing awareness among decision makers about the importance of taking into account the demographic transition being experienced by Peru in the definition of public policies will allow to focus efforts on adolescents and young people, who represent not just the highest proportion of the current population of the country, but also an opportunity to address persistent inequalities and contribute to sustainable development.

Despite these opportunities, the country’s current context of political instability and changes of ministers represent a challenge in making progress with the programme. The country will also undergo in 2018 through elections of regional and local governments. The partnership with other agencies from the United Nations system, as well as strengthening the technical assistance to institutions and communities, will partly mitigate the identified risks.

**Emerging areas of importance**
Accelerate integrated early childhood development (ECD). This year UNICEF positioned the relevance of integrated assistance for early childhood development at the highest political level of the government. The most important actions were: 1) the holding of an International Seminar on Early Childhood Development (ECD) Policies and Intercultural Bilingual Education (IBE); 2) the presentation of the results of the Lancet Medical Journal research on ECD; 3) the dissemination of regional and global reports on ECD; and 4) the production and dissemination of videos and communication materials on social networks.

At national level, UNICEF Peru has provided high level technical assistance to different sectors involved in early childhood care, with the following achievements:

1. Approval and dissemination of two normative frameworks that are fundamental for the health sector: the Growth and Development Monitoring Services for Children under age 5 (CRED) norm for children under the age of 5 years old; and the Acute Diarrhoeal Disease Treatment Guide;

2. Joint definition with the Ministry of Health of a plan for the strengthening of capacities to improve CRED services;

3. Design of a new training proposal for the operators of the Cuna Mas programme in collaboration with the Inter-American Development Bank;

4. Creation of a tool to identify developmental warning signs for children aged 0 to 3 years, which will be applied in early childhood education;

5. Promotion of the expanding of coverage in Education Cycle II (3 to 5 years) through the production and dissemination of evidence and lessons learned. Specifically, UNICEF has supported the process of reviewing the ECD programme in remote zones and has ensured the inclusion of Peru in a multi-country evaluation on expanding coverage in this area, led by the UNICEF Latin America and the Caribbean Regional Office. Both elements are being considered for the design of public policy measures;

6. Definition of the National Identity Plan 2017–2021 in collaboration with RENIEC. This will be approved before the end of 2017 and prioritizes the elimination of the under-registration of births, especially in indigenous communities; and

7. Support to the design of strategies for the application of the birth registration policy. Through the consultancy provided to RENIEC–GRIAS on the implementation of the project titled ‘Closing Gaps to Ensure Universal Access to the Right to a Name for Children under the Age of 5 in Indigenous Communities in Ucayali and Loreto’. This complements the strategy to improve birth registration capacities in native communities that is being implemented by RENIEC in six regions and 65 communities.

Focus on the second decade. UNICEF Peru is supporting the Ministry of Education in the development of a secondary education policy. The Office provided technical assistance in the formulation of a national rural education policy with specific focus on secondary education and promoted the setting up of a working group (with key actors from the sector) responsible of leading a debate on the meaning and purpose of secondary education in the country.

In terms of the innovation and diversification of secondary education services, UNICEF is systematizing and evaluating the intervention titled ‘Pedagogical Support of Rural Secondary
Education’, which will produce recommendations for its improvement. While this contributes to strengthening capacities among public officials and key authorities to deliver different modalities of educational services at a national level, there is still an enormous challenge in this area. UNICEF has worked with national and regional universities to design a training programme titled ‘Integrated Adolescent Development’ that will be delivered to teachers and public officials in 2018. UNICEF has also designed a virtual training course on integrated adolescent development for secondary education teachers, which will form part of the global strategy for the implementation of the new National School Curriculum that will be rolled out in secondary education in 2018.

At the regional level, notable achievements include the development of a local/community action plan in the Ucayali region, the conducting of a census of adolescents in the targeted communities and the analysis of local and community actors based on their level of influence, area and position (in favour, indifferent, against) in relation to integrated adolescent development. The collection of this information is facilitating the formation of community groups that are responsible for decision-making that improves adolescent well-being and their education.

In metropolitan Lima, UNICEF advised the Regional Directorate of Education on the strengthening of its Learning Improvement Plan for Secondary Education (PLAMA). This work is focused on teacher coaching strategies, school management, additional tutoring and work with families.

In Ucayali, UNICEF began a review of rural secondary education to formulate an improvement plan for 2018.

**Summary Notes and Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEPLAN</td>
<td>Peruvian Centre for Strategic Planning</td>
</tr>
<tr>
<td>CRED</td>
<td>Growth and Development Monitoring Services for Children under age 5</td>
</tr>
<tr>
<td>DEMUNAS</td>
<td>Municipal Defence Centres for Children and Adolescents</td>
</tr>
<tr>
<td>DIRESA</td>
<td>Regional Directorate of Health</td>
</tr>
<tr>
<td>DNI</td>
<td>National Identity Card</td>
</tr>
<tr>
<td>ECD</td>
<td>Early childhood development</td>
</tr>
<tr>
<td>ECHO</td>
<td>European Commission for Humanitarian Operations</td>
</tr>
<tr>
<td>GSS</td>
<td>Global Staff Survey</td>
</tr>
<tr>
<td>HACT</td>
<td>Harmonized approach to cash transfers</td>
</tr>
<tr>
<td>IBE</td>
<td>Intercultural bilingual education</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and communication technology</td>
</tr>
<tr>
<td>INDECI</td>
<td>National Institute for Civil Defence</td>
</tr>
<tr>
<td>INEI</td>
<td>National Institute for Statistics and Information Technology</td>
</tr>
<tr>
<td>LTA</td>
<td>Long-term agreement</td>
</tr>
<tr>
<td>MESAGEN</td>
<td>International Cooperation Working Group on Gender</td>
</tr>
<tr>
<td>MCLCP</td>
<td>Committee for Concerted Action in the Fight against Poverty</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>NO</td>
<td>National officer</td>
</tr>
<tr>
<td>PAS</td>
<td>Performance appraisal system</td>
</tr>
<tr>
<td>PBR</td>
<td>Programme and budget review</td>
</tr>
<tr>
<td>PFP</td>
<td>Private fundraising and partnerships</td>
</tr>
</tbody>
</table>
In order to contribute to the prevention of violence, exploitation and family abandonment, UNICEF worked with different partners to: introduce the social norms approach to design violence prevention strategies; improve registration, monitoring, sanctions and protection systems for victims and design school-based prevention models; reform the protection system for children without parental care to achieve, by 2021, a system that doesn’t institutionalize children, which included the provision of technical assistance to leverage public resources to finance this initiative; improve monitoring and data analysis of adolescent crime, helping to disseminate appropriate information that forms the basis for better decision-making.

To create increased opportunities for adolescents, UNICEF Peru formed a strategic partnership with universities to implement an ambitious flexible training programme on integrated adolescent development. This programme will be targeted to education, health and protection authorities and operators, responsible for public programmes and budgets at a regional level.

During 2017, UNICEF implemented a process for the closure of two programmes that have been supported for more than seven years: early childhood development and intercultural bilingual education, and the systematization of best practices designed to reduce inequality gaps. These systematization processes have strengthened the capacities of participating public institutions and social organizations and will be used for the scaling up and sustainability of best practices.

Finally, UNICEF has strengthened public management capacities for childhood through: the participatory implementation of the decentralized management capacities diagnostic in the prioritized regions; support for the updating of management instruments in Ucayali; and training and support for the management of investment projects for WASH in the coastal regions affected by the El Niño phenomenon.

UNICEF Peru has been systematic in generating evidence to highlight gaps to guarantee children and adolescents rights and has used this to engage in advocacy actions at the highest political and social levels. This includes:

- The generation of evidence on promising practices in violence prevention as a tool for designing interventions on physical and sexual violence prevention in schools and families.
- The situation analysis of public policies related to adolescents; the studies on social representations and different secondary education services; the political dialogue with relevant actors; and the participation in key scenarios for integrated adolescent development, have allowed UNICEF Peru to position itself as a relevant actor in the area of adolescence in a short period of time.
The reflection on lessons learned from the process of incorporating equity, rights, intercultural, gender and life cycle approaches in the policies and services provided by IBE and ECD was a key product for the renovation of both political and technical agendas.

The presentation of evidence on ECD produced by The Lancet, as well as global and regional reports on this topic, allowed UNICEF to engage in advocacy actions at the highest political level to highlight the importance of strengthening the services offered during the first 1,000 days of life.

The lessons learned from the implementation of the model on safe drinking water and basic sanitation in rural and remote communities in the Amazon region allowed UNICEF to provide technical assistance for strengthening the National Rural Sanitation Programme.

The reports of investment in childhood and adolescence 2015–2016, of public expenditure on children in the Amazon, and the highlights of the deficit on investment in protection strategies and services, allowed to establish an advocacy agenda to adjust the 2018 public budget to benefit children and adolescents.

**Partnerships**

Different types of partnerships have been strategic for UNICEF Peru’s work.

Partnership with universities such as Catholic, Cayetano Heredia, Ucayali, the NGO ‘Grupo de Análisis para el Desarrollo’ and the Educational Research Society of Peru, facilitated: the systematization of successful experiences in the Amazonian regions where UNICEF made significant contributions to highlight the situation experienced by children and adolescents; the identification of the current situation of rights and policies designed for adolescents; the design of a programme to strengthen the capacities of authorities and operators that provide services for children and adolescents; advocacy actions to impact on the formulation of policies such as rural and secondary education.

The partnership with the Committee for Concerted Action in the Fight against Poverty (MCLCP) and the National Education Council allowed for a focus on malnutrition and anaemia, rural and secondary education, early childhood, poverty reduction and public investment in childhood.

The partnerships with:

- NGOs: including Plan International, COOPI, Save the Children and Action against Hunger, enabled the activation of a the response to the emergency caused by the El Niño phenomenon, guaranteeing the timeliness and relevance of the intervention.

- Private sector and media outlets: including Deloitte, the Peru-Spain Chamber of Commerce, Peru 2021 and the Andina and Latina television channels, enabled the construction of a baseline on the private sector role in supporting children, raising awareness with 118 companies about the children’s rights approach and improving the quality of the information provided by the media.

- Donors: including the governments of Canada, Russia, South Korea and the United States, and the European Union; with UNICEF National Committees including Belgium, Canada, Spain and the United States; with private companies and foundations including Ryan Trust, BBVA, BCP, Rimac, Melia Hotels, Peru Rail; and with individuals and Goodwill Ambassadors such as Sergio Ramos, Isabela Moner, GianMarco and Marco Zunino, allowed for the financing of actions for the programme and created support for advocacy actions for children and adolescents’ rights in Peru.
**External communication and public advocacy**

Three advocacy actions by UNICEF Peru were prominent during 2017:

Inclusion of child protection practices in the strategies developed by the Communications Department of the President of the Cabinet/Prime Minister. In the framework of the emergency caused by the El Niño phenomenon, the Department of the President of the Cabinet/Prime Minister and UNICEF developed a guide containing protective messages for families and children, which was distributed in all sectors during the response to the emergency. The #QueremosQueVuelvaElNiño (#WeWantElNiñoToComeBack) campaign was implemented, highlighting the situation of children during the transition to the reconstruction period.

Positioning of early childhood in the public agenda through the presentation of evidence produced by *The Lancet* and global and regional reports produced by UNICEF on early childhood development. This brought together the country’s highest-ranking politicians (President of Cabinet, Ministers, ViceMinisters and Congress representatives), as well as more than 500 participants from universities, the private sector and civil society. The debates held shaped the national agenda on this topic.

Highlighting children and adolescents opinion during the presidential takeover as part of Universal Children’s Day: the President, Pedro Pablo Kuczynski, handed over his role to a female adolescent to commemorate this day and engaged in dialogue with children about his government’s priorities for this population. Congress reviewed the recommendations made by the Committee on the Rights of the Child and the pending legislative agenda. The Peruvian Football Federation promoted a takeover of the national soccer team that qualified for the World Cup by young soccer players.

Visits by UNICEF Goodwill Ambassadors and friends including Sergio Ramos, Isabela Moner, GianMarco and Marco Zunino, influencers, the campaigns to promote early child development, Father’s Day, the *State of the World’s Children* report and emergencies, and the partnership with the Peruvian Football Federation allowed for an exceptional reach of 167.9 million people, an engagement of 4 per cent and a voice share in online media of 18 per cent.

**South-South cooperation and triangular cooperation**

UNICEF Peru promoted the exchange of information and experiences between different countries on the following topics:

The use of vital statistics data: With UNICEF support, representatives of the INEI attended the regional seminar (held in Colombia) in which the participating countries reached agreements to improve the operation of civil registration systems, vital statistics and official identity procedures.

De-institutionalization: following the international seminar held in 2016 in Lima, UNICEF has promoted a dialogue between the Ministry of Social Development and Inclusion and the teams responsible for the Chilean National Service for Minors (SENAME) reform process in Chile with the aim of designing an action plan for the de-institutionalization of children in Peru.

Youth justice system: With UNICEF support, representatives of managers of Youth Detention Centers participated in a regional seminar (held in Uruguay) where they learned about low and high security supervision systems for the detention of adolescents.

New national education project: UNICEF supported an exchange between the National
Education Councils in Peru and Chile to analyse long-term educational reforms, highlighting the importance of reforming secondary and higher education.

Nutrition in emergencies: UNICEF Peru facilitated work meetings with the South American Nutrition Resilience Group, which involves sharing lessons learned and designing a matrix for monitoring the progress made in terms of child nutrition in the participating countries.

Progress and challenges for public expenditure on children: For the fifth time, representatives from Peru (Ministry of Economy and Finance and Ministry of Social Development and Inclusion) participated in the International Seminar on Social Investment in Childhood (Argentina – 2017), which brought together representatives of countries in Latin America and the Caribbean, Africa and Asia to review and strengthen their budgetary and investment practices.

The Peruvian International Cooperation Agency requested UNICEF to support the structuring of a South-South and triangular cooperation agenda.

**Identification and promotion of innovation**

UNICEF Peru continued to consolidate two innovative actions that were started a few years ago so that they can be scaled up and used in sectorial policies and services: 1) the adaptation of growth and development monitoring services (CRED) so that they incorporate an ECD approach, a perspective that involves the definition of guidelines to regulate this service that were recently passed into law; 2) the implementation of integrated water and sanitation solutions for rural zones in the Amazon region, strategies that have been included in the National Rural Sanitation Programme.

In the framework of the new cooperation programme, UNICEF began the design of four innovative actions, including:

School-based integrated adolescent development model: aims to increase the secondary education completion rate among female indigenous adolescents through the provision of quality and relevant education in an environment that protects them from physical and sexual violence and early pregnancy, and that equips girls with skills, knowledge and opportunities for their lives, future learning and employment.

Behaviour change strategy: designed to have an impact on the causal relationships between social norms, adolescent pregnancy and physical, psychological and sexual violence committed against adolescents.

Flexible training programme: with the objective of strengthening the capacities of education, health and protection service operators, as well as regional and local civil servants. It is being designed in an autonomous and professionally ethical manner to facilitate the implementation and evaluation of coordinated services that provide integrated assistance to adolescents.

Mentoring, leadership and peer-to-peer strategy: aims at strengthening the social skills of adolescents so that they can actively participate in developing their identity, develop empathetic and solidarity-based relationships with their peers and intervene in a participatory manner in public issues. The strategy will be accompanied by the significant adults in their lives who understand, respect and encourage their full development.

**Support to integration and cross-sectoral linkages**
The Peru Country Programme Document is focused on inter-sectorial work because its outcomes are associated with more than just one sector. For example, to make progress in the eradication of violence, exploitation and family abandonment committed against children and adolescents, UNICEF promoted joint work between the Ministries of Women and Vulnerable Populations, Education, Health, and Social Development and Inclusion for the design and implementation of sexual and physical violence prevention models to be used in schools and families. In addition, UNICEF facilitated the construction of a new joint approach, working with the protection and justice sectors for the design of a new policy aimed at preserving children’s right to live in a family.

In order to promote opportunities for adolescents, UNICEF actively promoted coordination between the education, health and social inclusion and development sectors. To support this articulation, UNICEF created and/or strengthened inter-sectorial spaces at regional and national levels to improve secondary education services, which led to the development of an adolescent pregnancy prevention plan. UNICEF also reviewed the content of the ‘Inclusion for Growth’ strategy, specifically Component 3, which is designed for the adolescent population.

Another example of inter-sectorial work is the promotion of guidelines for the provision of integrated assistance to early childhood. UNICEF promoted the formation of an inter-sectorial group with the participation of staff from the Ministry of Health, Ministry of Education, Ministry of Social Development and Inclusion and the Ministry of Women and Vulnerable Populations. This group identified progress that has already been made and challenges for the ECD’s inter-sectorial policy, defining strategic areas to contribute to the improvement of community participation services and strategies.

### Service delivery

As a country with medium to high income, the Peruvian State has the capacity to offer services for children. For this reason, UNICEF’s role is to contribute to ensuring the closure of gaps in terms of the quality, relevance, availability and accessibility of these services.

During 2017, UNICEF contributed to the improvement of services aimed at violence prevention and response, protection for children without parental care or at risk of losing it, justice for children who are victims of crimes, preschool and secondary education, health services for early childhood and adolescents. This was achieved through a range of strategies including:

- Collection of evidence regarding effective practices in: the prevention of physical and sexual violence; and differentiated secondary and rural secondary services.

- Design of innovative programmes to respond to the following needs: WASH in remote rural zones in the Amazon region; alternative measures for family care; and deinstitutionalization strategies for children without parental care.

- Definition of guidelines for the provision of services and support for their application: 1) integrated counselling guide for adolescents; 2) CRED norm for children under the age of 5; 3) guide for the treatment of acute diarrhoeal diseases; 4) national education curriculum; and 5) learning improvement plan for metropolitan Lima.

- Improvement of human resources competencies and skills responsible for the provision of services: the initial design of the specialization process for justice and protection service operators; training of regional agents responsible for providing assistance to adolescents;
training of workers from Cuna Mas for the provision of integrated services to early childhood;
and a training plan from the Ministry of Health for the application of the CRED law.

- Increasing coverage of: Municipal Defence Centres for Children and Adolescents (DEMUNAS) and preschool education Cycle II.

**Human rights-based approach to cooperation**

The country programme document focuses its efforts on supporting the country to guarantee the following rights of children and adolescents: the right to protection against violence, exploitation and abuse; to live in a family; to participate; to justice, education and health; to safe drinking water and basic sanitation; and the right to civil registration. This work is implemented in family, community, institutional and political contexts that facilitate its sustainability.

UNICEF Peru has permanently disseminated and advocated compliance with the recommendations of the Committee on the Rights of the Child. Specifically, during 2017 Peru complied with one of the recommendations from the Committee and approved a new Adolescent Penal Code, revoking the reform from 2015. The approved Code is in line with international standards and includes the accusatory principal, regulates alternative socio-educational measures, provides legal guarantees and includes the specialization of tribunals.

Furthermore, UNICEF participated with other agencies from the United Nations system and with civil society in the preparation of the Universal Periodic Review and provides permanent support to the country in the formulation of the new Human Rights Plan. This promotes the incorporation of the right to live without violence, live as a family and access to justice for children as areas for specific action.

In the processes of classifying services available for children and adolescents, UNICEF has supported the country to put into practice the principle of the superior interest of the child. For example, UNICEF has worked jointly with the Ministry of Health to modify the regulation of the growth and development monitoring programme for early childhood, incorporating a child-centred approach that actively promotes children’s integrated development and care. In addition, work was carried out with the Ministry of Education for the formulation of the rural education policy that is focused on the recognition of populations that have historically been left behind in this area.

Finally, UNICEF led the production and circulation of information and knowledge about the current situation of children’s rights, with an emphasis on children from the Amazon region and adolescents.

**Gender equality**

UNICEF Peru has prioritized both a broad cross-cutting gender equality approach and two specific challenges in the new country programme: one, reduction of gender-based violence, mainly physical and sexual violence in family and school contexts (Outcome No. 1); and two, secondary education for girls and female adolescents, specifically in Amazonian, indigenous and rural contexts (Outcome No. 2).

With the goal of broadening the reach of the cross-cutting gender equality approach, internal capacities were strengthened and knowledge was increased through the analysis of the gender equality situation.
A gender equality officer was hired and has been leading the formulation of the strategy for implementing the gender equality approach within the cooperation programme. This has resulted in important improvements to the capacity of the Country Office to promote gender equality.

Drawing from international evidence on the impact that social norms have on exposure to violence and discriminating practices, specifically against girls and women, UNICEF has started a study on social norms at the grass-roots level. The results of this study will inform the design of a communication for development strategy that helps the government to be more effective in reducing gender-based violence and adolescent pregnancies.

UNICEF has maintained its advocacy actions designed to ensure that public policies guarantee gender equality, especially in the National Educational Curriculum and violence prevention strategies. This has been achieved through active participation in the Multi-sectorial Commission for Rural Girls, as well as in the Gender Equality Committee that consists of the cooperation agencies that are present in the country (MESAGEN, the International Cooperation Working Group on Gender).

Finally, in terms of innovation, UNICEF is designing and validating a school-based integrated development model for female indigenous adolescents in the Ucayali region. This model brings together schools, health and protection services, communities and adolescents for the identification, removal and monitoring of barriers that stop indigenous adolescents from completing their secondary education. These barriers include pregnancies, maternity, early relationships and gender-based violence. This model has been developed in close coordination with the regional government and its results will contribute to the design of national policies.

**Environmental sustainability**

During 2017, Peru faced a large-scale emergency caused by the occurrence of the El Niño phenomenon in the country's coastal region. UNICEF Peru contributed actively to reduce the impact of contaminated water sources and damaged storages. Also, UNICEF helped to improve supply systems to provide safer drinking water. In addition, UNICEF provided support for organic/inorganic waste management and vector control in community shelter areas. Mainly, this contributed to the public health of internally displaced persons while reducing the environmental impact due to the humanitarian action in a rural area.

UNICEF is installing 453 latrines in camps for internally displaced persons. To provide electricity for latrine illumination, UNICEF and its partners decided to implement wind power generators instead of fossil fuel generators. This has proven to be a cost-effective solution and, at the same time, an environmental-friendly solution that reduces noise contamination.

Finally, as part of the response, UNICEF strengthened capacities and provided technical assistance in public investment in water and sanitation to civil servants from local governments affected by the emergency. A key part of this assistance was to introduce environmental cross-cutting criteria in the WASH public investment profiles.

In the framework of its regular programme, UNICEF provided technical assistance for the strengthening of the National Rural Sanitation Programme within the interventions of the Ministry of Housing, Construction and Sanitation in rural Amazonian communities. UNICEF continued to implement the integrated WASH models in communities in the regions of Loreto and Ucayali. These solutions are constructed using renewable local materials that could be
easily replaced. The insulation of the compost and its sub-products were a key element to prevent from polluting water sources.

In partnership with the Municipalities of Indiana and Mazan, UNICEF provided resources for the installation of 196 these new WASH solutions that are currently being successfully implemented. The lessons learned from UNICEF’s experience are being incorporated in the new interventions led by the Ministry of Housing, Construction and Sanitation as best practices that have the potential to be scaled up.

**Effective leadership**

During 2017, the country management team monthly monitored the key performance indicators, pursuing a high level of implementation and timely donor reporting. UNICEF Peru has adopted recommendations received from the field results group to streamline processes within the office, which include minimum thresholds for office committees, the harmonized approach to cash transfers (HACT) and travel authorization processes.

UNICEF Peru statutory committees functioned as per regulations and the membership was reviewed. Coordination meetings were weekly held with all the staff to share major upcoming activities. In all meetings, action points were tracked to improve accountability and performance.

The joint consultative committee met two times, mainly to participate in discussions for 2017 programme and budget review (PBR) submission and to review the Global Staff Survey (GSS) results. The management hired specialized counselling services in coaching to carry out a study to deepen into the results of the GSS and to provide a diagnosis of the situation, to further develop an action plan which addresses critical topics. Within the activities performed by the service provider, there were in-depth interviews, focus groups and a workplan for a two-days staff retreat which took place in November. In addition, the management reinforced its open-door policy, beneficial to the transparency and speak-up culture.

A table of authorities was prepared and approved by the Head of the Office on a monthly basis and staff were notified of their roles and accountabilities when required.

An exercise to test the business continuity plan took place in December at United Nations Development Programme (UNDP) facilities with the participation of key staff. Action points were identified to enhance the office preparedness in the case of operations disruption.

**Financial resources management**

Financial and budget indicators were closely monitored by the country management team through the management dashboard. The programme budget (US$8,672,577) was utilized up to 97.91 per cent: 100 per cent of Regular Resources, 100 per cent of expiring PBAs (of which 2.28 per cent are Private Fundraising and Partnerships (PFP) funds to be transferred to 2018 and 1.22 per cent will be reversed), and 99 per cent of Other Resources – Emergency were spent. The Institutional Budget (US$463,748.84), including 2016 migrated purchase orders, was completely executed.

The United States dollar loss value versus Peruvian currency represented a 3.73 per cent loss in purchasing power. A cost attribution exercise based on head count was done to distribute country office operating costs to the corresponding source of funding, amounting to US$224,013.33.
Open items were analysed and cleared on a regular basis. In 2017, value-added tax (VAT) refunds from the Government amounted to US$92,103.06.

Direct cash transfers more than nine months were 0 per cent as of 31 December 2017. The Country Office continued to lead the HACT Interagency Committee. The HACT Annual Plan was prepared and uploaded on the UNICEF intranet website. A macro assessment, 30 programmatic visits, 4 spot-checks, 5 micro assessments and 3 scheduled audits to implementing partners were carried out.

To attend the emergency in the north of Peru, the Country Office signed an agreement with ‘Hotelera Piura’ to provide accommodations and a conference room at special rates. The room rate and breakfast were paid directly to the hotel, while travellers were discounted by 55 per cent of the daily subsistence allowance; representing a cost savings of approximately 24 per cent.

Office rooms were redesigned an adapted to meet new requirements following the approved structure of Country Programme Document 2017–2021. Existing furniture was reused to reduce costs.

Starting October, bank transfers and salaries were made through Citibank via BCM. This saved person hours previously spent in processing electronic transfers though the local bank, Banco de Credito. However, the local bank is still needed, as Peru Citibank is not fully operational because no branches to cash cheques or make deposits are available.

**Fundraising and donor relations**

During 2017, Peru PFP section focused on consolidating its pledge donor strategies: Face to Face and Corporate Pathway to Pledge. The office was able to acquire 8,750 new pledge donors and raise US$1,536,032 from individual givers. This amount adds up to additional private sector support, raising in total US$1,712,944. Predictable income (pledge donors) represents 90 per cent of PFP income.

Private donors reached through UNICEF Committees (Ryan Trust, The 25th Team, Aquae, Probitas, International Zinc Association, Dominique Slavin) and bilateral donors (Government of Canada, Korea Cooperation Agency and Russian Federation) contributed to reach an estimated funding of US$28,647,407. Hence, the Country Office secured 71 per cent of the ceiling (US$40,145,000) during the first year of the country programme and is working to close the funding gap of US$11,497,593 (29 per cent).

All donor reports where submitted on time and previously reviewed by officers, specialists and the Deputy Representative to guarantee their quality; a donor report feedback form is included to receive donor inputs for continuous improvement.

As a response to the flooding in the northern coast of Peru, a Flash Appeal was prepared. UNICEF raised US$4.6 million, which represented 60 per cent of all requested funds by the office for humanitarian assistance in WASH, protection, nutrition, health and education. This was possible thanks to the funds received from the United Nations Central Emergency Response Fund, Office of U.S. Foreign Disaster Assistance, European Commission for Humanitarian Operations (ECHO), the Governments of Canada and the Russian Federation, as well as various private donors.
UNICEF Peru focused its efforts on starting the implementation of the new Country Programme Document 2017–2021, providing high-level technical assistance in different sectors to the Peruvian Government and responding to the urgent needs of the emergency following the floods. Direct cash transfers were provided to local and international implementing partners. Utilization of resources, including those used for humanitarian attention, reached US$7,981,254. This sum represented 117 per cent of the Peru Country Office’s ceiling for 2017.

**Evaluation and research**

During the current year the evaluation process titled ‘Improving Basic Education for Children in the Amazonian and Southern Andean Regions of Peru’ was completed. The results and recommendations from this evaluation have helped strengthen political advocacy actions carried out by UNICEF with the Peruvian Government, specifically with the Ministries of Education, Health and Development and Social Inclusion. The recommendations from this evaluation have also served to improve actions in other programme initiatives implemented by the Country Office. The evaluation complied with the global standards and norms established by UNICEF.

In addition, 62.5 per cent (five out of eight) of the planned studies, research and evaluations were completed as part of the integrated plan on monitoring and evaluation. It was not possible to achieve 100 per cent, primarily due to the fact that the Country Office’s different areas had to dedicate a significant part of their time to respond to the emergency experienced by the country. This situation affected compliance with the planned actions.

**Efficiency gains and cost savings**

During 2017, efforts to achieve efficiency gains and costs savings continued, as follows:

1. The office continued participating in UN Common Services. The Country Office benefits from 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 savings of approximately US$16,887.
2. In April, the Travel Agency in-plant left the Office, freeing space for the staff. Likewise, this caused the reduction of the air ticket fee from US$11.80 to zero, both in the issuance of national and international flights, representing a total savings of US$5,847.00.
3. Announcements of national officer (NO) vacant posts were done through LinkedIn rather than newspapers. Twelve NO positions were advertised through the year, representing savings of approximately $2,100 per advertisement, totalling US$25,200.
4. TV cable and Internet wireless services, which had separated agreements and payments, were joined and the total cost reduced was 21.3 per cent. Also, the wireless Internet bandwidth was increased from 3 Mb to 30 Mb.
5. The bandwidth for backup Internet connectivity was doubled from 10Mbps to 20Mbps at the same cost.
6. Starting in October, there was an efficiency gain with regard to the person hours (finance and information and communication technology (ICT) staff) spent in processing electronic bank transfers, due to the use of Citibank (BCM) instead of the local bank.
7. To perform HACT activities, such as micro assessments and audits, a long-term agreement (LTA) was signed for two years with the ‘Rivera y Asociados’ firm.
8. Existing furniture, in good condition, was reused in the renewal of office rooms, avoiding additional costs.
9. The agreement with ‘Hotelera Piura’ in the emergency zone reduced travel costs by approximately 24 per cent, paying the accommodations and breakfast directly to the hotel.
Supply management

In 2017, UNICEF Peru continued with the strategy of involving and empowering implementing partners in the procurement of their supplies.

Meetings were held with authorities in the Ministry of Health and EsSalud to provide technical advice on product specification and logistical assistance. One of the results was the issuance of the sanitary registration by the health authorities DIGESA/DIGEMID, which allows the import of new products, such as: rapid dual tests of HIV/syphilis, rapid dengue tests and long-lasting insecticidal nets. In addition, through the acquisition of strategic supplies valued at US$9.5 million, UNICEF contributed to the reduction of HIV/syphilis transmission to newborns, child mortality and the prevention of malaria.

The distribution of multiple micronutrient powder acquired through procurement services was closely monitored, identifying bottlenecks and ensuring that supplies reach their destination in 24 health facilities spread through six regions.

The emergency caused by the phenomenon of ‘Niño Costero’ in Piura was attended through the acquisition of: 90,000 sachets of Pumpl'yNut, 1,598 long-lasting insecticidal nets, 800 repellents, 43 kitchen kits and 4 nebulizers, for a total amount of US$125,418. Likewise, 100 per cent of the supplies prepositioned for emergencies, valued at US$4,242, were distributed to the DIRESA Piura and to the Regional Health Office at La Libertad.

The total value of supplies managed in UNICEF Peru’s controlled warehouse throughout 2017 was US$34,700.49.

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

This logistic company provided services to the Ministry of Health and EsSalud in customs clearance processes and in the transportation to their warehouses of the strategic supplies acquired through Procurement Services.

UNICEF Peru conducted 33 competitive processes for the acquisition of goods/services. As a result, one LTA for HACT micro-assessments/audits and four LTAs for telemarketing services (PFP) were placed. Additionally, three small construction contracts valued at US$226,647.20 were issued to attend the emergency in Piura.

UNICEF Peru prepared its first draft regarding the Supply and Logistics Strategy applied under an emergency context.

<table>
<thead>
<tr>
<th>Peru Country Office 2017</th>
<th>Value in US dollars of supplies and services received (i.e., irrespective of procurement location)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic supplies, including procurement services-funded</td>
<td>9,590,453.95</td>
</tr>
<tr>
<td>-Channelled via regular procurement services</td>
<td>9,541,578.49</td>
</tr>
<tr>
<td>-Channelled via programme</td>
<td>48,875.46</td>
</tr>
</tbody>
</table>
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. The office adopted security measures according to 2017 Minimum Operational Security Standards approved for the Peru Country Office. The Country Office updated its security procedures and renewed the evacuation, medical and fire brigades. As per United Nations Department of Safety and Security (UNDSS) instructions, radio and telephone tree exercises were periodically conducted.

During the emergency in the north of Peru, due to the heavy floods, a hotel and a transportation company were hired to provide accommodations, a conference room and transportation services to the staff deployed in response to the emergency. Security measures were taken into account during the bidding process with the approval of the UNDSS.

A biometric access control system was acquired and implemented in the two entrances of the office. In addition, the extinguishers were renewed to adapt to the most likely fire types within the office.

The Representative is a member of the Interagency Security Management Team that participated in the monthly security meetings conducted by UNDSS, and there are two designated Security Focal Points.

Upon UNICEF’s request, during special events and UNICEF VIP visits to the field, specific security support was provided by the Peruvian National Police in coordination with UNDSS. All new staff received initial security briefings and documentation with procedures to cope with any threat.

Human resources

The new 2017–2021 Country Programme office structure was timely completed with the recruitment of 16 positions approved by the PBR. Likewise, in addition the Country Office completed recruitments for one NOA and one GS-6 vacant position during the year, as well as four temporary appointments, two GS-6 positions that will initiate in 2018, and eight local and two international interns.

During 2017, the Country Office issued 76 individual contracts for a total of US$1,281,652, out of which 13 related to the emergency situation caused by the El Niño coastal phenomenon which affected more than 559,000 children and adolescents. In addition, 22 international professionals were deployed in Peru to support the emergency with humanitarian assistance in WASH, protection, nutrition, health and education.

Management, the local staff association and human resources are giving priority to five topics arising from the 2017 Global Staff Survey. A two-day retreat outside premises was attended by all staff, focusing on the five issues and their corresponding action plans.

The Country Office continued implementing ‘ACHIEVE Days’ to create spaces for honest
discussions, with results of 100 per cent 2016 Performance Appraisal System (PAS) completed on time.

In line with UN Cares, staff received a session from a specialist on how HIV is transmitted and can be avoided, including the United Nations/UNICEF Policy on HIV/AIDS in the Workplace.

In June the human resources officer participated in the One HR LAC meeting capacity-building workshop held in Panama where besides strengthening regional HR network, HR Business Partners, Performance Management and Recruitments were given priority.

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

**Effective use of information and communication technology**

UNICEF Peru continued to promote the usage of cloud computing. Almost all users (95.7 per cent) had their files stored electronically in OneDrive, having access anywhere and anytime with an Internet connection. In December, a business continuity plan exercise was performed, with positive results regarding cloud computing.

Global and Regional ICT projects were prioritized, and Windows 10 and Bitlocker security applications were installed for local users. Backup for Internet connectivity was improved in the office, and the bandwidth was doubled at the same cost. The LAN wiring was renewed, ensuring data quality. An ICT Procurement Plan to replace obsolete equipment was approved and implemented. The ICT area provided support to the Country Office, solving problems related to hardware, connectivity and software technical issues. Local applications were regularly maintained and updated to facilitate user tasks. No virus or phishing issues were reported despite several phishing and ransomware attacks during 2017.

ICT continued being the Local Focal Point for the Master Vendor Maintenance. The promotion of keeping electronic files in VISION and recycling obsolete equipment helped to the reduction of the environmental footprint.

UNICEF Peru social media accounts were a mean to position the situation of children’s rights affected by floods during the emergency: 35 influencers, including UNICEF Ambassador Sergio Ramos, who visited Peru, shared information on children in the emergency and the ‘Queremos Que Vuelva El Niño’ campaign. The rights of adolescents were positioned during the visit of the actress Isabela Moner. Authorities, media, the private sector and the National Football Federation joined in offline and online activities for WorldChildren’s Day. During the launch of the 2017 State of the World’s Children: Children in a digital world report, national influencers helped spread key messages. UNICEF Peru Twitter topics were trended six times during 2017. Total reach by digital means (167.9 million) exceeded the expected goal by 660 per cent. The Facebook audience grew by 35.69 per cent, Twitter 17.2 per cent and Instagram 570 per cent.

**Programme components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1** By 2021, children and adolescents will be brought up and educated without violence and will access services that guarantee their protection and access to justice.

**Analytical statement of progress**
To achieve these outcomes, UNICEF is working to: a) strengthen the System of Protection of Children and Young People against violence, exploitation and family neglect; b) improve the programmes and strategies for the prevention of physical and sexual violence in school and in the family; and c) strengthen protection and judicial services for victims of violence, exploitation, family neglect and adolescents in conflict with the law.

The outcome with most significant impact is the reduction by 2.6 and 2.5 points in the number of mothers and parents who hit their children to discipline them (26.4 per cent and 23.1 per cent, respectively). However, territorial disparities pose a challenge: in three of the regions prioritized by UNICEF (Huancavelica, Loreto and Ucayali) these percentages are more than 10 points higher than the median. According to official data, when the children are asked about their experiences with violence, almost 80 per cent answer that they have been subjected to some form of violence at home or in school.

The percentage of adolescents in conflict with the law serving non-custodial sentences was 40.3 per cent, representing an increase in the number of adolescents who are deprived of freedom, this calls attention to the impact caused by the reform of the juvenile criminal justice system in 2015, which introduced harsher penalties. However, UNICEF contributed significantly to the repeal of this reform and to approval of a new juvenile penal code, an opportunity to reverse this situation. The new Code is aligned with international standards, and includes the accusatory principle and provides for alternative socio-educational penalties, judicial guarantees and court specialization. In this way, Peru complies with the Committee on the Rights of the Child recommendation to reverse the reform approved in 2015.

**With regard to investments**, UNICEF Peru assisted the Ministry of Women and Vulnerable Populations in the review of PPR 117 for the protection of children deprived of parental care. The goal is to leverage public resources to prevent family separation, expand service coverage and promote the specialization of operators. Besides, civil society has included this demand for the first time as a priority item of the advocacy campaign to increase public spending (below 1 per cent of social expenditures for children) on violence prevention and response. UNICEF contributed by transferring capacities and providing evidence on the prevalence and effects of violence to support this demand.

**With regard to strengthening the programmes for the prevention of physical and sexual violence, especially against female children and adolescents in school and at home**, UNICEF Peru – in collaboration with Innocenti and the academic sector -- provides intensive assistance to the Ministry of Women and Vulnerable Populations within the frame of the multi-country study on the drivers of violence against children. This research study informs the actions spearheaded by the Ministry of Women and Vulnerable Populations to develop programmes and strategies for preventing violent discipline in the family. Six promising practices that will furnish evidence about proven effective strategies have been identified, which will help to design a set of interventions for inclusion in programmes or services at the national and/or regional level(s) for demonstrative purposes.

UNICEF has begun to design a study on social norms, violence and teenage pregnancies that will provide useful evidence to develop a strategy for bringing about behaviour changes and preventing violence against children and adolescents.

The coverage of DEMUNAS in districts expanded 2 per cent nationwide to reach 95 per cent of districts (1,776 out of a total of 1,840 national districts). The challenge is to ensure service quality through the specialization of operators and a review of the profiles of necessary
In addition, two key alliances were established during 2017 with: 1) Ministry of Education—assistance was provided to improve the system for registering, tracking and penalizing cases of violence, to design school-based violence prevention models, and improve the mechanisms for protection of the victims; 2) Ministry of Development and Social Inclusion—assistance in incorporating parental competence strategies to ensure the proper treatment and care of infants under the social programme Cuna Mas.

With regard to strengthening protection and judicial services, UNICEF Peru and the Ombudsman's Office are providing technical assistance to the Ministry of Women and Vulnerable Populations in the reform of a protection system for children deprived of parental care, with the aim of implementing a non-institutionalized system by 2021. The Strategic Plan being designed prioritizes the generation of information, specialization of operators, design of alternative family-based solutions, and implementation of de-institutionalization strategies, particularly for children below the age of 5 years.

In addition, UNICEF established an alliance with the NGO IPRODES to improve the access of child victims of crime to justice and promote the specialization of protection services and judicial operators to take care of those victims.

Landmarks for 2018: 1) generate information about the quality of expenditure on child protection to guide the redesign of two PPRs, 080 and 117; 2) design school-based protection models in collaboration with the Ministry of Education, Ministry of Development and Social Inclusion and sub-national governments; 3) develop methodologies and content for the specialization of protection services and judicial operators; and 4) in collaboration with the Ministry of Women and Vulnerable Populations, design alternative family-based childcare services and measures for preventing family separation.

OUTPUT 1 By 2021, the capacity of the State and society to legislate, manage, allocate budget resources and carry out social surveillance of the following will be improved: (a) preventing and responding to violence; and (b) access of children and adolescents to justice.

Analytical statement of progress
The newly approved juvenile criminal responsibility code in line with international standards incorporates due process guarantees, regulates alternative measures to detention, and court specialization. In this way, Peru complies with a key Committee on the Rights of the Child recommendation. The Ministry of Justice also developed a set of indicators, a situation analysis of the operation of the juvenile criminal system and a census of the adolescent population in conflict with the law. UNICEF, in collaboration with NGOs, offered intensive technical assistance to achieve the foregoing.

The implementing regulations of two new laws, one regulating the system of protection of children deprived of parental care and another forbidding corporal punishment, are already in place. UNICEF, the Ombudsman’s Office and NGOs assisted in the preparation of the text of these legal rules and advocated for their approval.

UNICEF advocated also for the non-approval of a bill that established mechanisms to facilitate the anonymous delivery of newborns through the implementation of Cunas Salvadoras (Saving
Cradles), to be implemented in health and NGO facilities. UNICEF Peru facilitated a public debate on the rights that this bill would affect, if approved, and on revision of the bill by the commission of women’s issues in the Congress.

UNICEF assists the Ministry of Women and Vulnerable Populations in the review of PPR 117 for the protection of children deprived of parental care. The goal is to leverage public funds to finance strategies for the prevention of family separation, expansion of the coverage of protection services and specialization of operators. Furthermore, civil society included for the first time in the advocacy campaign for defining the 2018 national budget a demand to increase public spending on violence prevention and response. UNICEF contributed with civil society by transferring capacities and evidences on the prevalence and effects of violence to support this demand.

Landmarks for 2018: 1) development of a proposal to establish a de-centralized government structure for the system of protection of children against violence; 2) produce information on the quality of investment in protection, and advocate for the increase of public investment in two budget programmes, 080 and 117, to fund strategies for prevention of violence and family abandonment, specialization of operators, and implementation of the third round of the national survey on violence against children; 3) identify bottlenecks for access of child victims of crimes to justice; 4) improve the administrative records of cases of violence against children; and 5) drive the enactment and application of a strategic plan to enforce the law on the protection of children deprived of parental care.

OUTPUT 2 By 2021, there will have been improvements to prevention programmes and strategies for physical and sexual violence, particularly against female adolescents and girls, at school and in the family, in the priority territories.

Analytical statement of progress
The programmes implemented in the country to prevent violent discipline in the family were mapped within the frame of the multi-country study on the drivers of violence against children, an action-oriented research project led by the Ministry of Women and Vulnerable Populations. An in-depth analysis of six promising practices that were identified will furnish evidence about proven effective strategies and will contribute to the design of a set of interventions to be included in programmes of national and/or regional scope, for demonstrative purposes. UNICEF provides intensive technical assistance in this process, in association with the Innocenti Research Centre and academic sector representatives.

In collaboration with Innocenti and the University of Pennsylvania, UNICEF contributed to enhancement of the skills of the Ministry of Women and Vulnerable Populations, Ministry of Education, MINSA, INEI and UNICEF staff to introduce a social norms approach to violence prevention, generating a shared learning space of one week. This exercise resulted in the preparation of an educational handbook on social norms and violence that will be used in formal training processes for DEMUNA operators. UNICEF has begun to design a study on social norms, violence and teenage pregnancy that will provide evidence to develop a behaviour change strategy.

UNICEF established an Alliance with Ministry of Education for assistance in improving the system of registration and penalization of cases of violence, designing school-based violence prevention models for priority regions, and improving the mechanisms of protection of the
Regarding the prevention of violence in early childhood, UNICEF has agreed with Ministry of Development and Social Inclusion to design a model for strengthening the parental child-rearing competences of the families who participate in the national social Cuna Mas programme.

The update of the norm on the monitoring of child growth and development (CRED) included the screening for violence and abuse as part of the service protocol. This opens an opportunity to add counselling in order to improve parents’ child-rearing practices.

Landmarks 2018: 1) definition of a strategy to challenge social norms and practices related to violence against children and adolescents, based on evidence; 2) generation and use of evidence about promising violence prevention practices identified in Peru;and 3) first design of school-based model of protection from violence and sexual abuse against children and of a strategy to prevent violence against infants included in social programmes.

OUTPUT 3 By 2021, the capacity of the State to improve protection mechanisms and justice for children and adolescents who are victims of violence, exploitation or family abandonment and in conflict with penal law will have been built.

Analytical statement of progress
The Ministry of Women and Vulnerable Populations leads the process of reforming the system for the protection of children deprived of parental care to achieve the deinstitutionalization of the system by 2021. With the assistance of UNICEF and the Ombudsman’s Office, it is developing a Strategic Plan that focuses on: 1) increasing the service coverage of the Dirección de Investigación Tutelar (Guardian Surveillance Bureau), 2) enhancement of the skills of operators, 3) deinstitutionalization of children below the age of 5, 4) strategies and services for preventing family separation, and 5) availability of family-base child care alternatives. The public investment for implementation of the reform is the big challenge ahead. UNICEF is supporting the revision of budget programme 117 so as to channel resources towards these priority items in the next few years.

The new juvenile criminal code contains a vast set of alternative measures to detention and provides for the specialization of judges. MINJUS has designed a list of 12 indicators to monitor the system and prepared a census that describes the confined adolescent population. The coverage of services for adolescents who are serving alternative penalties (SOAS) was expanded to two additional regions, Ancash and Ucayali, that is, 17 out of 24 regions. UNICEF offered special assistance to realize this progress and will provide technical assistance to the Commission charged with enforcement of the new Code for the implementation of socio-educational measures and of the strategy for the specialization of operators.

Within the frame of uNICEF’s alliance with the NGO IPRODES, concrete proposals will be developed during 2018 to adapt the legal, institutional and services framework, to improve the access to justice for child victims, develop a situation analysis, and deliver a proposal of specialized training for justice operators.

In response to the national emergency, UNICEF worked together with Ministry of Women and Vulnerable Populations, Ministry of Health, RENIEC and NGOs; as a result, 3,000 children had
access to Child-Friendly Spaces, more than 4,000 received psychological care, and almost 30,000 had access to an identification document.

**OUTCOME 2** By 2021, the adolescent population will have improved opportunities to live a healthy life, learn throughout their life and fully exercise their citizenship.

**Analytical statement of progress**
UNICEF Peru, working alongside its key partners, contributed to the start of a progressive improvement process of educational and health-related opportunities for adolescents.

In the area of education, UNICEF advised the Ministry of Education on the area of curricular implementation, specifically the evaluation of different forms of educational services. A discussion has begun on the challenges facing secondary education, aimed at developing a specific development policy in the coming years. UNICEF has had an impact by achieving an increased focus on the specific aspects of secondary education in the new national rural education policy.

At a regional level, guidance is being provided for the implementation of the learning improvement plan in the metropolitan area of Lima (the second public policy designed to improve the largest population of secondary students in the country), and to begin a review and improvement process for rural secondary education in Ucayali.

Despite the relatively low priority for secondary education in the educational agenda, which limits the development of this area, there is an agreement with the Ministry of Education to develop a national secondary education/adolescent education policy, representing a structured work area for 2018.

In the area of healthcare, UNICEF Peru has worked with the Ministry of Health to improve regulatory frameworks and key programmatic guidelines, including the comprehensive counselling guide for adolescents. Collaborative actions have involved the training of strategic regional agents on competencies for the provision of comprehensive assistance to adolescents. UNICEF Peru has provided support for the implementation of a comprehensive teenage pregnancy prevention plan in Ucayali, in addition to specific Zika and teenage pregnancy prevention plans in the Loreto region.

Staff turnover and their relatively low capacities are a continuous limitation, which will be addressed in 2018 through the development of a training programme on comprehensive adolescent development for authorities, officials and operators of education, health and protection services. This action will be led by UNICEF and two universities (national and regional).

Increasing adolescent participation is relevant to the country’s needs, as well as being a basic strategy to increase opportunities by strengthening the demand for youth-focused services. To achieve this in 2017, conditions have been created to strengthen participation capacities and mechanisms, specifically adolescent student representation in Lima and Ucayali and the mobilization of adolescents in Loreto. Through these actions, more adolescents will demand quality services, participate in the monitoring of the functioning of these services and contribute to their improvement.
However, strengthening the regulatory framework and removing sociocultural barriers that limit adolescent participation continue to be significant challenges. Making progress in both components is a priority for 2018.

**OUTPUT 1** By 2021, the national and priority regional governments will have built their capacities to design and implement inclusive, relevant and quality secondary education policies that ensure successful development paths for indigenous, rural and marginal-urban adolescents.

**Analytical statement of progress**

The process of formulating rural education policy, which will ensure that this policy has a stronger focus on secondary education. A work group has been formed (with key actors from the sector) that has developed an agenda for reflection and debate on the content and purpose of secondary education in the country. This will drive the formulation of a national secondary education development policy.

With a view towards innovating and diversifying secondary education, a systematized evaluation process is being developed called Rural Secondary Education Pedagogical Support (designed for rural secondary schools with more than 100 students). This will provide information on the progress of the intervention in the regions where it is being implemented and produce recommendations for its improvement. Furthermore, the development of a demonstrative model will begin in 2018 at 40 secondary schools in the targeted regions.

Even though this contributes to strengthening the capacities of key public officials and authorities for the management of educational services at a national level, there is still an enormous challenge in this area. To address this issue, a training programme on comprehensive adolescent development was designed with national and regional universities, with input from teachers and public officials. The programme will be implemented in 2018. Furthermore, a virtual training programme on comprehensive adolescent development was designed for secondary school teachers and will be an integral part of the overall strategy for implementing the new curriculum for secondary education in 2018. This initiative will work towards an improved progressive incorporation of comprehensive sexual education at secondary schools across the country.

At the regional level, the local community action plan developed in the Ucayali region is a notable achievement. This consists of completing a census of adolescents in the prioritized communities, conducting an analysis of local and community actors based on their level and zone of influence and their position on comprehensive adolescent development (in favour, indifferent, against). The collection of information has facilitated the establishment of Community Boards in which decisions are made regarding how to improve adolescent’s well-being and their education.

In metropolitan Lima, UNICEF Peru supported the Regional Education Directorate to develop the Secondary Education Learning Improvement Plan (PLAMA), strengthening strategies for teacher accompaniment, school management, additional tutoring and work with families. In Ucayali, a review of rural secondary education began that led to the design of a 2018 improvement plan. Participation from members of civil society to engage in informed demand for improvements to secondary education is still in its early stages. The partnership between
UNICEF Peru and the National Education Council strengthens this component, as will the work agreement that is being developed with the MCLCP.

**OUTPUT 2** By 2021, integrated care models for health and nutrition for adolescents will have been adapted and implemented for the priority territories.

**Analytical statement of progress**
The technical assistance provided by UNICEF to the Ministry of Health—Directions: Sexual and Reproductive Health; Adolescent and Youth Life Course-Life Stages, (EVAJ) and Health Promotion, Mental Health and Indigenous Peoples – helped validate the Integrated Counselling Guide for Adolescents, the Technical Standard for Comprehensive Health Care for Adolescents, basic competencies for the first level of care for adolescents, and the Multisectorial Teenage Pregnancy Prevention Plan. Furthermore, efforts were coordinated to improve services for adolescents in the regions of Ucayali, Loreto, Huancavelica and Lima.

In supporting the Ministry of Health, UNICEF provided training for all regional coordinators at the national level, including: regional coordinators from the EVAJ and the Integrated Healthcare Network Directorates in the country on the Competencies Framework for the Comprehensive Care of Adolescents workshop. Currently, communication materials are being designed on preventing health risks for rural and urban adolescents, as well as the adolescent indigenous population. With Directions: Sexual and Reproductive Health, UNICEF trained obstetricians to develop their ‘social skills’ (achieving at least one trained regional facilitator).

At the regional level in Ucayali, UNICEF provided support to the Multisectorial Teenage Pregnancy Prevention Board to identify determinant socio-cultural factors for teenage pregnancy and to implement activities targeting the indigenous population in the Multisectorial Teenage Pregnancy Prevention Plan, which has already been adopted by the Regional Government. In the region of Loreto, Zika prevention among adolescents was promoted through communication actions in schools and youth organizations.

These actions have contributed to the design of the comprehensive adolescent development training programme, which will be implemented in four regions. Through this programme, public officials’ knowledge, skills and attitudes will be strengthened to provide quality care to adolescents, pregnant women, adolescent mothers and their children.

In the regions targeted by UNICEF, this training programme seeks to guarantee the provision of quality comprehensive differentiated health care services to adolescents. Even though differentiated and comprehensive care is offered to adolescents in the four regions, there are still limitations on its quality.

In terms of the allocated budget for teenage pregnancy prevention at a national level, this increased by 44.6 per cent from 2015 to 2017 as a result of coordinated advocacy work carried out by UNICEF, other actors from partner agencies, and civil society organizations.

**OUTPUT 3** By 2021, the participation of adolescents will be included in bodies and mechanisms for the management of health services and education, in addition to the corresponding quality indicators, for the priority territories.
Analytical statement of progress
Technical consultancy is being provided to targeted regional governments on how to design an adolescent participation strategy that begins in secondary schools and progressively expands its actions to incorporate community spaces. In the same vein, the methodological design of the Annual Metropolitan Lima Student Leaders Congress has been supported by UNICEF Peru in order to create a student participation body called COMETE. Participation of rural and indigenous leaders has been secured for the meeting of secondary school leaders in Ucayali. Furthermore, the appropriation and public presentation of the situation experienced by Amazonian adolescents has been facilitated with groups in Loreto.

In the case of Lima, the children and adolescent participation processes to demand quality secondary education are resulting in the consolidation of an agenda focused on four key areas for the development of improved secondary education: peaceful coexistence at school, learning, effective teachers, and the elimination of barriers that prevent students from completing their secondary education. These topics were identified in a participatory manner with adolescents and based on this process, a workplan for 2018 has been established that will enable student leaders in these regions to activate actions in their schools.

These topics are consistent with several critical challenges that continue. In terms of incorporating life skills and citizenship education, which have been formally integrated into the national curriculum, particularly citizenship education, these subjects have not been properly validated in other frameworks, while more specific guidelines and enforceability regulations are lacking. There is a need to strengthen guidelines on participation processes and student representation in each school, regional and local education participation space is especially relevant.

The announcement of the creation of a General Directorate for Tutoring, Educational Guidance and Democratic Coexistence in the Ministry of Education is an opportunity to enhance this approach. The Ministry has requested technical guidance from UNICEF in this setup process, which will be a priority of joint work with the Ministry of Education in 2018.

In the context of health services, UNICEF has advised the Ministry of Health on how to strengthen differential care services for adolescents through the capacity development of health care teams and reviewing materials to promote and facilitate adolescent mobilization. However, a challenge in 2018 will be to ensure the development of these actions, such as guaranteeing that they strengthen the exercising of citizenship capacities.

The comprehensive adolescent development training programme for public authorities, public officials and service operators was designed to include the promotion of adolescent participation as part of the content of the programme and also as a desired result.

OUTCOME 3 By 2021, children exposed to concerns related to gender, ethnicity, area of residence, living conditions or differences in skills will live in safe environments and have full access to relevant and quality registration, health, nutrition, care, education, water, sanitation and hygiene services that promote their full development.

Analytical statement of progress
This year, UNICEF Peru positioned the relevance of comprehensive early childhood care at the highest levels of government through public events or by presenting reports on the situation
faced by early childhood. Technical assistance was provided for the design and approval of key regulatory documents for early childhood: the Growth and Development Monitoring (CRED) Regulation for children under 5 years old and the Guide for Treating Acute Diarrhoeal Diseases. In the Ucayali region, implementation of the 2017 Early Childhood Care Regional System Work Plan (SIREAPI) was supported. In Loreto, mapping was carried out in a participatory manner to identify actors and routes of care and support for children younger than 5 years old who have disabilities or are affected by Zika.

In terms of birth registration, there was an increase in coverage, with 97.7 per cent of children younger than 5 years old possessing a birth certificate. The new 2017–2021 Identity Registration Plan, developed with support from UNICEF, includes specific strategies to address these remaining gaps. Furthermore, UNICEF is advising RENIEC on the implementation of a project entitled ‘Closing Gaps to Guarantee the Universality of the Right to a Name for Children less than 5 Years Old in Indigenous Communities in Ucayali and Amazonas’. This complements the strategy to improve the registration capacities in indigenous communities that RENIEC is implementing in six regions and 65 communities.

In the framework of implementing the Intercultural Bilingual Education (IBE) policy, UNICEF Peru acted as consultants for the government in the design and implementation of a monitoring model for the National IBE Plan. The information needs of key actors were mapped out, contributing to the design of reporting mechanisms and quality assurance criteria. A significant milestone for this initiative was holding the international ‘Putting a Face to Equality’ seminar, a space for engaging in political and technical dialogue and advocacy for childhood equality. This event drew on UNICEF Peru’s contribution to intercultural bilingual education over the past 10 years. Members of Congress, public officials and authorities from the social sectors, academics, NGOs and teachers participated in the seminar, sharing the key lessons learned about incorporating equality, rights, intercultural, gender and lifecycle approaches into IBE and ECD policies and services.

UNICEF provided technical support to the Ministry of Education and the National Education Council for the design of a rural educational assistance policy, promoting dialogue processes with authorities and public officials from 13 regions through three regional dialogue processes involving more than 600 public officials, teachers, students and community representatives. It is important to note that there has been a delay in the availability of official internal efficiency indicators, which has limited the reporting on two of this outcome’s indicators.

In addition, UNICEF provided technical assistance to strengthen the National Rural Sanitation Programme in the framework of interventions carried out by the Ministry of Housing, Construction and Sanitation in rural Amazonian communities. The lessons learned from this UNICEF experience are being incorporated into new interventions developed by the Ministry as scalable good practices. The implementation of integrated WASH models continued in communities in the regions of Loreto and Ucayali. In collaboration with the municipalities of Indiana and Mazan, resources were transferred to install 196 new WASH solutions, which are currently being successfully implemented.

In 2018, UNICEF will continue its work to strengthen the State’s capacity to coordinate early childhood policies that involve comprehensive and coordinated participation from the health, education, development and social inclusion, sanitation, environmental and civil registration sectors.

During the emergency response to the Coastal Niño Phenomenon along the Peruvian coast,
UNICEF accompanied the humanitarian response with actions in the areas of healthcare, nutrition, education and WASH. As a result of these efforts:

- 4,959 children younger than 5 years old benefited from nutritional and health monitoring. Furthermore, 1,348 children with acute malnutrition or at risk of being malnourished have received treatment through the provision of Plumpy'Nut. 133 health agents and 1,293 partners from 37 community dining halls have received training in child nutrition, health and hygiene.

- 2,000 children received additional academic tutoring and school materials while 25 temporary classrooms were installed or improved upon. An identification mechanism was implemented for out-of-school students, risk management in schools was strengthened in the affected zones and work was carried out with the Ministry of Education on the design of a National Disaster Risk Management Plan.

- 32,978 people have access to improved water sources thanks to the restoration of water systems and strengthening of the Water and Sanitation Management Board carried out by UNICEF and partners in the districts of Chulucanas, Morropón, La Matanza, Salitral Catacaos, Cura Mori and El Tallán in the region of Piura.

- Furthermore, 144 handwashing stations and 300 latrines were built in the emergency shelters in Catacaos – San Pablo and Cura Mori – Km 980 and Km 975. The pump for the sewage system was repaired in the Juan Velasco and Pedregal Grande zones, benefiting 8,722 people. Some 5,249 ceramic filters and safe drinking water kits were distributed in the districts of Castilla, Tambogrande, Las Lomas, Cura Mori and Catacaos, benefiting 26,245 people.

- Finally, 7,818 family hygiene and vector control kits were distributed in the districts of La Arena and Cura Mori, benefiting 24,881 people.

UNICEF permanently leads the coordination of Water and Sanitation Committees in Lima, as well as the committees in Piura and Lambayeque.

**OUTPUT 1** By 2021, the capacity of the State and society for the coordinated design and management of equitable and relevant policies for full development in early childhood (0–5 years old) in the priority territories will have been built.

**Analytical statement of progress**
UNICEF positioned the relevance of early childhood care at the highest political level. The most important actions for this achievement were: 1) holding an international seminar on early childhood development (ECD) and IBE policies; 2) presenting ECD results from *The Lancet* journal; 3) disseminating global and regional reports on ECD; and 4) production and dissemination of videos and communication materials on social networks.

UNICEF reinforced the technical assistance that it provides to different sectors. Some of the progress that was made includes:

2. Agreement with Ministry of Health on a 2018 capacity strengthening plan to improve CRED services.
3. Design of a new training proposal for Cuna Mas programme in collaboration with the IDB.
4. Development of an instrument to identify warning signs in the development of children aged 0 to 3 years old.
5. Promotion for expanding coverage of Cycle II Education (3 to 5 years old) through the development and dissemination of systematic evidence and lessons learned.
6. Definition of the 2017–2021 National Identity Plan in conjunction with RENIEC, which prioritizes the elimination of the under-reporting of childbirths, specifically in indigenous communities, for the first time.
7. Support for the design of strategies for the implementation of child registration policies. This was achieved through a consultancy provided by UNICEF Peru to RENIEC – GRIAS, which complements the strategy to improve the registration capacities in indigenous communities that RENIEC is implementing in six regions and 65 communities.

In Ucayali, UNICEF Peru supported the implementation of the 2017 Early Childhood Care Regional System Work Plan (SIREAPI). In Loreto, the mapping of actors and routes of care and support for children younger than 5 years old with disabilities was carried out.

During the emergency, 4,959 children younger than 5 years old benefited from nutritional and health monitoring. Furthermore, 1,348 children with severe malnutrition or at risk of being malnourished received treatment through the provision of Plumpy’Nut. 133 health agents and 1,293 partners from 37 community dining halls received training in child nutrition, health and hygiene.

With respect to the early childhood budget, it was increased slightly by 3 per cent at the national level between 2015 and 2016. UNICEF supported the monitoring of the national budget with the intersectoral committee led by the MWVP. In terms of the ECD territorial model, design progress was made, but the roadmap for its implementation has only been established in the Ucayali region.

**OUTPUT 2** By 2021, the national, regional and priority local governments will have built their capacities to monitor the management of inclusive, quality and relevant primary-education policies for indigenous, rural and peri-urban children.

**Analytical statement of progress**
UNICEF Peru advised the national government on the design and implementation of the monitoring model for the IBE National Plan. Progress was made in the implementation of the plan during 2017, in the formalization of the conditions required for a quality IBE and in the consolidation of records kept by schools and teachers, which act as the basis for evaluating progress towards achieving the proposed goals. In this same context, a series of publications were prepared on the current state of national and regional IBE policies, lessons learned and recommendations for successful experiences.

UNICEF Peru is working in coordination with the National Education Council and Ministry of Education on the design of the new sectoral policy aimed at strengthening inclusion in regular schools. The budget allocation has increased for these two areas of IBE and Inclusive Education.
A significant milestone was the holding of the international seminar ‘Putting a Face to Equality’, a space for political-technical dialogue and advocacy on equality in public social policies. This event drew on the contribution made by UNICEF Peru to Intercultural Bilingual Education and early childhood development over the past 10 years. Members of Congress, public officials and authorities from social sectors, academics, NGOs and teachers participated in the seminar, sharing key lessons learned about incorporating equality, rights, interculturality, gender and lifecycle approaches into IBE and ECD policies and services. Their conclusions show that there is the need for the involvement of more areas of the Ministry of Education to ensure the quality of IBE, as well as promoting dialogue and informed monitoring of the progress of IBE. These represent the priorities for UNICEF’s work in 2018.

In order to reduce educational gaps between rural and urban areas, UNICEF provided technical support to Ministry of Education and the National Education Council to formulate a Rural Educational Policy. This facilitates dialogue with authorities and officials from 13 regions as well as three regional dialogue processes involving more than 600 officials, teachers, students and community representatives.

UNICEF has articulated an action plan with the National Education Council that prioritizes the monitoring of equality in education for the formulation of the new 2021-2036 National Educational Project. Research has been carried out on the effects of the new teacher training curriculum that focuses on ensuring educational equality. This has led to the beginning of a debate about the need for a Teacher Training Policy. UNICEF’s work has focused on maintaining the validation process for indigenous teachers in early childhood education who have not been formally trained. Three national seminars were supported, in addition to other dialogue and consultation spaces. These have supported the strengthening of participation spaces such as COPARES and COPALES.

During the emergency faced by children living on the coast, in addition to providing 25 temporary or renovated classrooms, UNICEF also facilitated additional academic tutoring and delivered learning materials to 2,000 children. An identification mechanism for out-of-school children was developed, risk management in schools in the affected area was strengthened and Ministry of Education worked on the design of the National Disaster Risk Management Plan.

**OUTPUT 3** By 2021, there will have been capacity-building of the State and society to rate national policies for water and sanitation in rural areas and manage the risk of disasters based on the implementation of comprehensive environmental management models in rural, indigenous and peri-urban areas, for the priority territories.

**Analytical statement of progress**
At the national level, UNICEF Peru provided technical assistance for the strengthening of the National Rural Sanitation Programme within the framework of the work done by the Ministry of Housing, Construction and Sanitation in rural and Amazonian communities. The lessons learned by UNICEF regarding the design of water and sanitation models in these areas are being incorporated into new interventions led by the MVCS.

In addition, work that strengthens the capacity of provincial governments to meet the water and sanitation needs of rural communities has continued in the Amazon, especially in settlements with less than 200 inhabitants in flood-prone areas. Rainwater collection systems, grey water management and dry ecological bathing have been promoted in the Loreto and Ucayali regions. In agreement with the municipalities of Indiana and Mazan, 196 new WASH solutions were
successfully installed. UNICEF also continued to strengthen technical capacities at municipal level and with Communication for Development strategies that accompany the interventions.

UNICEF Peru has been working towards a model of progressive standards with Ministry of Education. However, there was none of the expected progress due to the emergency response and the teachers’ strike that lasted more than two months, which overloaded the capacities of the relevant department within the Ministry.

Peru has a National Environmental Education Plan and in 2018 Ministry of Education will work with local governments to include the focus on the rights of children and adolescents in local Water and Sanitation Management Plans.

In the framework of the emergency response in Piura, Lambayeque and La Libertad, 32,978 people have access to improved water sources thanks to the rehabilitation of water systems undertaken by UNICEF, partners and community organizations in Piura. In addition, 144 handwashing stations and 300 latrines were built in the Catacaos and Cura Mori shelters and a sewage system pump was restored in Juan Velasco and Pedregal Grande, benefiting 8,722 people. Some 5,249 ceramic filters and safe drinking-water kits were distributed in the districts of Castilla, Tambogrande, Las Lomas, Cura Mori and Catacaos, benefiting 26,245 people. Finally, 7,818 family hygiene and vector control kits were distributed in the districts of La Arena and Cura Mori, benefiting 24,881 people.

UNICEF also worked within the framework of the emergency in the areas of education, nutrition, protection and health, as reported in the respective sections of this report. The entire combined response has reached an accumulated 191,937 people. UNICEF leads the Piura Inter-Cluster Coordination Committee, the national WASH cluster, education and protection committees and participates in the health and nutrition committee.

OUTCOME 4 By 2021, adolescents and children will continue to be recognized by society and the Peruvian State as subjects of law and will be prioritized in social regulations, policies and budgets.

Analytical statement of progress
During the first year of this country programme document, advances were made in capacity development for the enforcement of children’s rights. A diagnosis of public management capacities at sub-national level in priority regions is being prepared, and a flexible education programme for the integral development of adolescents has been conceptualized with an academic partner to refine its design and begin its implementation in 2018. In response to the demands of civil servants in priority regions, sensitization activities were carried out along with strengthening articulated strategic planning and budget programming capacities. In addition, training and technical assistance related to public investment in water and sanitation was provided to civil servants in regions affected by the flood emergency. Three hundred civil servants from Loreto, Ucayali, Piura and Lambayeque participated in these activities. One pending task is to close an alliance with SERVIR to drive capacity development efforts and intensify technical assistance to prioritize children in sub-national management instruments.

As part of the effort to strengthen local governance to guarantee children’s rights, a process is underway to generate evidence and recommendations on the advances, challenges and systematization of experiences in 4 national departments where UNICEF stopped collaborating
in 2017 (Amazonas, Apurimac, Ayacucho and Cusco), so as to identify and promote the sustainability of good practices. This exercise, together with the diagnosis of management capacities, will contribute in coming years to advances in the design of territorial management models in benefit of children and adolescents.

Regarding the positioning of children’s rights in the budget, monitoring reports on the investment in children and adolescents in 2015–2016, with emphasis in the Amazon areas, were prepared and disseminated. These reports, which revealed gaps between the indigenous and mixed-race populations, were presented to national government, academia, and civil society and media representatives. Recommendations were also proposed within the Roundtable Against Poverty (MCLCP) to improve the 2018 Public Budget Law regarding the rights of children to health, nutrition and protection against violence. In the coming years, the quality and equity of public expenditure on children will be analysed in greater depth.

The studies made in 2017 involved the participation of various government entities. The information collected was distributed to the ministries and other entities of the Executive Branch and to the Peruvian Congress, sub-national governments, civil society, the private sector and academia. The evidence obtained was used for political advocacy by UNICEF and as an instrument for the negotiation and approval of Multi-Annual Action Plans in priority regions. One example of the foregoing is the Analysis of the Situation of Children and Adolescents in the Amazon, which exposed conditions of inequity and violations of the rights of this population group to the Loreto Regional Government, civil society actors, organized youths and the media. Likewise, the study of the situation of adolescents and the policies aimed at this population group implemented this year will contribute to positioning of this issue and advocacy efforts in 2018. The situation of studies on the protection of children and adolescents against violence and the evaluation of an intervention by UNICEF to improve bilingual intercultural education and early child development is similar. In the Multi-Annual Action Plans signed with priority regions, UNICEF undertook to provide technical assistance to implement integrated information systems, with disaggregated data, about the situation of children and adolescents.

Several events were held to highlight the importance of children and adolescents at the highest political and public levels: 1) presentation of the special series The Lancet on ECD to the President of the Council of Ministers, the Ministers of Health and Development and Social Inclusion, and viceminsters of more than five sectors; 2) celebration of International Children’s Day with the Peruvian President, ministers and congresspersons; 3) Child Take-overs: The female teen President of Peru, asked the elected President for more investment in secondary education, and this petition was transmitted through a national and regional video produced by the UNICEF Latin America and the Caribbean Regional Office. Other children and adolescents took over the powers of the Minister of Development and Social Inclusion, the Mayoress of Catacaos (a flood-affected district where UNICEF intervened), the ATV+ news programme, and the president of the Peruvian Soccer Federation. This activity was sponsored by Telefonica, the major wireless phone operator in Peru; and iv) installation of the Sub-Committee on Children and Adolescents in the Peruvian Congress, for the second consecutive year, with the support of UNICEF.

Within the frame of the communication strategy for improving the social perception of this age group, the teen actress Isabela Moner visited Peru to call attention to the situation of adolescents in Loreto and Lima, focusing on teenage pregnancies and adolescents’ participation rights. The actress shared this experience on International Children’s Day at United Nations Headquarters.
Awareness of the importance of investment on children was created among the public sector through activities carried out with Grupo Breca, Clínica Internacional, Clínica El Golf/Sanna and the Peruvian Soccer Federation.

According to our media monitoring activities, the information focused on children’s rights published by printed media reached 37 per cent, the portraying of children and adolescents in TV news as victims and offenders was reduced from 88 per cent to 75 per cent, while their role as participants in social, educational or family activities rose to 25 per cent. Corporación radial del Peru-RPP, ATV and Latina, nationwide communication media, began to improve the quality of their information on children and adolescents and helped to broadcast UNICEF campaigns.

OUTPUT 1 By 2021, public officials and authorities at the national level and in the priority territories will have strengthened their capacities to manage policies and allocate and deliver budgets to eliminate gaps in exercising the rights of adolescents and children.

**Analytical statement of progress**

Strengthen the policy and budget management capacities of 300 local and regional civil servants for the enforcement of children’s rights, through:

1. Advances in the design of a flexible training programme for integral adolescent development, and identification of academic partners for implementation thereof.
2. Advances in the diagnosis of capacities and formulation of recommendations to improve decentralized management in Huancavelica, Loreto, Ucayali and metropolitan Lima.
3. Sensitization and strengthening of the strategic planning and public finance management capacities of 100 regional and local civil servants in Loreto and Ucayali, in collaboration with CEPLAN.
4. Training and technical assistance for 200 regional and local civil servants in Piura and Lambayeque (departments affected by flood emergency) regarding investment on water and sanitation.

UNICEF and MCLCP enacted recommendations for improving the 2018 Public Budget Law, with emphasis on the rights of children and adolescents to health, nutrition, and protection against violence. Monitoring reports on GPNNA (Public Spending on Boys, Girls and Adolescents) during 2015–2017 were prepared and published, along with a study on public expenditure in Amazon territories identifying gaps between indigenous and mixed-race populations, within the GPNNA follow-up group (includes representatives of the Ministries of Economy and Finance, Development and Social Inclusion, Women and Vulnerable Populations, Health, Education, the Roundtable Against Poverty, MCLCP and UNICEF).

As part of the efforts to strengthen local governance for protecting children’s rights, an analysis and systematization of experiences in four departments from which UNICEF withdrew its collaboration in 2017 (Amazonas, Apurimac, Ayacucho and Cusco) is underway to promote the identification and sustainability of good practices. This exercise and the evaluation of management capacities will serve in coming years to advance in the design of territorial management models in benefit of children and adolescents.

Outstanding challenges for 2018 include: 1) support the capacity development strategy by incorporating the findings of the capacity diagnosis into specific technical assistance activities, to prioritize children in sub-national management tools and develop comprehensive territorial management models; 2) continue conversations with SERVIR (National Civil Service Authority) to influence its training services; 3) launch the flexible training programme for integral
adolescent development; 4) reaffirm and renew the commitment of the GPNNA follow-up group members; and 5) analyse in depth the quality and equity of expenditures. UNICEF will systematize the experiences of sub-national governments with monetary and non-monetary performance incentives and their effect on the protection of child rights.

OUTPUT 2 By 2021, the capacity of the State will be strengthened to increase the availability of disaggregated data and other evidence for monitoring the situation of adolescents and children and to inform policy.

Analytical statement of progress
The studies produced in 2017 involved the participation of various government entities, the information generated was disseminated in collaboration with government ministries and other entities of the Executive Branch, the Peruvian Congress, sub-national governments, civil society actors and academia members.

The studies on the Situation of Children and Adolescents in the Amazon and Situation of Adolescents and Youths have highlighted the situation of greater exclusion and vulnerability of these population groups, based on information disaggregated by sex, ethnicity, socio-economic condition and age group.

The reports about Public Expenditure on Girls, Boys and Adolescents in 2015 and 2016 show the evolution in budget allocations for this population and their distribution by departments, sectors, age sub-groups and set of rights.

The study titled ‘Social Protection System and Childhood in Peru: Opportunities and challenges’, developed jointly with CEPAL, and the mapping of interventions against the violence exercised against adolescents allow a better understanding of the implementation and effects of public policies focusing on children and adolescents.

The evaluation of the project ‘Improving Basic Education for Girls and Boys in Peru’s Amazon and South Andean Regions’, implemented by UNICEF with the Peruvian Government, sets forth a series of good practices, lessons learned and evidence about effective interventions related to the project objectives and early child development.

The information gathered by these studies has been used in political advocacy activities by UNICEF, with the ministries, the Peruvian Congress, sub-national governments, the private sectors and civil society. The same information was useful for preparing the Multi-Annual Action Plans, signed between the regional governments of Huancavelica, Ucayali and Loreto and the district government of Carabayllo in Lima, with UNICEF.

One challenge for the upcoming year will be carrying out activities to strengthen the information systems available in regional and local spaces, a task that is already considered in the Multi-Annual Action Plans of priority regions but requires a stronger push in 2018. In the same way, efforts must be intensified to generate evidences that will assertively guide the actions to be undertaken by UNICEF and the Peruvian State to promote integral adolescent development.

OUTPUT 3 By 2021, Peruvian society and the private sector will have improved knowledge of the rights of adolescents and children and will know how to protect them.
**Analytical statement of progress**

UNICEF Peru and the Peruvian Soccer Federation signed an agreement covering Children's Rights and Business, fundraising and visibility, aimed principally at promoting the integral development of children and adolescents enrolled in Minor League programmes (200,000 children approximately). The Peruvian Soccer Federation agreed to position topics of equity and investment related to children and adolescents during the 2018 World Cup qualification matches and promoted the participation of children in International Children's Day.

Positioning of the rights of children and adolescents was actively promoted in the private sector through the following activities:

- UNICEF and Deloitte Peru completed the survey: What are companies doing for boys and girls of Peru?, to begin defining baseline characteristics of the relationship between companies and children (55 companies).
- 118 companies participated in VISIONES, a social responsibility and development forum where the Vice President of UNICEF's Spanish Committee, the Spanish Chamber of Commerce and UNICEF encouraged reflection on Sustainable Development Goals, with emphasis on children and adolescents.
- Clínica El Golf included breastfeeding in its policies and started the Certification process for recognition as a Mother-and-Child Friendly Clinic. Clínica Internacional continues developing these aspects and will soon obtain the same certification.
- Relations with Telefonica/Movistar were strengthened to develop a child-centred Corporate Social Responsibility strategy. The company participated in the presentation of the National Situation Analysis of the Amazon, the campaigns for Father’s Day and International Children’s Day, and presentations of *The Lancet* series on ECD and the *State of the World's Children*.
- UNICEF embarked in a process of collaboration with Sesame Street, the Breca Group (private sector) and ATV (communications media outlet) to promote integral early childhood development.

The Childhood and the Media group helped to position the rights of children and adolescents in the media through two international seminars with: 1) The United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Culture Ministry; and 2) UNESCO, ConcorTV and RedAndi. Greater commitment by TV executives was achieved through media monitoring of news on children and adolescents, workshops with a rights-based approach held with communication media (for teams of journalists, including those covering entertainment news) contributed to improving the information resources on violence and adolescence available to journalists.

Twelve opinion articles by the Representative published in the official gazette focused on Children’s Rights and Business, protection systems, gender equality, and children in emergency, SDG, investment in childhood, ECD, Amazonian children, and boys and girls in the digital world. Fifty-six videos, plus nine on the emergency, were produced and distributed locally and internationally.

**OUTCOME 5** The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in the country.
**Analytical statement of progress**

The annual management plan was prepared and shared with the UNICEF Latin America and the Caribbean Regional Office in the first trimester. A table of authorities was prepared and approved by the Head of the Office on a monthly basis and staff were notified of their roles and accountabilities when required.

The Integrated Budget 2018–2021 was reviewed and sent for the approval of the PBR. Operations structure was adjusted according to Division of Financial and Administrative Management typology and institutional budget ceilings approved for the quadrennial 2018–2021. As in 2016, the Local Staff Association was involved in the process.

UNICEF Peru adopted recommendations received from Field Results Group to streamline processes within the office, which include minimum thresholds for office committees, HACT and travel authorization processes.

An exercise to test the business continuity plan took place in December at UNDP facilities, with the participation of key staff. Action points were identified to enhance the office preparedness in the case of operations disruption.

UNICEF Peru actively participated in the OMT to develop the Business Operations Strategy for harmonizing business practices across United Nations entities to enhance efficiency and effectiveness of business operations at the country level. Common operational services already established, such as acquisition of office supplies, fuel, paper, courier and common agreements with airlines, reduced costs through centralized purchasing.

The office adopted security measures according to 2017 Minimum Operational Security Standards approved for the Peru Country Office. During the emergency in the north of Peru due to the heavy floods, a hotel and a transportation company were hired to provide accommodations, a conference room and transportation services to the staff deployed in response to the emergency. Security measures were taken into account during the bidding process with the approval of UNDSS.

Upon UNICEF’s request, during special events and UNICEF VIP visits to the field, specific security support was provided by the Peruvian National Police in coordination with UNDSS. All new staff received initial security briefing and documentation with procedures to cope with any threat.

UNICEF continued with the strategy of involving and empowering implementing partners in the procurement and implementation of supply-related activities. The Country Office facilitated a total of US$9,541,578.49 in procurement services by the end of 2017 to their partners EsSalud and the Ministry of Health. The distribution of multiple micronutrient powder acquired through Procurement Services was closely monitored, identifying bottlenecks and ensuring that supplies reach their destination in 24 health facilities spread through six regions.

The emergency caused by the phenomenon of El Niño Costero in Piura was attended through the acquisition of: 90,000 sachets of Pumpy’Nut, 1,598 long-lasting insecticidal nets, 800 repellents, 43 kitchen kits and 4 nebulizers, for a total amount of US$125,418. Likewise, 100 per cent of the supplies prepositioned for emergencies, valued at US$4,242, were distributed to the DIRESA Piura and to the Regional Health La Libertad.
The Peru Country Office conducted 33 competitive processes for the acquisition of goods/services. As a result, one LTA for HACT micro-assessments/audits and four LTAs for telemarketing services (PFP) were placed. Additionally, three small construction contracts valued at USD$226,647.20 were issued to attend the emergency in Piura.

**OUTPUT 1** Actions related to setting the direction and governance of country programme operations and office structures, including business continuity and risk management.

**Analytical statement of progress**
During 2017, the country management team monthly monitored the key performance indicators, pursuing a high level of implementation and timely donor reporting.

The Peru Country Office governance systems functioned as expected. Office committees met regularly as per UNICEF guidelines, and membership was renewed as required. Coordination meetings were weekly held with all the staff to share major upcoming activities. In all meetings, action points were tracked to improve accountability and performance.

The joint consultative committee met two times, mainly to participate in discussions for 2017 PBR submission and to review the GSS results. The management hired specialized counselling services in coaching to carry out a study to deepen into the results of the GSS, and to provide a diagnosis of the situation, to further develop an action plan which addresses critical topics. In addition, the Management reinforced its open-door policy, beneficial to the transparency and speak-up culture.

An editorial committee was established this year to review and ensure that all publications and videos issued by the Country Office are in accordance with UNICEF regulations.

UNICEF Peru continued to promote the usage of cloud computing. Almost all users (95.7 per cent) had their files stored electronically in OneDrive, having access anywhere and anytime with an Internet connection. In December, a business continuity plan exercise was performed, with positive results regarding cloud computing. Global and Regional ICT projects were prioritized, and Windows 10 and Bitlocker security applications were installed for local users.

An ICT Procurement Plan to replace obsolete equipment was approved and implemented. The ICT Area provided support to the Office, solving problems related to hardware, connectivity and software technical issues. Local applications were regularly maintained and updated to facilitate user tasks. The promotion of keeping electronic files in VISION and recycling obsolete equipment helped to the reduction of the environmental footprint.

**OUTPUT 2** Office administration, asset and financial management activities.

**Analytical statement of progress**
In 2017, Programme Budget was funded by the amount of US$8,672,577, while US$463,748.84 was allocated to the institutional budget to cover office operating expenses, including the contribution to Panama HUB.

The US dollar loss value versus Peruvian currency represented a 3.73 per cent loss in purchasing power. The operations section managed Programme and PFP funds for the provision of operations-related services in functional areas of administration, ICT and human
resources. A cost attribution exercise based on head count was done to distribute Country Office operating costs to the corresponding source of funding, amounting to US$224,013.33.

Open items were analysed and cleared on a regular basis. In 2017, VAT refunds from the Government amounted to US$92,103.06.

Processing of payments, asset disposals and bank reconciliations continued to be done by the Global Shared Services Centre in coordination with the Country Office. Close coordination was maintained with the Global Shared Services Centre to solve accounting issues.

Direct cash transfers more than nine months was 0 per cent as of 31 December 2017. UNICEF Peru continued to lead the HACT Interagency Committee. The HACT Annual Plan was prepared and uploaded in the UNICEF intranet website. A macro-assessment, 30 programmatic visits, 4 spot-checks, 5 micro-assessments and 3 scheduled audits to implementing partners were carried out.

To attend the emergency in the north of Peru, the Country Office negotiated and signed an agreement with ‘Hotelera Piura’ to provide accommodations and a conference room at special rates. The room rate, which included breakfast, was paid directly to the hotel, while travellers were discounted by 55 per cent of the daily subsistence allowance. This represented savings in travel costs of approximately 24 per cent.

Office rooms were redesigned and adapted to meet new requirements following the approved structure of the Country Programme Document 2017–2021. Existing furniture was reused to reduce costs.

Starting in October, bank transfers and salary payments were made through Citibank via BCM. This saved person hours previously spent in processing electronic transfers through the local bank, Banco de Credito. However, the local bank is still needed, as Peru Citibank is not fully operational in Peru, and there are not branches to cash cheques and make deposits.

**OUTPUT 3 Human resources management.**

**Analytical statement of progress**

The new 2017–2021 Country Programme office structure was timely completed with the recruitment of 16 positions approved by the PBR. Likewise, the Country Office completed recruitments for one NOA and one GS-6 vacant position during the year, as well as four temporary appointment, two GS-6 positions that will initiate in 2018, and eight local and two international interns.

During 2017 the Country Office issued 76 individual contracts for a total of US$1,281,652, out of which 13 attended the emergency situation caused by the El Niño coastal phenomenon, which affected more than 559,000 children and adolescents. In addition, 22 international professionals supported the emergency with humanitarian assistance in WASH, protection, nutrition, health and education.

In coordination with the local staff association and the management, human resources supported addressing the five topics arising from the 2017 Global Staff Survey. A specialized counselling company was hired to provide coaching services and to carry out a study to deepen into the results of the GSS. After a diagnosis of the situation, having in-depth interviews and
focus groups, a two-day retreat outside premises was attended by all staff focusing on the five issues and their corresponding action plans.

The Country Office continued implementing PAS Days to create spaces for honest discussions, with results of 100 per cent 2016 PAS completed on time.

In line with UN Cares, staff received a session from a specialist on how HIV is transmitted and can be avoided, including the UN/UNICEF Policy on HIV/AIDS in the Workplace.

In June the human resources officer participated in the One HR LAC Meeting capacity-building workshop held in Panama, where, besides strengthening the regional human resources network, human resources business partners, performance management and recruitments were given priority.

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

OUTCOME 6 Country programmes are efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

Analytical statement of progress
Of the 62 goals established by the programme for 2017, 87 (54) were achieved, 10 per cent (6) were not achieved and 3 per cent (2) could not be reported on because there was no information available. The coordination, planning and monitoring of the programme, strengthening of external relationships and established partnerships, and implementation of the advocacy and communication strategies contributed to the achieve of these goals.

The coordination, planning and monitoring of the programme occurred in a range of scenarios, including: the National Coordination Committee, which brings together all of the national and regional public institutions that are involved in the programme and are responsible for reviewing and adjusting the strategic aspects of its implementation. The meetings to review the programme’s strategy involves the participation of all staff from the Country Office and are focused on strategically reviewing and adjusting the implementation of the country programme document. The technical meetings organized by the programme involve the Deputy Representative and specialists and officers from each area are designed to ensure efficient and collaborative actions in relation to achieving all of the programme’s outcomes, as well as taking into account the context of each territory where UNICEF has a presence. The support meetings are attended by the pool of programme assistants, programme specialists, the operations manager and the Deputy Representative involve reviewing and adjusting the planning, implementation and monitoring of administrative, budgetary, financial and logistics aspects and to promote the continuous improvements of the programme’s processes. All of these scenarios have allowed UNICEF to maintain its focus on achieving the programme’s results and ensuring compliance with the organization’s standards.

UNICEF’s external relationships and partnerships with the private sector, civil society, communities, the Peruvian State and donors has allowed the organization to build trust and generate the necessary conditions for the appropriate implementation of the programme. By the end of the first year of the implementation of the country programme document, UNICEF has developed an advocacy network to ensure the fulfilling children’s and adolescents’ rights and
reinforced its position as a reliable and expert agency for cooperating with the State in order to guarantee the rights of the adolescent and child populations.

Finally, UNICEF’s advocacy and communication strategies have highlighted the importance of children’s and adolescents’ rights. Both the priorities established in the country programme document, as well as the needs that have emerged during the emergency caused by the El Niño phenomenon in the coastal region, have resulted in the availability of actors and resources to make changes in the lives of children and adolescents.

**OUTPUT 1** Actions related to the coordination of the entire to overall country programme fulfilled by the Deputy Representative.

**Analytical statement of progress**
The programme’s coordination spaces were designed to facilitate the intensive transectorial work that is characteristic of the new country programme document.

The National Coordination Committee is co-chaired by the Foreign Ministry, the Peruvian International Cooperation Agency and UNICEF and includes all national institutions involved in the programme, as well as the four subnational governments targeted for the UNICEF action. This Committee had its two regular and planned meeting sessions during the year.

The National Coordination Committee is one of the most relevant scenarios for implementing the principles of the Paris Declaration on Aid Effectiveness, especially for:

1. Guaranteeing the alignment of UNICEF cooperation with national priorities
2. Promoting mutual accountability regarding the progress made in guaranteeing children’s and adolescents’ rights
3. Promoting the appropriation of UNICEF support by the country
4. Managing effective and sustainable results for children and adolescents
5. Aligning the approaches and actions led by UNICEF with other agencies from the United Nations system in the United Nations Development Assistance Framework.

The technical meetings for each outcome were led by the Deputy Representative, with co-leadership from the coordinator of each of the four outcomes of the cooperation programme. Every Monday a meeting is held for one of the outcomes, and subsequently a meeting for each outcome is held every month. During these meetings participants develop a joint vision of the implementation strategy, review the progress made, identify difficulties that have occurred and propose the adjustments that need to be made in order to achieve the planned results.

The technical meetings for each prioritized territory facilitate the coordination of actions for the different outcomes in each of the territories. Because this is the first year of the programme, intensive work was carried out to formulate Multi-Annual Action Plans, which required a higher number of meetings both in each territory as well as in Lima.
In the framework of the country programme management plan, it was decided to create a pool of programme assistants who can provide their services to all of the areas. To guarantee a smooth operation of the plan, the macro processes that need to be implemented were defined and the procedures to carry these out are currently being developed. With the purpose of monitoring and facilitating the programme’s financial and administrative management and management of the programme area, monthly meetings have been held to provide administrative support, led by members of the pool and with the participation of programme specialists and officers, as well as the operations manager and the Deputy Representative.

These meetings have promoted compliance with technical, financial and administrative regulations and procedures, as well as contributing to the management of the programme area based on the highest-quality standards. This supports staff to engage in the continuous improvement of institutional management.

**OUTPUT 2** Action related to external relations, management of partnerships with donors, and public advocacy.

**Analytical statement of progress**

An agreement was signed with the Peruvian Soccer Federation, which carried out various activities during the 2018 World Cup qualification matches to highlight the importance of more equity between regions and investment on childhood. There were facers (Peruvian Soccer Federation) at the stadium and juvenile players actively participated in International Children’s Day by way of a take-over. Under the agreement, the Peruvian Soccer Federation has made a commitment to promote the rights of child and juvenile players, based on Children's Rights and Business Principles.

Our relationship with Telefónica/Movistar was strengthened. They participated in the presentation of the Amazon Situation Analysis, in the Father’s Day celebrations, dinner with The Lancet researchers, International Children’s Day, and *State of the World's Children* to give evidence of the situation of boys, girls and adolescents.

The adoption of good practices of promotion, protection and support of maternal lactation and bonding was encouraged jointly with Rimac Insurance Company, and assistance was provided to Clinica Internacional in its process to obtain certification as a Mother-and-Child-Friendly Clinic.

Practices that protect children, adolescent and families were included in the strategies and campaigns of the General Communications Bureau under the office of the President of the Council of Ministers. During the post-Niño emergency situation and within the regular cooperation programme, integrated communication approaches were developed to promote the rights of boys, girls and adolescents.

We worked with the Peruvian Congress (Sub-Commission on Childhood and Adolescence) to further recognition of the importance of early infancy and disseminated the recommendation of the Children’s Rights Committee for Peru. The Country Office coordinated the legislative agenda with them, especially on the occasion of International Children’s Day.

UNICEF Peru is working with the National Radio and TV Association, the Ombudsman's Office, Save the Children and Acción por los Niños (Action for the Children) to improve the quality of
the information produced by communications media.

Additionally, relationship with donors has made it possible to finance not only the implementation of the country programme but also the humanitarian assistance for the children that were most in need in the context of the emergency caused by El Niño on the Peruvian coast. As part of the Flash Appeal, UNICEF presented proposals that had a value of US$7.75 million. As part of this process, UNICEF staff developed specific proposals and raised more than US$4.6 million, which represents 60 per cent of all requested funds by the organization for humanitarian assistance in WASH, Protection Nutrition, Health and Education.

A total of 21 proposals were submitted during 2017, and 62 per cent of them resulted in an agreement.

United Nations Central Emergency Response Fund (3)
Office of U.S. Foreign Disaster Assistance (2)
ECHO
Russian Government
Canadian Government
Italian Government
United StatesDepartment of State
UNICEF USA (2)
UNICEF Spain (2)
Thematic funds (3)
KOICA (2)
United States Agency for International Development
H&M Conscious Foundation

OUTPUT 3 Office-wide planning, performance monitoring, evaluation and assurance activities.

Analytical statement of progress
All of the resources received were allocated to the outputs. During the year 13 grants expired and the budgetary execution of these grants was 99.39 per cent.

Two tools that are useful for budgetary execution and monitoring of programmes were implemented. One of these was the annual implementation plan, which establishes how the allocated resources for each output are going to be executed with greater accuracy. The other tool involves using identification sheets for each of the indicators included in the programme. This standardizes the collecting, processing and analysing of information in order to identify the progress made by the programme.

The monitoring cycle was implemented as planned. Two monitoring reports were prepared for RAM, two meetings were held to monitor the programme’s cooperation strategy during the year and the Country Office Annual Report was also produced, as well as 15 reports for donors.

With the purpose of mitigating the risks to the programme that were identified, the active involvement of the institutions responsible for guaranteeing children’s and adolescents rights was fundamental for the definition and implementation of actions by UNICEF. In addition, UNICEF began a process of strengthening relationships with actors from civil society, social organizations and the private sector. The management model and staffing of the programme
team were adjusted to meet the requirements of the new cooperation programme. A systematic plan was developed, along with strategies to increase the interest of media outlets in topics related to adolescents and their protection.

With the goal of facilitating the efficient implementation of the programme’s activities, UNICEF focused on ensuring that resources are used in an efficient manner and promoted the continuous improvement of the management of the programme that contributes to the recognition, guarantee and protection of the rights of children and adolescents. The programme assistants pool was created as part of these measures.

This group was created to provide support to the administrative, budgetary, financial and logistical planning, implementation and monitoring carried out as part of programmes, contributing to the continuous improvement of the work of the programme area.

**OUTPUT 4** Actions related to management of partnerships and public advocacy.

**Analytical Statement of Progress**


Promotion of following cooperation programme activities:

- Positioning of adolescents as a national priority issue, through:
  - Visit of Isabela Moner, UNICEF Youth Ambassador
  - Ephemerides
  - Ideas on programme priorities
  - #WorldChildrensDay
- Promotion of good child nutrition. Launch and promotion of *Cocina Con Causa* programme (World Food Programme) in Ucayali.
- Improvement of national information resources: Technical assistance to INEI for National Census communication strategy. Two phases: recruitment of census workers and social communication. Second phase ads paid and published by INEI nationwide were co-branded with UNICEF.

In Piura, the region worst affected by the El Niño emergency, the following activities were carried out:

- Dissemination of four global communication packages on the emergency. Donation of US$128,000 in publicity spots (TV, radio, websites, newspapers, street posters).
- Visit of Ambassador Sergio Ramos: 200-plus news releases and 2.5 million reached by digital media, 20 radio spots on protection practices, 2,760 broadcasts in Piura,
- 36 launches as part of UNICEF’s intervention.
- Two national campaigns during the emergency:
  - #PorTiPerú,Hoy: GianMarco was re-engaged as a national ambassador, and created a record with 35 local and international artists, announced by CNN and sold through major Peruvian retail spots and international digital platforms. The record, four e-bulletins and website include information on children’s post-emergency situation in terms of health, education, emotional recovery, WASH and nutritional condition. GianMarco visited an emergency zone in Piura to help highlight UNICEF’s response and the situation of children.
  - #QueremosQueVuelvaElNiño: This programme called attention to the situation of children and adolescents affected by floods, and showed advances and responses to the emergency by UNICEF. More than 146.3 million were reached (digital means) through 35 influencers. Social
mobilization and fundraising support (PFP): five flashmobs, public area digital screens in 15 malls.
· One flipchart on safety practices during the emergency approved with all national and local counterparts.
· 18 life stories written, 13 about the emergency.
· Photo exhibits on the emergency shown at five places (concerts by Ambassador GianMarco, European Union meeting, Colegio Perú, 2021, TedxTUKUY).

- Various campaigns were launched with PFP: #QueremosQueVuelvaElNiño during the emergency, presence at soccer stadium to mark alliance with PFP, two events with UNICEF ambassador and friends.

- Total reach by digital means (167.9 million) exceeded the expected goal by 660 per cent. Audience grew on Facebook (35.69 per cent), Twitter (17.2 per cent) and Instagram (570 per cent). UNICEF-related released news items surpassed the annual target by 31.6 per cent.

**Document centre**

**Evaluation and research**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence number</th>
<th>Type of report</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIÑOS, NIÑAS Y ADOLESCENTES EN LAS NOTICIAS TELEVISIVAS EN PERU. Estudio y análisis de coberturas noticiosas de 6 medios.</td>
<td>2017/007</td>
<td>Study</td>
</tr>
<tr>
<td>Gasto público en niñas, niños y adolescentes en el Perú Estudio. Estudio de caso del análisis del gasto público en los espacios amazónicos 2013-2015</td>
<td>2017/006</td>
<td>Study</td>
</tr>
<tr>
<td>Mapeo de intervenciones, programas o estrategias para prevenir y abordar la violencia física contra los niños en el contexto de la familia</td>
<td>2017/005</td>
<td>Study</td>
</tr>
<tr>
<td>Sistema de protección social e infancia en el Perú: oportunidades y retos</td>
<td>2017/004</td>
<td>Study</td>
</tr>
<tr>
<td>Análisis Situacional y de Políticas Públicas Relacionadas a la Adolescencia y la Juventud en el Perú</td>
<td>2017/003</td>
<td>Study</td>
</tr>
<tr>
<td>Estudio sobre la situación de la niñez y adolescencia en los departamentos de la Amazonia del Perú</td>
<td>2017/002</td>
<td>Study</td>
</tr>
<tr>
<td>EVALUACIÓN “MEJORANDO LA EDUCACIÓN BÁSICA DE NIÑAS Y NIÑOS DE LA AMAZONIA Y SUR ANDINO DEL PERÚ”</td>
<td>2017/001</td>
<td>Evaluation</td>
</tr>
</tbody>
</table>

**Other publications**

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Información sobre niños, niñas y adolescentes en medios impresos Monitoreo 2017: Reporte del primer trimestre</td>
</tr>
<tr>
<td>Reflexiones y Aportes para una Educación Intercultural Bilingüe</td>
</tr>
<tr>
<td>Escuelas Amigas de las Niñas y Niños. UNA ESCUELA PARA APRENDER CON ALEGRIA</td>
</tr>
<tr>
<td>Programa Pais Peru UNICEF. ¿Como pueden Ayudar las Empresas?</td>
</tr>
<tr>
<td>10.5 millones de motivos para seguir trabajando</td>
</tr>
</tbody>
</table>
Informe Amigable 2016. UNICEF Peru

DOCUMENTACIÓN DE LAS LECCIONES APRENDIDAS DE LA EXPERIENCIA PILOTO SOBRE SUPLEMENTACIÓN CON ZINC PARA EL TRATAMIENTO DE LAS EDAS EN LA REGIÓN LORETO Julio

Niñez amazónica, remando hacia la igualdad

Gasto público en niñas, niños y adolescentes 2016

Programme documents

<table>
<thead>
<tr>
<th>Document type</th>
<th>Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference Documents</td>
<td>TOR Pool de Asistentes</td>
<td>Términos de referencia Pool.docx</td>
</tr>
</tbody>
</table>