

## Peru

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### Executive Summary

Peru is an upper middle-income country with internal capacity to develop social policies to benefit children. UNICEF's value-added lies in its capacity to contribute to policies that incorporate human rights, gender equity and environmental sustainability principles. It is, however, critical that these policies show practical results in terms of development and social inclusion, generating not only improved possibilities to realize child rights, but also guaranteeing an equitable distribution of such opportunities.

During 2014, UNICEF contributed to adjusting normative, political and budgetary frameworks to make them favourable to child and adolescent rights; improved cultural relevance, quality and coverage of social services for children in Amazon and Andean regions with difficult access; and strengthening civil society participation, including by children and adolescents, for enhanced participation in the planning, provision and surveillance of social services for children. A significant achievement in 2014 was to mitigate the risk of the new Code (Law) of Children and Adolescents being based on a supervisory/tutelary approach, which would have been in disagreement with international standards, and represented a setback in some child rights. UNICEF and its allies also succeeded in ensuring that the new Criminal Code does not reduce the age of criminal responsibility; defines as an aggravating factor for rape the fact that the victim is 14 to 18 years old; and increases penal sentences when the victim is 10-14 years of age.

In 2014, UNICEF also focused on achieving more and higher-quality social investment in children, by launching a taxonomy to allow identifying and monitoring budgets allocated to be spent on children-related plans and strategy, particularly each of the 25 National Plan of Action for Children and Adolescents (PNAIA) results. This tool is becoming increasingly strategic for UNICEF's advocacy work aimed at protecting, increasing and improving investment in children in Peru. Peru hosted and led the second international seminar "Investing in Children in Latin America and the Caribbean: A Commitment to Equity at 25 years of the Convention on the Rights of the Child (CRC)". The results of this event, attended by 220 experts from 22 Latin American and Caribbean (LAC) countries, was useful input for the General Comment on Article 4 of the CRC, and for the global consultations on "Participatory Monitoring for Accountability" within the post-2015 Sustainable Development Goals' (SDG) dialogue.

A key area still pending full implementation is to achieve the widespread recognition of different forms of violence against children as one of the critical problems hindering social development. Progress has been slow, not only in defining a national policy on this issue, but also in securing public funds to attack this problem. Peru's participation in the UNICEF IRC global study on determinants of violence against children is expected to provide critical inputs to advance this aspect in 2015.

The UNICEF/Government Coordination Committee, which includes representatives of the Ministries of Economy and Finance, Education, Health, Women and Vulnerable Populations, Social Development and Inclusion, Foreign Affairs, regional governments and the Peruvian

International Cooperation Agency, among others, has been a key ally in implementing the country programme. Similarly, donors, governments and UNICEF National Committees (NatComs), private sector corporations and individuals, NGOs, local communities, the media and other UN agencies were all strategic allies in UNICEF's achievements. Together with these allies, UNICEF results and activities were aligned with national and UN Development Assistance Fund (UNDAF) priorities. A results-based management and transparency approach was implemented, which contributed to building trust in UNICEF as a partner.

The revisions to the Country Programme (CP) approved during the 2014 Mid-Term Review will be implemented in 2015. These revisions seek to ensure better alignment with UNICEF's 2014-2017 Strategic Plan, to adapt to the evolving political and economic context, and to position UNICEF to contribute effectively to the post-2015 SDGs.

The results of Peru's participation in the global consultation on "Participatory Monitoring for Accountability" (one of seven proposed Means of Implementation for the SDG), as well as Peru's good practices on social investment in children, provide two important opportunities for Peru to contribute to global advocacy for children related to the post-2015 agenda.

### Equity Case Study

Currently, the coverage of pre-school education (3-5 years of age) is 80.7 per cent in Peru, and 75.1 per cent in rural areas. Four of the five regions where UNICEF works directly in Education have now reached or exceeded the national average, which is a remarkable achievement given that these are among the most disadvantaged regions of the country. In contrast, in 2011, net national pre-school education coverage was 77.3 per cent, and coverage was only 66.2 per cent in rural areas, meaning that in 2011 almost 165,000 children 3-5 years of age in rural areas were not receiving this service. The increase in coverage since 2011 has been 3.4 and 11.3 percentage points, respectively, clearly showing much higher expansion in rural areas.

A significant challenge in 2011 was to provide pre-school education to children living in dispersed communities, particularly those with less than eight children per community. According national standards, a minimum of eight children was required in order for a non-formal education modality (PRONOEI) to be provided, and a minimum of 16 children was required before the formal education modality (CEI) would be provided. However, 60 per cent of the communities in Peru reported less than seven children in the 3-5 years age range. Furthermore, most of the children in communities spoke an Andean or Amazon indigenous language. These factors clearly showed the need to design an alternative modality, and then have this validated and institutionalized.

In 2014, universalization of pre-school education (3-5 years of age) in Peru has been prioritized by the Ministry of Education (MoE), thanks to cooperation provided by UNICEF and various civil society organizations. An important example, which illustrates the prioritization, is the inclusion of that goal into the National Education Project 2021, and in the National/Regional Common Education Agenda 2011-2016. In 2011, the new government set a five-year target of achieving 100 per cent pre-school coverage for children 3-5 years old in the poorest districts (identified as those qualifying for the JUNTOS conditional cash transfer programme) located in rural and indigenous areas. Based on the pace of growth in the last few years, it is expected that this target will be met.

To support these efforts, UNICEF has provided technical and financial assistance since 2012. In 2012, UNICEF contributed to implementing this modality in 24 communities in two pilot regions,

Awajún communities in Condorcanqui (Amazonas region) and Quechua communities in La Mar district (Ayacucho region).

The modality is designed from the outset as a non-formal education approach, and uses an itinerant education strategy. Once a week, the coordinator/teacher works with each group of children, using a play-centred methodology aimed at developing various skills and competencies. The remaining four days of each week, families receive visits by an educational promoter. In this space, which may be the home, the farm, the orchard, the pond, etc., families are able to work directly with their children and devote development-oriented attention to them. The promoter, with the support of a flipchart and flashcards depicting the daily activities of families and their children, works on conveying key learning aspects and points out the opportunities mothers and fathers can take advantage of during routine daily activities in order to strengthen their own education role.

Each community education promoter is supported by a teaching coordinator, who strengthens pedagogical aspects, and an administrative teacher, who focuses on coordination and linkages with local schools and other institutions in order to support the comprehensive development of the child and the programme.

The management of this model has required the joint efforts of a large number of actors at the national, regional and local levels. The national level, in addition to main funding responsibility, has provided technical assistance and teaching materials; regional governments have supervised the teachers and promoters; and local governments were in charge of the implementation of the meeting spaces, and recreational spaces for the children.

Each of these actions strengthened the management model and demonstrated new ways to provide pre-school education for children. This new model has now been included in the Results-Based Budget for “Increased Access for the 3 to 16 year-old Population”, with government resources secured to operate this new education modality.

In 2013, a number of new materials were developed for fathers and mothers, and a first assessment of the approach was carried out. In 2014, UNICEF provided technical support to design an evaluation methodology and tools. From August 2014, given the results and demands, the MoE expanded this approach to other communities, while retaining the original logic. A process has begun to identify other communities that could make use of this modality, as well as a new targeting process. Out of 560 communities targeted, 469 will start the proposal with an approved budget of US\$ 2.7 million for 2015.

This experience is a good example of the role that UNICEF plays in middle-income countries (MICs) which, despite growth, nonetheless still show significant equity gaps. In this case, UNICEF supported a government that is increasingly aware of the needs and rights of the most excluded communities and is assigning more resources for services, but which also suffers from bureaucratic limitations that often prevent the development of alternative processes

## Summary Notes and Acronyms

### Acronyms

ANGR – National Assembly of Regional Governments  
CRC – Convention on the Rights of the Child  
CMT – Country Management Team  
CO – Country Office

CONADIS – National Council for Integration of People with Disabilities  
 COPALE - Local Participative Council on Education  
 COPARE - Regional Participative Council on Education  
 DCT – Direct Cash Transfer  
 DEMUNA – Municipal Defence Centre for Children and Adolescents  
 DIRESA - Regional Directorate of Health  
 DFAM – Department of Finance and Administrative Management  
 DNI – National Identity Card  
 ECD – Early Childhood Development  
 ENDES - Continuous Demographic and Health Survey  
 EWEA- Early Warning Early Action  
 F2F – Face to face campaign  
 FED – Performance Incentive Fund  
 HACT – Harmonized Cash Transfer  
 IBE – Intercultural Bilingual Education  
 IMEP – Integrated Plan on Monitoring and Evaluation  
 INEI – National Institute for Statistics and Information Technology  
 IP – Implementing Partner  
 MCLCP – Committee for Concerted Action in the Fight against Poverty  
 MDG – Millennium Development Goals  
 MICs – Middle Income Countries  
 MIDIS – Ministry of Social Development and Inclusion  
 MIMP – Ministry of Women and Vulnerable Population  
 MoE / MINEDU – Ministry of Education  
 MoEF / MEF – Ministry of Economy and Finance  
 MoH / MINSA – Ministry of Health  
 MoU – Memorandum of Understanding  
 MOSS – Minimum Operational Security Standards  
 PAHO – Pan American Health Organization  
 PAN – Nutrition Budgetary Programme  
 PBR – Programme and Budget Review  
 PFP – Private Fundraising Partnerships Area  
 PIP – Public Investment Project  
 PNAIA – National Plan of Action for Children and Adolescents  
 REMURPE - Peruvian Network for Urban and Rural Municipalities  
 RENIEC – National Identity and Civil Status Registry  
 S4D – Sports for Development  
 UGEL - Local Education Management Unit  
 UN – United Nations  
 UNAIDS - Joint United Nations Programme on HIV/AIDS  
 UNDSS – United Nations Department of Safety and Security  
 UNESCO – United Nations Educational, Scientific and Cultural Organization  
 UNICEF – United Nations Children Fund  
 VAT – Value added tax

## Capacity Development

During 2014, UNICEF continued to emphasize the strengthening of capacities of individuals and communities to guarantee the protection of child rights. To this end, various strategies were used, including: strengthening of community leaders and the providers of social services; design of training strategies; information collection and analysis; creation of alliances and active

participation in existing processes and; strengthening of relations with the media, in particular with the editors and journalists.

The above-mentioned strategies had the following results in 2014:

- Ministry of Health (MOH) and the Condorcanqui Health Network (in Amazonas region) were successful in reducing economic and geographic barriers preventing treatment for people affected by HIV/AIDS. This was done through parallel processes of capacity building for indigenous community leaders, helping them better understand the nature of the HIV/AIDS epidemic; and support to improve the response capacity of health services for indigenous persons affected by HIV.
- Within the framework of implementing the Public Investment Project (PIP) on Decentralized Management, the MoE Office for Regional Coordination (OCR) adopted a comprehensive training approach for public education officials, focused on implementing education policies with a territorial approach, and streamlined its gender and inter-cultural approaches.
- Various government entities and academic institutions are now collecting and analysing information on important issues, including violence against children and birth registration, and are also promoting the use of evidence in the design and execution of policies publicity campaigns focused on equity.
- Subnational government officials, political organizations, and regional and local governments are now making better use of public funding for health, education and disabilities; formulating government plans for 2015-2018 with a rights-based approach; and engaging in an effective transfer of social service management from the previous local governments to the newly-elected administrations, promoting transparency and continuity.
- The media has improved the quality of news and entertainment products targeted at children.

### **Evidence Generation, Policy Dialogue and Advocacy**

UNICEF Peru worked systematically to produce knowledge and information for advocacy purposes at the national, regional and local levels. Four areas in which significant progress was made in 2014 using evidence and political dialogue include:

- Revision of the Technical Standard for the diagnosis, treatment and follow-up of HIV cases, adapted to geographical and cultural contexts and based on the Ethnographic Study carried out by UNICEF in the Awajún and Wampís communities in Condorcanqui province (Amazonas region);
- Incorporation into the national political agenda of the situation of education for children, and increased awareness of, and attention to, challenges related to children's right to receive quality education with a gender-based approach -- This was achieved thanks to qualitative research supported by UNICEF in Intercultural Bilingual Education (IBE) schools regarding the barriers to access, permanence and timely completion of education which are faced by Peruvian girls (both rural and indigenous). UNICEF produced a powerful and high-quality video called "The School of Silence" as a tool for disseminate the results of this study to communities, local education administrators and national authorities. The video is available on YouTube and has already been viewed 39,000 times;
- Commitment on the part of the Government to invest its own funds in UNICEF's global research project on the "Determinants of Violence", to improve birth registration services, and to implement new penal legislation which does not violate international standards on juvenile criminal justice and children deprived of parental care -- This was based on evidence generated by UNICEF on violence, children deprived of parental care and birth registration in indigenous communities, which was used in dialogue at the highest level with ministries, Congress members, and with government technical staff; and
- Launch in October 2014 of the "taxonomy on social investment in children", developed by

UNICEF over three years to analyse and disaggregate government social spending, linking social investment in children to specific goals and indicators in the PNAIA 2012-2021.

## Partnerships

A central strategy of UNICEF Peru is the strengthening alliances. Within “A Promise Renewed”, UNICEF worked closely with the “Working Group for Maternal and Neonatal Health” and the MoH to generate information, advocate, and provide technical assistance to achieve the Millennium Development Goals (MDGs) on maternal and neonatal mortality, especially in rural and indigenous areas.

UNICEF participated in the National Technical Committee of the “Scaling up Nutrition” movement. In addition to maintaining active relationships with other LAC countries, in 2014 Peru hosted a visit by Guatemala, Tanzania, Madagascar, Sri Lanka and Laos.

Collaboration with Red Florecer advanced the gender equality approach in education. Results included streamlining the gender approach in the Diploma program on “implementation of education policies with a territorial approach”; advocacy with MoH to apply education policy recommendations with a gender-approach; and a National Meeting of Children with national authorities to promote an education free of any form gender-based discrimination. UNICEF’s work progressed with the Catholic University, CEDEC, CESIP and CaC in violence prevention programs and enhancing social skills of adolescents through the sports for development (S4D) strategies in urban settings. Collaboration with the Ombudsperson’s Office helped promote legislative reforms aligned to international standards.

In 2014, UNICEF worked with a variety of actors to improve social investment and regional and local public management for children. Alliances were strengthened with government sectors (Ministry of Economy and Finance/MEF, Ministry of Women and Vulnerable Population/MIMP, Ministry of Social Development and Inclusion/MIDIS); civil society (Committee for Concerted Action in the Fight against Poverty/MCLCP); academia; regional, local governments and political parties and movements; NGOs (Pro-Decentralización, World Vision, Save the Children); international cooperation, Belgian cooperation, Inter-American Development Bank/IDB); and other UN agencies (UN Women, UNDP, UNFPA, UNAIDS, UNESCO, PAHO).

Corporate social responsibility (CSR) was an important new area of work for UNICEF Peru in 2014. Efforts included advocacy for the Business Principles for Child Rights; collaboration with the Office of the Ombudsperson to advocate with Peruvian media for more responsible reporting on children and safeguarding of their rights; promotion of exclusive breastfeeding with private hospitals and insurance companies; a private sector roundtable during the international seminar on “Social Investment in Children”; and initial discussions with extractive industries.

## External Communication and Public Advocacy

UNICEF Peru made the equity agenda the umbrella for its communication strategy. Topics related to health, early child development, education, protection and investment in children were developed throughout 2014 to improve public awareness of inequities, to disseminate alternatives, and as a call to action for all social actors. The broad scope of UNICEF’s communication generated favourable conditions, not only for programme development, but also for Private Fundraising Partnerships (PFP) fundraising.

Child-related topics were included in the media agenda. Programmatic videos were broadcast through TV stations and social networks. Messages were disseminated through Facebook and

Twitter. Actors and celebrities served as UNICEF spokespersons. Editorial articles were published, and interviews and news conferences were conducted.

UNICEF mobilized the equity agenda through public events, including presentations of the “School of Silence” video and the “Good Start” programme, the second international seminar on “Social Investment in Children”, the launching of the public expenditure taxonomy, the “Generation I” (equal opportunities) campaign, the celebration of the 25th anniversary of the CRC, and the presentation of various fundraising campaigns.

At the sub-national level, social communication focal points for early childhood were promoted in Ucayali and Ayacucho regions. An alliance was established with 16 local radio stations for the pro-bono dissemination of radio messages on nutrition, through water and electricity utility companies, and also through written media.

UNICEF Peru’s Facebook page views increased by 230 per cent and views of the Twitter feed increased by 118 per cent. Pro-bono media related to the PFP “*Buena Onda*” alone was valued at more than US\$1,200,000, and other important media visibility was financed by MoH (“Children of Iron”) and by the MoE/UNESCO/UNICEF agreement, which reached an average of 70 per cent of TV viewers.

High level visitors to Peru, including the UN Secretary General, UNICEF’s Executive Director, donor government ministers, and UNICEF National Committees (NatComs) provided opportunities to disseminate, at a large scale, the work carried out by UNICEF Peru and to carry out high-level advocacy on strategic issues.

### **South-South Cooperation and Triangular Cooperation**

In 2014, UNICEF Peru promoted South-South cooperation related to several issues, including care for indigenous populations affected by HIV/AIDS, chronic malnutrition, birth registration, protection systems, and social investment in children.

With Bolivia, technical assistance was provided for studies on HIV prevalence among indigenous populations, and personnel from Bolivia’s MoH participated in an internship at the Condorcanqui Health Network, where anti-retroviral treatment has been initiated for indigenous populations.

The lessons learned from the policy to reduce chronic malnutrition in Peru were shared with Ecuador, on request of the Ecuador’s UNICEF and PAHO offices.

Peru’s National Identity and Civil Status Registry (RENIEC) signed an agreement with Cuba to document Cuba’s multi-sectorial and decentralized approach to universal access to birth registration. As a result, for 2015-2016 RENIEC will prioritize improving birth registration service in indigenous rural areas.

Peru’s Ministry of Economy and Finance (MoEF) provided support to Honduras’ Vice-Ministry of Finance to help introduce Peru’s results-based budget approach to Honduras’ national budget.

UNICEF also promoted multi-lateral cooperation on two important issues: improved protection systems, through the exchange of knowledge, legislation and practices on decentralized protection systems and systems for the protection of children deprived of parental care; and investment in children, through the second international seminar on “Investing in Children in

Latin America and the Caribbean: A Commitment to Equity at 25 years of the CRC”, attended by participants from 22 countries of Latin America and the Caribbean. This seminar evaluated the role of public budgets in realizing child rights. The conclusions of the seminar are serving as inputs to the General Recommendation on Article 4 of the Convention on the Rights of the Child, and for the global consultation on the Means of Implementation for the post-2015 agenda. The UNICEF-supported taxonomy of public investment in children will be used to design a similar model for Latin America and the Caribbean.

### **Support to Integration and cross-sectoral linkages**

UNICEF Peru promoted inter-sectoral and inter-governmental coordination aimed at developing comprehensive children policies.

UNICEF supported the formulation of guidelines of the new national inter-sectoral policy on Early Child Development (ECD), within the framework of the national strategy “Include to Grow”. Under the leadership of the MIDIS, 10 sectors were involved in discussions to reach agreement on specific and measurable national ECD objectives and results (children’s weight at birth, chronic malnutrition, affective bonding, motor skill development, language, emotional development, and cognitive development). This constituted a significant advance over the previous limited focus on chronic malnutrition, and the previous heavily sectoral approach to objectives and results related to ECD.

Within the framework of the national Cuna Más programme, targeted at more than 48,000 families and 53,000 children, and which is also part of the national “Include to Grow” strategy, UNICEF Peru promoted the incorporation of violence prevention strategies, as well as capacity building for families for non-violent child rearing. This involved increased inter-sectoral work, as well as political dialogue between government entities, such as MIDIS, and various NGOs.

The governing body responsible for overall child-related policies in Peru is the MIMP, while the MIDIS and the sectoral ministries all have specific and related responsibilities. UNICEF supported strengthening of MIMP’s role in coordinating with these other key sectors (MoEF, MIDIS, MoE, MoH). UNICEF successfully advocated for the MoEF, which controls government financial resources, to participate in the Multi-Sectoral Commission for the implementation of the PNAIA, which sets out Peru’s objectives and results for children 2012-2021.

UNICEF supported improved education management in coordination with the various levels of government. To this end, UNICEF promoted the alignment of regional strategic objectives with the targets and strategies of the national sectors. UNICEF also supported the formulation of a new mechanism to better link the various regional education management tools at the strategic, programmatic and operational levels, in the five regions prioritized in UNICEF’s country programme. This entailed the active participation of national, regional and local authorities and technical teams.

### **Service Delivery**

In order to improve the provision and demand of social services for women and children, UNICEF helped strengthen mechanisms to monitor interventions in maternal and neonatal health, nutrition and ECD, and encouraged community involvement through a strategy of “Community promotion and surveillance centres”, which are now part of budgetary incentives plans in more than 1,300 districts.

Among the many results obtained in terms of the cultural adaptation of the social services, the

improved response capacity of the Condorcanqui Health Network for the control of HIV/AIDS in Amazon indigenous communities stands out, thanks to training of personnel and providing basic inputs for a timely diagnosis and treatment.

UNICEF supported expanded coverage (8 percentage points in 2013, latest data available) of the Municipal Defence Centres for Children and Adolescents (DEMUNAs). UNICEF supports the process of creating and training officials who are part of these centres.

Through UNICEF Procurement Services, the Government is now purchasing a number of critical supplies related to child and maternal health (HPV vaccine, syringes, rapid HIV tests, multi-micronutrients, etc.), enabling significantly improved health services, particularly in remote and excluded regions.

### **Human Rights-Based Approach to Cooperation**

One of the added values of UNICEF's cooperation in a middle-income country such as Peru is the advocacy undertaken to make sure that the social policies of the State are in line with the human rights standards. The following are three examples of the advocacy work performed to protect or adapt the legislation, policies and the services to those standards.

UNICEF, together with the Ombudsperson's Office and Save the Children, generated evidence and triggered a policy dialogue with the government and Congress on the way in which the States meet the standards regarding access to justice and protection of children deprived of parental care. This work helped avoid the risk of the age of criminal responsibility being reduced as part of the revised Criminal Code; and to prevent the approval of a new Code of Children and Adolescents which would not be in line with the international standards.

UNICEF provided technical assistance for public officials, representatives of political parties and movements, and regional and local governments, to include a human rights-based approach -- as well as the human development, intercultural and gender approaches -- in their concerted development plans and action plans for children and adolescents.

UNICEF supported the Peruvian State to take into account the diversity factor in its management systems. Examples included advocacy undertaken with the Ministries of Health and Culture, as well as the generation of evidence related to communities such as the Awajún and Wampís communities (Condorcanqui province in Amazonas region) which are affected by HIV/AIDS, for them to be able to receive comprehensive and timely treatment. The evidence generated made visible the high vulnerability of these communities, as well as the "bottlenecks" that limit access to diagnosis and treatment services.

### **Gender Mainstreaming and Equality**

In 2014, UNICEF made progress in positioning the right to quality education from a gender-approach. In alliance with UARM, the gender and intercultural approaches were streamlined in the Diploma course for implementation of education policies, with a territorial approach targeted at representatives of academia and education sector officials from the sub-national governments. This diploma course was given in Apurímac, Ayacucho, Cusco and Ucayali, with approximately 150 participants; and has been escalated to the Regional Coordination Office of MoE (OCR), which will undertake a similar training process within the framework of implementation of the PIP of Decentralized Management. The Florecer Network, made up of the State, the civil society and international cooperation, organized the National Meeting of Children and Adolescents, which allowed children and adolescents to convey to the top authorities their

demands for quality education free of any form of gender-based discrimination. A qualitative research was conducted in IBE schools on the barriers faced by Peruvian girls (from rural and indigenous areas) to access, continue and complete regular basic education. The results of this study were presented in the “School of Silence” video, a tool for advocacy before the top national and sub-national authorities, which has received more than 39,000 views on YouTube.

UNICEF Peru, through the “Sports for Development” (S4D) strategy, included the gender equity approach in interventions in urban communities outside of Lima. With funds from the Messi Foundation and the USA NatCom, evidence was generated on the impact of the S4D methodologies on the social skills of working children and adolescents from marginalized urban settings.

The human rights, human development, intercultural and gender approaches associated with the policy outcomes were included in the capacity building programmes for officials and representatives of political organizations, and in the technical assistance provided to the regional and local governments for the updating of their concerted development plans and their action plans for children and adolescents.

### **Environmental Sustainability**

UNICEF, together with other agencies of the United Nations System, participated in the preparation of the “Analysis of implementation of the Disaster Risk Management in Peru”, by identifying strengths and weaknesses and proposing recommendations for the SINAGERD Law to be implemented in a timely and adequate manner.

The National Disaster Risk Management Plan 2014 -2021 was approved on 13 May 2014, by means of the SUPREME DECREE N° 034-2014-PCM. UNICEF provided technical assistance to the education and health sectors and the regional and local governments, in order for them to adapt their plans to Plan Nacional de Gestión del Riesgo de Desastres (PLANAGERD). A total of 117 communities from 22 local governments prepared their community risk maps and action plans for risk reduction, thus strengthening their resilience vis-à-vis emergencies and disasters. Twenty local governments from the Lima region increased their budgets by US\$3.3 million to reduce their vulnerabilities and take care of emergencies. A total of 97 Municipal Ombudsman’s Offices for Children and Adolescents prepared plans for the protection of the rights of the children in situation of emergency or disasters.

In support of MIMP, assistance was provided in an emergency resulting from an earthquake in two communities of Paruro Province, in the Cuzco region. Safe spaces were installed in two shelters, called Juguemos and SonRie, using the Juguemos (Let’s Play) programme. The MIMP has institutionalized this programme to take care of the emotional recovery of children affected by emergencies and disasters in the country.

Children’s opinions, were presented at the meeting of the Regional Disaster Risk Management Platform held in Ecuador including a presentation by a young girl who represented Peru.

### **Effective Leadership**

During 2014, the Country Management Team (CMT) was heavily involved with preparations for the 2014 Regional Programme and Budget Review (PBR), in order to finalize staffing and budget proposals for Peru’s entry into the Panama Regional Hub in May 2015. The CMT was also involved with preparations for the 2014 Internal Audit, with monitoring key performance indicators using the VISION dashboards; and with preparations for the 2014 Mid-Term Review.

The CMT also monitored UNICEF Peru fundraising from donor governments, NatComs and private sector donors to ensure full financing of programme and administrative commitments. The CMT, in coordination with the Programme and Operations groups, reviewed both Early Warning Early Action (EWEA) and business continuity planning, and also maintained oversight of office compliance with United Nations Department of Safety and Security (UNDSS) security requirements (including managing participation in disaster simulations). The main challenges UNICEF Peru faced during the year were staff transitions (several international transfers and national retirements of key staff), challenges to office morale related to abolished posts related to entering the Panama Hub in 2015, a very heavy office workload related to external events (Internal Audit, Executive Director visit) and the late finalization of plans for major programme initiatives with government (late year finalization of plans for major communication campaigns on Education and Anaemia, with MoE and UNESCO, and the with the MoH, respectively, both of which had to be implemented by December 2014). The CMT effectively managed all these issues through bi-weekly meetings.

### **Financial Resources Management**

During 2014, the CMT closely monitored financial and budget indicators through the Management Dashboard. Corrective actions were made for indicators out of range. Bank Reconciliations and Cash Flows were prepared monthly. Open items were analysed and cleared on a regular basis. In 2014, Value added tax (VAT) refunds from Government amounted to US\$ 79,783.98, and VAT receivables as of 31 March 2014 were refunded and cleared in VISION.

Of this year's Programme Budget (US\$6,636,819.09), 94 per cent was utilized (99 per cent of RR, 100 per cent of expiring Grants and 98 per cent of OR-E were spent). IB Non-post allotment (US\$ 590,760.03) was closely monitored during the year and was over 99 per cent implemented.

The US Dollar gained value versus the Peruvian currency during 2014, representing a 4.8 per cent gain in purchasing power. The Operations Section managed Programme funds in the areas of Logistics, IT and Personnel for office operating expenses in Lima, in the amount of US\$164,935.

Direct Cash Transfers (DCTs) were monitored weekly. As of 31 December, DCTs over 9 months reached 0.6 per cent and DCTs over 6 months reached 6.6 per cent. UNICEF Peru continued to lead the Harmonized Approach to Cash Transfer (HACT) Interagency Committee. Four micro-assessments to Implementing Partners (IPs) were carried out by an audit firm contracted by HACT participating agencies. There were three joint evaluation visits, two in Lima and one in Amazonas, where IPs' administrative practices and management capacity were assessed. Monitoring visits to IPs were carried out in Cusco and Apurimac.

An internal audit was conducted and concluded that controls and processes were generally established and functioning during the audited period. UNICEF Peru agreed to take measures to address the five medium level recommendations raised in the report.

### **Fund-raising and Donor Relations**

In order to ensure timely delivery of donor reports, Management, Program and Operations teams carried out weekly reviews of the reporting schedule, defining responsibilities for each process. Final reports were reviewed by the Program Coordination area for quality assurance. The Program Coordination area monitored financial information and proper use of funds

according to grant conditionalities. The CMT reviewed the status of implementation monthly using the VISION dashboard, and took steps to ensure proper grant utilization.

During 2014, UNICEF Peru mobilized a total of US\$4,908,883 in programmable funds from the following sources: PSFR – US\$500.539; Set- Aside – US\$580; Thematic – US\$553.391; Donor Governments – US\$2.858.601; and UNICEF NatComs – US\$416.352.

PFP activities deserve special mention, as UNICEF Peru was able to consolidate the pledge channel during 2014, through a continuous telemarketing campaign financed by investment funds. At year end, UNICEF Peru had 2,467 active pledge donors with an average monthly donation of US\$ 11.2 representing income of US\$ 132,158. This campaign has proved sustainable and with high growth potential.

In 2014, the corporate channel suffered an income drop, due to the loss of two important corporate donors (LAN and PROFUTURO), reducing planned income by more than US\$ 200,000. To recover the corporate channel in 2015, UNICEF Peru finalized a new agreement with Peru Rail to develop a fundraising campaign for tourist passengers. Doors have also been opened with potential corporate partners, including Herbalife, Rimac Seguros, Almacenes Paris and Topitop.

The 2014 card collection was successfully launched with a variety of Christmas cards and, for the first time, six e-cards were also launched. A decision was made not to expand the licensing business, giving priority instead to establishing local Customer Relationship Management contracts that will increase income.

## Evaluation

In 2014, UNICEF undertook a mid-term evaluation of the “Improving Basic Education of Girls and Boys in the Amazon and the Andean Southern of Peru, 2010-2017” initiative. The evaluation was performed with broad participation of the different actors involved in this initiative (teachers, students, parents, local, regional and national authorities, among others). Of the total number of recommendations accepted, 63 per cent have already been implemented, 29 per cent are in process of implementation and 8 per cent will be implemented next year. These recommendations have allowed UNICEF to emphasize the priority nature of several processes with the national and regional governments that were already underway (training of IBE teachers and training centres, access to teaching material, tools for funding at the regional level, evaluation methodologies in indigenous languages, among others) and to make management tools as efficient as possible (indicators matrix) and to strengthen some strategic approaches (gender, participation of adolescents, among others).

With regard to the Integrated Plan on Monitoring and Evaluation (IMEP), a process was implemented that includes both an annual evaluation as well as a follow-up of progress made throughout the year (half-year, and at the beginning of the last quarter). Out of the total number of studies and evaluations planned, 58 per cent (14) were completed. The main reasons for not having reached 100 per cent were changes in priorities or difficulties in making progress with the governmental counterparts that are the main target population of these studies.

## Efficiency Gains and Cost Savings

UNICEF Peru achieved savings in operating expenses by participating in UN common services. The office benefitted from joint negotiations and agreements made for mobile phone services,

internet services and fixed telephony service. The office paid approximately the same amount of money it used to pay for internet services, but for 50 per cent more bandwidth.

UNICEF Peru signed Memorandum of Understandings (MoUs) for common services for courier, fuel, A4 paper, office supplies and cleaning supplies at lower prices.

Support tasks in the administrative area were redistributed without affecting efficiency, representing a savings of US\$15,000 in the Institutional Budget.

UNICEF Peru continued monitoring payments under US\$500 as part of its efforts to increase efficiency. The percentage of these payments (1 per cent) is within the regional average. An authorization to change main bank accounts to Citibank was given by the Department of Finance and Administrative Management (DFAM); however, due to legal/administrative issues between Citibank and DFAM-HQ, this is still pending. The Regional Office is providing support to accelerate this process in order to have Citibank Bank Accounts opened before joining Panama HUB in April 2015.

## Supply Management

UNICEF Peru continued the strategy of involving and empowering IPs in the procurement of their own supplies, and in the implementation of supply-related activities. This is resulting in a reduction of UNICEF direct procurement as a programme component. In 2014 UNICEF bought and distributed laboratory supplies/equipment to Condorcanqui Health Network and the Maranon Health Network, valued at US\$24,123 and US\$9,194, respectively.

Procurement Services (PS) continued to be a major priority in 2014 given the high throughput in Peru. UNICEF held monthly meetings with the relevant MoH authorities to provide technical advice on product specifications and logistical assistance in placing orders through PS for a total of US\$13.5 million. The supplies purchased included 23,000 salt iodization tests, 559,200 doses of HPV vaccines, 1,000,000 disposable syringes, 2,440,800 syphilis tests, and 18,900,000 automatic retractable syringes.

In 2014, UNICEF Peru began working with Madre de Dios Regional Government, and a new MoU for PS was signed between UNICEF and "Seguro Social de Salud" (EsSalud, the national health insurance entity).

UNICEF continued providing support and technical assistance to build counterparts' capacity to monitor, identify bottlenecks, distribute, install, manage and maintain cold chain equipment and supplies acquired through PS. During 2014, in 12 regions, UNICEF closely monitored cold chain equipment and supplies, including their distribution, arrival at their final destination, and their proper use and maintenance.

With regard to warehousing, UNICEF conducted the annual physical verification and found no difference between the physical count and the information recorded in VISION.

In line with the Business Continuity Plan, UNICEF and the logistics company RANSA had an on-going agreement regarding emergency requirements for warehouse, trucks, cargo transport and deliveries.

## Security for Staff and Premises

The Security Level in Lima is rated as “Low”, and the rating of the rest of the country is “Low” or “Moderate”. According to the latest Minimum Operational Security Standards (MOSS) evaluation carried out by UNDSS in January 2014, UNICEF Lima is 99 per cent MOSS compliant. The Lima office implemented all the baseline and country-specific recommendations, and developed procedures to guarantee staff and premises security. Recommendations from the UNDSS evaluation referred to the following components: procedures, training, telecommunications, medical, equipment and supplies, physical security, vehicles, security training and briefings, residential security measures, additional measures and Business Continuity and IT Security. The Representative was a member of the inter-agency Security Management Team, and two UNICEF Security Focal Points participated in the monthly security meetings conducted by UNDSS. Office activities with higher risks were communicated to UNDSS, and advice was requested and additional security measures were implemented as necessary.

In order to maintain the same level of MOSS compliance in the future, some aging and obsolete equipment must be replaced. This includes the VHF radio equipment, which has recently been affected by a change of standard, and the electrical system line conditioner. UNICEF Peru requested additional budget to cover these costs, to be financed from the funds allocated by the Executive Director to cover United Nations-mandated security measures.

UNICEF Peru remained concerned about the high local costs (some US\$14,000) generated by the UNDSS local 24/7 Operations Centre, related to pro-rata contributions required for all consultants, as well as staff. There was also some confusion with UNDSS in late 2014 regarding approval of transport via Peruvian military aircraft, which UNICEF was informed would basically no longer be possible (thereby forcing cancellation of a proposed trip with a Government Minister). Clarification on this issue will be needed for future trips.

## Human Resources

The 2014 regional PBR approved the new office structure related to Peru joining the Panama Hub as of 1 April 2015. The new structure includes a NO-1 Operations Officer, GS-5 Operations Assistant, and a GS-7 Senior Human Resources Assistant. To design human capacity needs, UNICEF Peru carefully analysed the increase in post costs resulting from the changes proposed in the PBR, as well as the funds remaining for Institutional Budget support to UNICEF Peru Operational costs. UNICEF Peru concluded that, by planning actions that increase efficiency in using the Institutional Budget (some of which UNICEF Peru has already started to implement), and by assessing the constraints and opportunities that will ultimately allow UNICEF Peru to put in place additional measures that secure such savings and effective planning, UNICEF Peru can afford and sustain the level of IB resources allotted to Posts and Non Posts, as per its proposal to the PBR. UNICEF Peru also ensured that this proposal represented no additional cost to Programmes. It represented savings resulting from abolishing a GS-5 post that was previously charged to OR. The 2014 PBR approved the establishment of an OR-funded international Education Specialist at the L-3 level.

Human Resources (HR) coordinated with Latin American and Caribbean Regional Office (LACRO) regarding the best way to support staff affected by restructuring, aiming to reduce high levels of stress and to ensure that staff on abolished posts had a clear understanding of their entitlements and options. Mitigating measures for six staff members on abolished posts were approved by the Regional Director. Staff were kept informed of changes with regard to the consolidation process toward a regional hub structure. HR's priority was to support staff who

were dealing with preparing the transition to a single hub structure, as the posts of many of these same people were affected by the transition. All staff received a three-day stress management workshop aiming to diminish levels of stress.

UNICEF Peru continued implementing “PAS Days” to create a space for discussions between supervisor and supervisee, showing important results in the percentage of Performance Appraisal System (PAS) completed on time.

Most staff completed the 2104 Global Staff Survey. The Staff Association created spaces for staff relations and communications: recreational spaces involving staff children, sport activities, and social events, among others. The challenge is to continue with efforts to provide a harmonious workplace, to reduce levels of stress and to improve staff morale.

Staff were also offered a workshop on UN Ethics, and have been invited to complete the on-line “Integrity Awareness Training Course”.

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

### Effective Use of Information and Communication Technology

The implementation of the cloud-based Office Automation tools had a significant impact in the usage of the main internet connection. UNICEF Peru was forced to increase the bandwidth by 50 per cent (from 4 mbps to 6 mbps) in order to maintain the quality of internet-reliant services. It was not possible to fully implement OneDrive, because this would have further increased the burden on the internet connection. The decommissioning of the local e-mail server simplified the Disaster Recovery Plan. The webmail portal has better performance than Lotus Notes had. Lync has facilitated communications and coordination within UNICEF.

Such programmes were especially useful for collecting information from the field for monitoring or analysis purposes. A prototype programme was already developed and demonstrated inside the office. UNDSS has also shown interest in the prototype, and is planning to use it in 2015 to automate the UN emergency call roster.

The use of social media networks contributed to strengthening UNICEF Peru's presence in digital media, and to increasing coverage of the target audience. During 2014, the followers of UNICEF Peru's Facebook page increased by 230 per cent, and the followers on Twitter increased by 118 per cent. This was possible because of strategic alliances with celebrities and other “influencers”, updates of information, and the use of new tools like Twitcams. UNICEF Peru was a local “trending topic” three times on Twitter during 2014.

UNICEF Peru followed the organizational ICT standards and policies. The local landscape was very similar to that of other medium-sized UNICEF offices. The main difference was that ICT developed applications locally which aimed to support office processes and activities, and to increase efficiency.

### Programme Components from RAM

#### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** By 2016, pregnant women, boys and girls in prioritized areas of high inequity and social exclusion, access quality and culturally adequate health services.

## **Analytical Statement of Progress:**

During 2014, health service coverage continued to expand throughout the country. As a result, the under-five mortality rate recorded for 2013 (latest data available) remained the same as that recorded for 2012 (21/1,000 live births). During the same period, the neonatal mortality rate increased slightly, to 11/1,000 live births as compared to 9/1,000 live births in the previous period. Peru already achieved the Millennium Development Goal on reduction of infant mortality in 2011.

While there is no current official data on the maternal mortality rate, the number of maternal deaths has continued to drop, but at a lower rate compared to previous years. Prenatal care coverage increased slightly, reaching 96 per cent of pregnant women. The number of births at health facilities increased significantly, reaching 88.6 per cent of pregnant women. There are still large inequities in access for women and children to health services, and in the main health indicators. Infant mortality in rural areas is double the levels in urban settings, and the same is true for maternal mortality.

There is less access to maternal and child health services in areas inhabited by indigenous communities, due to a series of barriers, including dispersed populations, long distances, the limited presence of health services or their inadequate capacity to resolve problems. Other reasons include the cultural gaps that still prevail between the health perceptions and practices of the communities and the way in which health facilities provide these services.

Peru continued to prioritize social investment in 2014, emphasizing funding of Strategic Budget Programmes for Maternal and Neonatal Health, Articulated Nutrition, HIV/AIDS, and Tuberculosis Control. There was greater financing available to strengthen service provision, especially at the local level although improved monitoring of the expenditure was required.

In 2014, innovative experiences were developed to improve access to maternal and child health services. One of the serious problems affecting the population's health in rural and dispersed areas is the limited access to health services that can provide quality care with good resolution capacity. To address this situation, in 2014 UNICEF began an alliance with Korean Cooperation (KOIKA) to develop a health care model for rural areas in the Cusco region, based on implementing Mobile Medical Units that provide high quality services and a good resolution capacity. This has improved the provision of maternal and child services in communities that regularly do not have access to them, and has reduced previous out-of-pocket spending by lower income people, e.g. for travel to seek health care. This experience is considered a potential model that may later be disseminated by the Government to other settings with similar characteristics. In 2014 the Regional Directorate of Health of Cusco included aspects related to pregnancy care, newborn care, and treatment of anaemia in children under 3 years of age within its communication strategy and in its training and dissemination materials (flipcharts, radio and TV spots).

The alliance with the PROBITAS Foundation, developed in 2014 through the Spanish NatCom, provided comprehensive services to respond to the increasing HIV/AIDS epidemic affecting Amazon indigenous communities, particularly in the provinces of Datem de Marañón (Loreto region) and Condorcanqui (Amazonas region). In addition to financial resources, PROBITAS provided significant technical support to the intervention, strengthening the local laboratory

network and adapting the services to the geographic setting and the dispersed population in both areas.

**OUTPUT 1** By 2016, at least 50 per cent of level 1.4 health facilities in prioritized areas, deliver the full package of integrated maternal and child health services

**Analytical Statement of Progress:**

During 2014, UNICEF implemented itinerant Mobile Health Care Units as a strategy to improve access by rural communities in the Cusco region to Mother and Child Health (MCH) services with better resolution capacity. In this context, training was provided to health staff, both in the Mobile Units and in the existing fixed health facilities, in order to improve their resolution capacity.

UNICEF supported the design of the “Welcome to Life” (“Bienvenido a la Vida”) Programme as a strategy to help reduce neonatal mortality, providing supplies and basic information packages for mothers and families to ensure survival of the newborn and care for the mothers.

Progress was also made in strengthening the vaccine cold chain, improving the equipment procurement and the delivery phases in the regions. Technical assistance was provided to train technicians in the maintenance of the solar refrigeration equipment used in the health facilities located in rural areas.

Through UNICEF Procurement Service, the national government received technical assistance for acquisition of basic supplies to support provision of health care for pregnant mothers with rapid HIV/AIDS tests; syringes for child vaccinations; and, human papilloma vaccines to be used for female adolescents (the first time UNICEF has been asked for such support).

UNICEF also provided technical assistance to implement, for the first time in Peru, an HIV diagnosis and treatment service for indigenous communities of the Condorcanqui province (Amazonas region). With this health care and treatment model, it has been possible to strengthen the Condorcanqui Health Network laboratory in order to have timely diagnosis and case follow-up of people living with HIV/AIDS; support the training of the health workers in administration of the antiretroviral therapy; and promote the participation of women and their empowerment for the control of HIV/AIDS in indigenous communities. The consistency and results of this model have made this experience a very interesting one, not only for other local governments, but also for other countries such as Bolivia, and for other agencies such as UNAIDS, with which UNICEF has cooperated for implementation in other areas with similar characteristics.

**OUTPUT 2** By 2016, social policies and programmes oriented to improve the health of pregnant women, newborns and children who live in rural and marginalized urban indigenous areas, adequately reflect the social, economic and cultural context of these communities

**Analytical Statement of Progress:**

In 2014, UNICEF focused its efforts on improving budget allocation; generating evidence and carrying out advocacy; and strengthening alliances with strategic partners. All these efforts were geared toward improving mother and child health. The following are the most outstanding achievements.

The public budget for the Strategic Budget Programmes for Maternal and Neonatal Health and HIV/AIDS was increased. According to information provided by the Ministry of Economy and Finances (MEF), the public budget allocated for the Maternal and Neonatal Health Programme

increased 1.7 per cent in 2014 as compared to 2013. For 2015, a 30.3 per cent increase is projected, even within the context of decreased national economic growth.

MINSa prepared the National Plan to Reduce Neonatal Mortality and Morbidity with the technical support of UNICEF and the neonatal health stakeholders. This Plan is an important tool to guide both budget allocation and evidence-based interventions at the national, regional and local levels.

The MCLCP received technical assistance for the monitoring of the Strategic Budget Programmes. The slower rate of improvement in the main indicators of maternal and child health, and the reduced vaccination coverage throughout the country, were discussed.

The Ombudsman Report on Health in Indigenous Peoples showed the limited coverage and cultural adaptation of health care in these communities. This report is an advocacy tool in terms of public policies and programmes targeted at reducing health inequities affecting the Amazon indigenous communities.

The following studies were prepared, seeking to identify inequities and bottlenecks that limit access to maternal-child health services: baseline on access to health services in rural communities of Cusco region; perceptions on the use of health services to provide care for HIV/AIDS patients in indigenous communities of Condorcanqui province (Amazonas region); and health and nutritional situation of children in indigenous communities of the Amazonas Regions (Loreto and Amazonas). The latter was prepared by PAHO with the collaboration of UNICEF.

Interagency coordination was promoted to enhance the prioritization of policies and programmes targeted at indigenous populations. A joint UN agency report was prepared on the status of compliance with the United Nations recommendations for realization of Indigenous People's Rights.

**OUTCOME 2** By 2016, national, regional and local governments have policies and implement plans and budgets to reduce chronic malnutrition and anaemia

**Analytical Statement of Progress:**

Chronic malnutrition in children under five years of age fell between 2012 and 2013 from 18.1 per cent to 17.5 per cent, though the rate of reduction was lower than in previous years. Preliminary data from the 2014 Demographic and Health Survey (ENDES) showed further reduction to 14 per cent in the first half of 2014, which indicates that progress is continuing. Large disparities still exist.

As a result of the advocacy work supported by UNICEF, in 2014 the Government gave greater priority to the problem of anaemia. Anaemia was part of the agenda of the President's office, the Prime Minister's office, the Ministry of Health (MINSa), the Ministry of Social Development and Inclusion (MIDIS), and the Ministry of Economy and Finance (MEF). The universalization of supplementation with multi-micronutrients throughout the country was a major achievement. MINSa has developed a Plan to Reduce Chronic Malnutrition and Anaemia for 2014-2016, led by a commission from the Minister's office. UNICEF focused its efforts on providing advice to the National Centre of Feeding and Nutrition (Centro Nacional de Alimentación y Nutrición), which is the technical institution responsible for monitoring the implementation of this plan.

UNICEF was part of MINSA's Commission of Experts in Nutrition, which produced a report with recommendations to strengthen this policy.

In 2014, the Committee for Concerted Action in the Fight against Poverty (MCLCP), with the support of UNICEF and other allies, undertook strong advocacy efforts to secure the commitment of local electoral candidates to reducing chronic malnutrition and anaemia during the 2015-2018 period, with most of them signing letters of intent.

MIDIS, the Ministry in charge of leading the "Include to Grow" strategy, focused its efforts on formulating child development guidelines (axis 2 of the strategy), including in this discussion, with the support of UNICEF, the review of evidence related to nutrition and health. Access to health care services for children under five years of age remained unchanged between 2012 and 2013, and coverage of the full growth and child development monitoring remained at 50 per cent. This indicator shows better results for rural areas (58 per cent) than urban areas (47 per cent), and for the poorest (55.8 per cent) compared to the wealthiest quintiles (43.9 per cent). Results in this indicator are not notably different in the regions where UNICEF cooperation is present, and in three out of the six regions coverage has actually decreased 4-6 percentage points. One reason for this was the extended medical strike (six months) during 2014, and the limited monitoring performed by MINSA and the Regional Directorates of Health (DIRESAs) during the first half of the year.

The Government's investment in nutrition decreased between 2013 and 2014, from US\$647 million to US\$638 million within the Nutrition Budgetary Programme (PAN). A Performance Incentive Fund (Fondo de Estímulo para el Desempeño - FED) was launched in 2014, and one of its specific objectives was to reduce the prevalence of anaemia and chronic malnutrition. .

**OUTPUT 1** By 2016, national government and prioritized regional and local governments, have increased capacities to formulate and implement intersectoral and intergovernmental plans to reduce chronic malnutrition and anaemia

**Analytical Statement of Progress:**

In 2014, UNICEF efforts prioritized strengthening of national, regional and local coordination; mobilization of resources; and advocacy with local electoral candidates.

In order to strengthen regional and local coordination, support was provided to MIDIS and MEF to implement the FED, which is a monetary incentives program for regional governments that achieve certain targets related to reduction of anaemia and chronic malnutrition. All the governments selected met their targets for the first and second phase. The FED has generated an operational space for coordination among MIDIS, MEF and MINSA at the national and regional levels. Similarly, the FED is strengthening coordination between the MIDIS' Child Care ("Cuna Más") Program and the MINSA.

Advances in coordination slowed in the regions during the second half of 2014, due to the local electoral campaigns. Despite this, and with the support of UNICEF, coordination spaces were maintained in 21 local governments in Apurímac, Ayacucho, Ucayali and Amazonas regions. In Ucayali region, the experience of the Coronel Portillo provincial government was recognized nationally with the "Good Public Management Practices" award in the Maternal and Child category due to its multi-sectoral work and coordinated leveraging of resources. In Ayacucho region, the districts of Huamanguilla and Vinchos strengthened their strategies to combat chronic malnutrition, starting by identifying bottlenecks (MORES).

In 2014, MIDIS and MEF promoted the FED, which allocated approximately US\$ 54 million, initially to 9 regions and subsequently to 19 additional regions. The regions where UNICEF is present also managed to mobilize resources as part of the PAN at the local level. In Ucayali, five out of the eight local governments that received training in budget programming under the PAN were able to program US\$273,000 in 2014, with planned investment increasing to US\$1 million for 2015.

UNICEF supported the MCLCP to secure the commitment of local election candidates to enhance the reduction of stunting and anaemia. UNICEF also participated in several public advocacy spaces to make help make candidates aware of the importance of efforts to fight against chronic malnutrition.

**OUTPUT 2** By 2016, the health sector provides an effective package of interventions aimed at preventing and reducing chronic malnutrition and multi-micronutrients deficiency, in the regions of intervention

### **Analytical Statement of Progress:**

The regions of UNICEF's intervention all have plans to address anaemia. UNICEF interventions in 2104 addressed training of health staff, monitoring, and communication efforts.

The DIRESAs received support to train approximately 500 health technicians. A monitoring proposal was reviewed and the DIRESA in Loreto region allocated US\$130,000 to create two types of monitors: 104 service monitors and 100 field monitors. Amazonas and Apurimac regions also initiated this strategy. Communication Focal Points were identified, and they initiated alliances with the private sector in Ayacucho and Ucayali regions, where 16 radio stations broadcast pro-bono messages on anaemia and on the need for all children to receive growth and development check-ups (CRED). This campaign was also disseminated through TV, written media and billboards. In Condorcanqui province (Amazonas region) and in Cusco region, communication activities were also strengthened. Nationally, in late 2014, UNICEF supported the MINSA in creating and launching the "Niños de Hierro" (Iron Children) campaign aimed at addressing the problem of anaemia.

In 2014 universal multi-micronutrient supplementation for children under 3 years of age was achieved. This program began in 2014 with 934,000 children, and is projected to reach 1,349,000 children by 2016. A ministerial ordinance on preventive supplementation with multi-micronutrients was approved, that facilitated implementation of this strategy.

In 2014, MINSA, with the support of UNICEF, approved a clinical guideline which now includes the use of zinc to treat persistent diarrhoea (apparently a "first" in Latin America). During the year, the number of regions using zinc increased from 4 to 6, and the number of health facilities doing so increased from 198 to 620. Loreto region has shown significant progress, and diarrhoea prevalence in children under 5 years of age decreased from 35.2 per cent to 24.1 per cent from 2012 to 2013 (ENDES).

Administrative Ordinance No. 201 on the Certification of Mother and Child-Friendly Health Facilities was approved. UNICEF and PAHO launched this initiative as a tool to promote and protect breastfeeding. Technical assistance was provided to prepare the National Plan to

implement this ordinance, and to certify of the International Clinic (a private hospital the largest coverage of births in Metropolitan Lima).

**OUTCOME 3** As of 2016, at least 30 per cent of children under three years of age have access to comprehensive care and protection which promote early child development, in prioritized Amazonian and Andean areas well as in excluded urban areas

**Analytical Statement of Progress:**

Under the leadership of MIDIS, the inter-sectoral and intergovernmental guidelines to promote early child development (“Childhood First” or “Primero la Infancia”) were approved in early 2014. UNICEF supported the design of the conceptual framework, and provided substantiating evidence for the learning and development component. With the support of UNICEF and PAHO, the inter-sectoral commission in charge of implementing this policy defined the ECD indicators that will now (for the first time) be included in the ENDES 2015. This is an important step, as it will provide national data on the ECD situation of ECD for children under five years of age.

The coverage of children under 3 years of age who receive growth and development check-ups (CRED), under the responsibility of the health sector, did not increase from 2012 to 2013 (50.8 per cent versus 50.5 per cent); however, coverage in rural areas, and for poverty quintiles 1 and 2, are somewhat better. Improving the quality of the ECD component of the CRED remains a challenge. UNICEF supported MINSa in updating the CRED standard, and this will be finalized and approved in the first quarter of 2015.

The coverage of pre-school education cycle I, from 0 to 2 years of age, improved slightly by 4 percentage points from 2012 to 2013, increasing from 84,022 (2012) to 92,146 (2013) the number of children having access to this service.

The National Child Care Program “Cuna Más” significantly expanded the coverage of its family accompaniment service (SAF). In 2013, the program was implemented in 324 districts. In 2014 that number increased to 611 districts, an increase of 88 per cent. The number of families benefitting from the SAF service increased 59 per cent from 2013 to 2014 (30,117 versus 48,099 families). There has not been an increase in the coverage of the daily childcare service (SCD) of Cuna Más.

In the areas of UNICEF’s direct intervention, the Cuna Más Program achieved good coverage. In Apurimac region, 71.9 per cent of the target population had SCD coverage, and 18.4 per cent of target families were covered by the SAF. Ayacucho region, which was the pilot region for this modality in 2012, now has the highest SAF coverage: 29.3 per cent of target families.

While there is no exclusive/direct budget allocated to early child development activities for children under 3 years of age, funds for these activities are allocated to the CRED and Cuna Más programs, (which are under the PAN and Cuna Más strategic budget programs), and funding for CRED and Cuna Más increased from S/.290 million (approximately US \$ 100,000 equivalent) to S/.634 million (approximately US\$ 201,000 equivalent). The increased CRED funding was mainly intended to expand human resources, and to procure equipment and materials. Funds allocated for training and monitoring at the regional level remained limited.

**OUTPUT 1** By 2016, Health, Education and Social Development sectors have increased capacities to provide articulated and culturally pertinent early childhood development services

**Analytical Statement of Progress:**

UNICEF supported the national training plans for Education and Cuna Más in 2014. The Ministry of Education, with technical support from UNICEF, conducted four macro-regional workshops for pre-school teachers cycle I (0-2 years of age), and decentralized workshops for approximately 735 teachers were implemented. The national workshops of the Cuna Más Program, both SCD and SAF, also received support from UNICEF.

In 2014, UNICEF supported capacity building activities for ECD facilitators in the regions where it works directly. This included three on-site workshops, virtual meetings, and delivery of simple bibliographic and audiovisual materials. A total of 240 facilitators were trained in the five regions of UNICEF's Canadian-funded project. These facilitators have developed decentralized regional training plans to extend capacity-building to other ECD service providers. It is estimated that a total of 678 health, education and Cuna Más workers have been trained.

To enhance the quality of the ECD component, especially within health care services, UNICEF devised a technical accompaniment strategy jointly with the DRESAs in the regions of Ucayali, Ayacucho, and Apurimac and Cusco. Monitoring visits identified significant improvements in health care quality, including more adequate waiting rooms in the health facilities, turning them into child-friendly spaces; better interaction of health care staff with mothers and children; more respectful interaction during check-up and counselling sessions; and CRED offices were better equipped with materials and spaces adequate to promote ECD.

Some local governments have made investments to enhance the ECD programs. For example, the Municipality Coronel Portillo (Ucayali region) purchased teaching materials for eight pre-school education programs for children 0-2 years of age worth S/.45,000 million (approximately US\$143,000). UNICEF established an alliance with the Early Childhood Network (Red de la Primera Infancia) in Cusco region that leveraged resources to support the training processes.

During 2014, the Directorate of Pre-School and Higher Education of MINEDU, the Pre-School Teacher Training Institution "Emilia Barcia Boniffatti", and UNICEF began a pioneering a virtual early education course for 40 teachers from 11 Teacher Training Institutions. This course developed a curriculum, bibliographic material, and supporting videos, and will be replicated in 2015.

**OUTPUT 2** By 2016, local governments and communities have increased capacities to implement participatory strategies to improve access for pregnant women and children under 3 years to pertinent health care and nutrition services

**Analytical Statement of Progress:**

UNICEF has continued to support the goal of creating centres for promotion and community surveillance of health care for pregnant women and children (CPVC), within the framework of the Municipal Incentives Plan. This strategy was one of the lessons learned from UNICEF's "Good Start" experience, which documented the importance of community participation in improving children's growth and development. The Health Promotion Bureau of MINSA, with the support of UNICEF, carried out various training activities in 2014, training a total of 3,979 health professionals.

The publication on the lessons learned from the "Good Start" experience and the progress made with the CPVCs was launched in 2014. This provided useful evidence for advocacy to convey the importance of community participation in reducing chronic malnutrition in early childhood. UNICEF Peru also published an English summary of the book in for use in South-South cooperation.

Community strategies were strengthened in 2014 in UNICEF's areas of intervention, becoming demonstration and learning experiences. UNICEF's Executive Director, key donors, and other stakeholders all visited these activities in Lamay (Cusco region), Coronel Portillo (Ucayali region), and Huamanguilla (Ayacucho region).

UNICEF also contributed to improving the capacity of government health staff to reach out to families. In Ucayali, Ayacucho, Amazonas and Loreto regions, training was provided in intercultural approaches and counselling, and in Ucayali and Ayacucho regions, the capacity of two social communication focal points was strengthened.

During 2014, UNICEF supported the Cuna Más program in designing differentiated protocols for Cuna Más services in the Amazonas region. These protocols are expected to be applied in 2015 in expanding the Cuna Más to other Amazon indigenous communities.

UNICEF, together with the team responsible for implementing breast-feeding rooms, continued advocacy work to promote the use and sustainability of breast-feeding rooms, with emphasis in 2014 on involving the private sector.

**OUTCOME 4** By 2016, children and adolescents, especially those living in prioritized Amazon, Andean regions and marginalized urban areas, have increased access to quality education improve their level of learning achievements

**Analytical Statement of Progress:**

With UNICEF support, Peru is making progress in introducing education quality and equity into the national and territorial political agenda. In four out of the six under-privileged regions where UNICEF works, pre-school education coverage (3 to 5 years old) now equals or exceeds the national average of 80.7 per cent.

In 2014 there was a considerable increase in the funding allocated to two important education programs aimed at social inclusion: the "Programme for Populations in Dispersed Areas" (Programa de Población en Zonas Dispersas) and the "Programme for Professional Training in Intercultural Bilingual Initial Education" (Programa de Formación Profesional en Educación Inicial Intercultural Bilingüe). This helped to lower the barriers related to the availability of funding for social inclusion, particularly for the most disadvantaged groups.

Progress was also made towards removing bottlenecks resulting from the fragility of decentralized education management. The Public Investment Project for Decentralized Management (PIPD GED) implemented by the Ministry of Education (MINEDU) was strengthened through the formulation and validation of a theoretical framework and a methodological approach to local management of education, with emphasis on "management for diversity." A new approach was validated for formulating and articulating various regional education management tools with respect to the territorial tools and the priority national policies. Concerted monitoring of the budgetary programs (PELA and Acceso) was strengthened, in alliance with the Committee for Concerted Action in the Fight against Poverty (MCLCP). Reports and recommendations were generated on the level of implementation in the regions, which were then used to raise alerts and to identify bottlenecks in the implementation.

The budget performance of the regions and MINEDU was assessed within the framework of the 2015 National Budget law. The evidence generated was used for advocacy efforts with decision-makers.

Recommendations were issued through the National Assembly of Regional Governments (ANGR) to MINEDU and MEF regarding fulfilment of management commitments and critical bottlenecks within the framework of decentralized management, highlighting the need to strengthen regional government institutionalization in the context of decentralized management.

UNICEF, together with the National Council of Education (CNE), contributed to developing the joint national and regional policies agenda 2015-2018. UNICEF participated in three inter-regional meetings, and in implementing the terms of reference for territorial management, based on monitoring the modernization of the Local Education Management Units (UGELs).

UNICEF helped to overcome barriers associated with the supply of education services to the most excluded populations, making it possible to have better articulated national interventions, including teacher training, provision of supplies, tools to measure service quality and diversified teaching proposals, especially for the Amazon regions.

In terms of Intercultural Bilingual Education (IBE) teacher training, UNICEF, together with DIGEIBIR, supported four Teacher Training Institutions and 51 trainers, through the design and implementation of an institutional strengthening approach that included an Experimental Curriculum Design for IBE teacher training and improving professional practice and research, linked to regional pedagogical processes (implementation of IBE curricula, evaluation of learning at large scale and at classroom scale, use and handling of educational material, gender approach and child-friendly schools).

Differentiated teacher training plans were developed to be relevant to each institutional reality, whether Andean or Amazon. This was possible based on the following studies that were conducted by UNICEF in the five regions where UNICEF supported IBE activities with Canadian funding: IBE training supply and demand study; IBE teacher characterization study; National IBE teacher training policy balance.

UNICEF also helped strengthen the National IBE Scholarship Programme (Beca 18) that promotes the training of future indigenous teachers in various regions, through the identification of the risks for its implementation, performed by the National Technical Beca 18 Committee, of which UNICEF is a member.

In order to help improve the quality of these teacher training processes, UNICEF, together with SINEACE, strengthened the quality standards matrix for the technical colleges' accreditation processes by including indicators relevant to IBE and reviewing and improving the progressive speaking process in the following indigenous languages: Quechua Chanka, Quechua Collao, Shipibo and Asháninka.

**OUTPUT 1** By 2016, national, regional and local governments have improved capacities to implement decentralized, equitable education policies

**Analytical Statement of Progress:**

During 2014, significant progress was made in improving education management links among the different levels of government, by means of aligning regional strategic objectives with the sector's targets and strategies at the national level; and formulating a path to articulate the different regional education management tools at the strategic, programmatic and operational levels in the five programme intervention regions, with the active participation of the authorities and technical teams at the national, regional and local level.

Budget allocations at the regional operational level were increased, and a better articulation with the budgetary programs at the national level was achieved. During this phase, the capacities of 275 provincial officials and 84 regional officials were strengthened.

Governance Agreements were promoted in the regions, as a mechanism to obtain the commitment of the local and regional political candidates, with targets and indicators for education, and especially for the implementation of the IBE policy, linked to the indicators considered in the above-mentioned management tools.

The capacities of the implementing units of the Ayacucho, Cusco and Ucayali regions were strengthened to implement strategic PIPs linked to the PMPs, through the preparation of work plans and technical guidelines. Within the framework of the PIP for Decentralized Management promoted by MINEDU, it was possible to incorporate the theoretical framework and the methodological approach for the preparation and implementation of local education management models with a territorial approach in the provinces of Atalaya (Ucayali region) and Quispicanchi (Cuzco region). The management models for Huanta (Ayacucho region) and Imaza (Amazonas region) are being designed.

This process resulted in capacity building for 156 public officials of the education sector, as well as technical teams from the UGELs of four regions (Apurímac, Ayacucho, Cusco and Ucayali) that participated in the Advanced Course on Implementation of Education Policies, which focused on the management cycle, the need to pay attention to diversity, and the territorial approach. The gender approach was mainstreamed, which allowed development of capacities to promote regional and local management process and tools with a gender approach.

**OUTPUT 2** By 2016, pre and primary schools in prioritized areas have improved capacities to provide pertinent, quality education services

### **Analytical Statement of Progress:**

Qualified indigenous pre-school education teachers and promoters (250) from the Amazon regions (Amazonas and Loreto) will start an IBE Pre-School Education Professional Training Programme. There were no resources for this programme in 2014. With support from UNICEF, a new allocation of S / . 20 million (US\$ 63,500 approximately) was achieved for implementation in 2015. This experience will be linked to the Amazon IBE Curriculum Design.

Teaching performance among IBE primary education institutions was improved through the creation of specialized training focal points and with the participation of 4,575 school principals and teachers from the five prioritized regions. The training courses included: IBE curriculum development, assessment of learning in indigenous languages, use and handling of teaching materials, and Quechua teachers. There are three Amazon IBE curriculum designs (Ucayali region, La Convención in Cusco region, and Amazonas region) currently undergoing validation, regional tests and development of assessment kits in two Quechua dialects (Chanca and Collao), as well as in Shipibo and Asháninca.

Institutional and pedagogy management in four Teacher Training Institutions (in Amazonas, Ayacucho, Cusco, and Ucayali regions) which train IBE teachers was strengthened. Technical assistance was provided for the accreditation process, implementation of the IBE Scholarship Programme (Beca 18 EIB), and implementation of the Experimental Curriculum Design for IBE teacher training, in joint efforts with DIGEIBIR.

In-service teacher training activities in Ayacucho and Ucayali regions were expanded through technical assistance provided to 13 trainers and 107 IBE learning companions from PELA and in Cusco region, through the teacher-to-teacher regional teaching support strategy. Within this framework, 120 teachers were formally recognized as IBE teachers.

UNICEF also identified dispersed population areas with no access to services, helping to promote the expansion of the itinerant education modality, and advocate for meaningful allocation of additional resources for the implementation of this modality in four of the five areas of UNICEF intervention.

A national baseline of the quality of the learning environments and child development for children 3-5 years old was prepared, through the technical assistance that UNICEF provided to MINEDU for the application of the specialized measurement tools (ECCERs and EDI) to a sample of 1,000 initial education institutions in different areas of the country.

Progress was made in incorporating the gender approach in school culture and the teaching process through capacity building for teachers from IBE Teacher Training Institutions (Bagua in Amazonas region, Cusco city in Cusco region, and Pucallpa in Ucayali region), PELA companions, regional teams, and child-friendly school teachers. A kit of teaching tools and resources was prepared for the training and learning processes and to promote inter-gender classroom relationships (gender streamlining guide, monitoring cards, an awareness-building video “school of silence”, etc.).

UNICEF promoted the adoption of the Child-Friendly Schools approach through capacity building for 22 regional officials and 133 UGEL experts, as well as by reinforcing the demonstrative network of Child-Friendly Schools already working in the five intervention regions. These schools show clear evidence of improved IBE implementation and improved inter-sectoral articulation to provide more comprehensive care for indigenous children. Within this framework, the District Municipality of Carhuayo (Cusco region) received the National Award for Good Intercultural Practices in Public Management at the local level, granted by the Ministry of Culture and the Prime Minister’s Office (PCM).

**OUTCOME 5** By 2016, informed networks, public and private organizations, children and adolescents, especially in Amazon, Andes and marginalized urban areas, demand quality, pertinent education.

**Analytical Statement of Progress:**

In order to achieve this result, a strategy was defined that focuses on strengthening of various spaces for participation and the monitoring of education quality, both at the national and at the regional and local levels. The most noteworthy advance was with respect to the State-Civil Society joint-participation spaces such as the Regional Participative Council on Education (COPARE) and Local Participative Council on Education (COPALE). These spaces have had their work plans and recommendations taken into account by the relevant authorities; improved the representation of excluded groups; and strengthened processes to promote and monitor the right to IBE with grassroots social organizations (indigenous people, women, children and adolescents) in the five UNICEF IBE intervention regions.

A strategic alliance with the MCLCP and the Ombudsman’s Office was established in order to promote the implementation of the IBE from an intercultural and gender approach. This was in addition to on-going support for processes for monitoring the implementation of IBE according to

the national standards. In this context, in 2014, the Ombudsman's Office prepared its third report on IBE, which emphasizes service quality. The partners contributed to reviewing and adjusting the tools and the collection of information from the prioritized regions and provinces.

During the regional and provincial election processes, the MCLCP and the Ombudsman's Office also worked with social and indigenous organizations and groups to generate spaces for debate and analysis of education policies, with emphasis on IBE. This resulted in the signing of an "Agreement on Governance in Education" to be implemented by the governments elected in late 2014 for the 2015–2018 period.

UNICEF also supported the MINEDU to strengthen its actions to promote the demand for equitable and quality education services. Technical assistance was provided to the Office of Social Communication and Citizen Participation (*Oficina de Comunicación Social y Participación Ciudadana* –OGECOP), for the review and consultation of the proposal for the Guidelines for Citizen Participation in Education. The first consultation process took place with the regional and provincial teams of the education sector.

UNICEF supported a meeting of children from regional and national IBE-Tinkuy Schools, promoted by MINEDU, and the national meeting of rural children and adolescents, in alliance with the members of the Network of Rural Children and Adolescents ("Florecer"), to listen to their opinions regarding the education policies.

UNICEF continued its active participation in international cooperation fora such as the Interagency Group on Gender and the Gender Roundtable of National Cooperation Offices in order to highlight the importance of including female children and the right to a quality education with gender approach, and to promote their inclusion in documents, reports and processes such as Belem+20 and UN Climate Change Conference (COP 20), among others.

**OUTPUT 1** By 2016, children, adolescents and civil society groups, in prioritized areas, are empowered to actively participate in education processes

#### **Analytical Statement of Progress:**

Through workshops, meetings, gatherings and fellowships, approximately 880 girls, boys and adolescents and civil society groups of the prioritized areas strengthened their capacities to participate and to demand quality education with cultural and linguistic relevance. As a result, 23 indigenous groups and organizations (6 from Amazonas region, 4 from Ucayali region, 5 from Ayacucho region, 3 from Cusco region, and 3 from Apurímac region) made commitments and will now have a role in education aimed at demanding an IBE in terms of access, permanence and learning, getting involved in the analysis, and in providing inputs to the intercultural study plans and IBE for teacher training.

The capacity of institutions related to the education sector was strengthened at the national level (National Commission of Intercultural and Bilingual Education–CONEIB), the regional level (COPARE), and the provincial level (COPALES). This will help them fulfil their functions, especially those related to monitoring and consultation in education (IBE), and in implementing their work plans. These plans include supervision of management and of the quality of the Learning Achievements: timely initiation of the academic year, selection of teachers, establishment of Learning Achievement Days, presentation and analysis of performance results, and the development of plans, target and indicators quality and accountability.

The capacities of indigenous organizations were also strengthened (Bagua in Amazonas region

and in Ucayali, Cusco, and Ayacucho regions) in terms of monitoring for quality education free of cultural, gender or age-based discrimination.

Within the process of dissemination and information on the IBE policy, regional and provincial communication plans were developed, together with alliances with the Network of Indigenous Communicators of Peru (REDCIP) and the Intercultural Communication Services (SERVINDI), in order to promote and favour the voices of children, adolescents and their families.

Special emphasis was given to processes aimed at empowering girls and adolescents – especially from indigenous groups - in Metropolitan Lima and the regions, to enable them to be able to take a leading role in advocacy processes with the top authorities of the national government (MINEDU, MIMP, Health, International Cooperation, civil society organizations). Their participation was based directly on their own life experiences and testimonials. It promoted education policies with a gender approach, and was geared toward promoting access and timely completion of high school education, ending all forms of violence and discrimination in schools, and including a gender approach in the learning processes and in education management.

**OUTCOME 6** By 2016, regional governments and social sectors improve their capacities to implement strategies and social programmes that promote child-rearing, practices and life skills based on goodwill

#### **Analytical Statement of Progress:**

The use of physical punishment in child rearing is still an everyday reality in 32.2 per cent of the households in Peru, and in 48.2 per cent of households located in the Amazon regions. Mothers use physical punishment, even though surveys (2013) show that most do not agree that it is necessary in order to discipline their children (18.2 per cent consider corporal punishment to be necessary, whereas 32.2 per cent of mothers actually practice it). Nevertheless, from 2000 to 2013 corporal punishment declined, both in terms of actual use and professed support. Mothers' belief in the need for corporal punishment decreased from 33.4 per cent to 18 per cent, while its actual use decreased from 40.8 per cent to 32.2 per cent. Apparently more mothers have changed their attitude toward punishment than have, in fact, ceased using it.

In 2014, ENDES for the first time included data on the use of physical punishment to discipline children under 5 years of age. The survey showed that 19.5 per cent of fathers and mothers beat their children, and 14.4 per cent indicated they use slaps or other corporal punishment to discipline their children. These figures were significantly higher in the Amazon regions.

The percentage of children under 5 years of age without birth registration has been reduced to 4.2 per cent, and the percentage without a National Identity Card (DNI) was 6.4 per cent. The rate of increase in birth registration was 0.2 per cent, versus 2.5 per cent for the DNI. There has been stagnation reducing under-registration from 2011 to 2013 (only 0.8 percentage points, with registration increasing from 95 per cent to 95.8 per cent).

UNICEF used this data to leverage public resources in favour of protection and right to identity policies. In alliance with the Ombudsperson's Office, UNICEF successfully advocated for part of the S./85 million (approximately US\$ 270,00) allocated to the budgetary program for "Abandoned children" be used to develop a new model of protection and legislation, in line with international standards, which go beyond the supervisory approach for children and adolescents deprived of parental care.

The National Institute for Statistics and Information Technology (INEI) invested its own resources in the first phase of a UNICEF (Innocenti IRC) global applied research study on “drivers of violence”, and the MEF expressed interest in contributing funds to the second phase, as part of the national priority to generate evidence on social issues as a required basis for increased social investment.

At the sub-national level, in 2014 funds were leveraged to improve the local services provided by the Municipal Defence Centres for Children (DEMUNAs), and to provide care to children, adolescents and women who are victims of violence. This budget allocation has allowed the DEMUNAS coverage to increase to 64 per cent of all municipalities in Peru.

The Ministry of Women and Vulnerable Populations (MIMP) has led, together with INEI and MEF, the above-mentioned first phase of the Multi-Country Study on Drivers of Violence, which will generate evidence regarding the underlying causes of violence against children and adolescents. This evidence will support the formulation of the first multi-sectoral strategy to prevent violence in Peru.

The main bottleneck to achieve universalization of the right to identity is the difficulty of access to birth registration, particularly for indigenous children and adolescents. In 2014 UNICEF provided continuous knowledge-based technical assistance, and exchange of LAC regional experiences, to RENIEC to help better understand the problems and bottlenecks, and to define strategies to overcome them. The challenge for 2015 is to achieve allocation by the MEF of resources to ensure coverage and quality standards for the birth registration system, with special emphasis on the indigenous communities.

The “Yachay” programme of the MIMP includes a strategy to improve the social competencies of adolescents, through sports for development (S4D) methodologies, including a training guide and an experimental model in an urban context, which have been implemented thanks to public-private alliances promoted by UNICEF. Together with the international NGO Coaches Across Continents (CaC), a three-year training programme was begun in 2014 to transfer S4D methodologies to civil society and officials from the education and sports sectors.

Among the main challenges for 2015–2016 are the development of non-violent disciplinary strategies for families; overcoming the paradigm of the supervisory approach in social protection policy; and increasing public budget allocations for the protection of children against violence.

**OUTPUT 1** By 2016, regional governments and social sectors improve their capacities to implement strategies and social programmes that promote child-rearing, practices and life skills based on goodwill

#### **Analytical Statement of Progress:**

The MIMP, together with UNICEF and the Ombudsperson’s Office, developed a proposal for new guidelines for protection against violence, exploitation and abuse, in line with international standards. This was possible thanks to the leveraging of government resources from the “Programme for Abandoned Children and Adolescents”, through UNICEF advocacy and technical assistance.

As of the end of 2014, four local governments committed funds for Public Investment Projects (PIPs) aimed at improving the services provided by the DEMUNAs to children, adolescents and women who are victims of violence. Ninety per cent of this amount comes from Ayacucho, which is becoming a potential “model region” for PIPs aimed at ensuring the right of protection against violence. UNICEF, together with the NGO CEPRODENA, is monitoring the quality of public expenditure and documenting the process for subsequent scaling up nationally.

In 2014, the MIMP, (through the Sub-Commission on “family and school violence” of the PNAIA), and with the participation of the Ombudsperson’s Office, MIDIS, MINEDU, INEI and NGOs, and with technical support from UNICEF, developed the guidelines for an inter-sectoral intervention strategy to eradicate family and school violence.

In 2014, UNICEF also cooperated with the Ombudsperson’s Office to provide technical assistance to the MIMP to review the draft Code (Law) of Children and Adolescents. This support was mainly related to juvenile criminal justice, children and adolescents deprived of parental care, adoptions, and the national protection system, aiming to ensure these are in line with international standards. UNICEF mobilized key groups and actors promoting child and adolescent rights, encouraging them to maintain advocacy and to closely monitor the legislative process regarding the Code.

In 2014, UNICEF advocacy efforts in Congress, the Ombudsperson’s Office, the MIMP, and with civil society, were successful in having a new Criminal Code approved. The Code avoided reducing the age of criminal responsibility to below age 18; considers the age of rape victims 14-18 years old as an aggravating factor; and increases the duration of penal sentences when rape victims are 10 to 14 years of age. UNICEF also played a key role in the preparation of new draft legislation banning corporal punishment of children and adolescents.

**OUTPUT 2** Regional governments and social sectors improve their capacities to implement strategies and social programmes

**Analytical Statement of Progress:**

Of the 1,200 Ombudsperson offices in Peru, only 375 provided information on the cases of violence that they handled in 2014 (a total of 4,999 cases of violence were reported). Coverage of the local protection services (DEMUNAS) increased 8 per cent in 2013, reaching 68 per cent of all the municipalities of Peru. Capacity building processes were carried out in the six regions prioritized by UNICEF. At the national level, UNICEF cooperated with the NGO “Kunamia”, to support the implementation and validation of a new semi-residential training model.

In alliance with the NGO CESIP, in 2014 UNICEF supported the Cuna Más program of MIDIS (an ECD day care program for children in extreme poverty) in incorporating the promotion of non-violent child rearing practices. At year end, Cuna Más had a training model for personnel responsible for providing direct services to children and their families, to be implemented and validated in 2015 with public funding.

Within the national Yachay program of MIDIS, which aims to reintegrate children living in the streets and child workers with their families and schools, UNICEF helped ensure that participating teachers have tools to incorporate the S4D strategies to improve of social skills at work, a training guide, and learning resources. An experimental model was implemented in urban settings to generate evidence on its impact on children. The transfer of these S4D methodologies to enhance social skills also was implemented through training programs with public education, protection and sports institutions, thanks to the UNICEF’s alliance with CaC and with the civil society organizations.

Under the leadership of the MIMP, and with the technical support of the UNICEF’s Innocenti Research Center, the first phase of the Multi-Country Study of Drivers of Violence Affecting Children and Adolescents began in 2014. This study will generate evidence and test alternative

solutions to violence for use in future advocacy with government decision makers. INEI, MEF and the academic institutions are also participating in this study.

In 2015, UNICEF will capitalize on a request for technical advice from the MEF and MIMP to review the conceptual model for the results-based budgeting related to family violence, including prevention and response to violence against children, and leveraging resources for the second phase of the study. UNICEF also will disseminate the results of the first phase of the study, and will seek to consolidate the experience developed by UNICEF and IFEJANT in the training of teachers in “Pedagogy of Tenderness” in Ayacucho region, and subsequently to systematize this experience and expand it to other regions.

**OUTPUT 3** By 2015, the RENIEC has a strategy to eliminate under registration of indigenous boys and girls under 5 years old

#### **Analytical Statement of Progress:**

Birth registration of children under 5 years of age was 95.8 per cent, and the percentage of children with National Identity Card (DNI) was 93.6 per cent. In 2014, the reduction in the birth registration gap was confirmed, at 0.2 per cent versus a 2.5 per cent improvement for the coverage of children’s national identity cards (DNI). Regional inequities in birth registration also remained significant: 86.5 per cent in Ucayali region, 90.1 per cent in Loreto region, and 89.6 per cent in Amazonas region.

In the Amazon and Andean regions, the challenges to achieving universal timely birth registration were greater than in the case of the DNI. This may be due to the priority that was given to the improving access a identify cards in Peru (required for electoral voting and social services), with less priority given to the review of the civil registries system, which depends more on local governments and not directly on RENIEC at the central level.

UNICEF provided advice to RENIEC to address the obstacles and bottlenecks restricting to access to birth registration by indigenous populations (coverage, quality, social standards, and budgetary and legislative barriers). A diagnosis of RENIEC’s service in Loreto helped generate knowledge on the quality of the registration service in indigenous communities. Evidence on the barriers related in intra-governmental coordination was obtained in two regions in Amazon and Andean parts of the country.

The exchange of experiences through South-South cooperation (with Bolivia and Cuba) illustrated how sustainable models of coordination with the health sector at the local level contribute significantly to universalizing access to birth registration.

The evidence generated facilitated inclusion of the following elements in national policy: institutional recommendations for improve inclusion of indigenous populations; a diagnosis on children living in risk situations; and guidelines for interventions for indigenous people. A number of new initiatives began, including analysis of data related to the ethnic groups in birth registries. In 2015 the National Plan will prioritize improving access to birth registration, particularly for excluded populations and with an emphasis on indigenous populations.

**OUTCOME 7** By 2016, the National Child protection System has capacity to care for and treat children and adolescent victims of violence and neglect, in the most excluded regions Amazon, Andes and marginalized urban regions

### **Analytical Statement of Progress:**

During 2014, UNICEF focused its efforts on removing the bottlenecks related to legislation, the coverage of services, and cultural adequacy of the child protection services. UNICEF promoted constant monitoring and advocacy, advocating with and providing technical assistance to the MIMP, the Ombudsperson's Office, the national Congress, and NGOs. This advocacy was focused on ensuring that the draft Code (Law) of Children and Adolescents would not be based on a supervisory approach to children at risk. Thanks to UNICEF advocacy and technical assistance, the new Criminal Code did not implement threatened steps to reduce the age of criminal responsibility below 18 years of age.

In 2014 UNICEF provided support to municipalities to help the MIMP and MEF meet their targets related to the creation and improvement of DEMUNA services at the sub-national level in UNICEF's prioritized regions, in alliance with local NGOs (CEPRODENA, APRODH and ADENI). UNICEF supported the development and validation of semi-residential training sessions for defence attorneys throughout the country. UNICEF contributed to solving the coverage and service quality problems of the DEMUNAs, which constitute a significant weakness with respect to local child protection services, in particular in terms of birth registration/identification and preventing violence.

UNICEF supported the MIMP taking a leading role with respect to developing a differentiated protection system model vis-à-vis violence in indigenous communities. Within the framework of the PNAIA, UNICEF accompanied the review of the "Social Action with Sustainability" strategy, developed in the indigenous communities of the Napo River basin in Loreto region.

In 2014, a Regional Information System on Domestic Violence, Abuse, and Sexual Exploitation was started in the Loreto region. This system seeks to implement integrated and multi-sectoral services, incorporating all protection services and creating a single registry of cases of violence against children and adolescents. During the year, a proposal to establish a Comprehensive Assistance Package for children and adolescent victims of violence was formulated in Ayacucho region. In 2015, advocacy efforts will focus on the allocation of public funds to implement these assistance packages, and prepare action protocols for the assistance package operators.

The challenge for 2015 is to achieve agreement on a draft Code (Law) for Children and Adolescents, based on the CRC and international standards related to two key topics: juvenile criminal justice and children deprived of parental care. Another challenge will be to develop the National Protection System for Children and Adolescents, and a Sub-System for the protection of children and adolescents against violence.

**OUTPUT 1** By 2016, local level child protection and justice institutions, improve their capacities to implement pertinent, gender sensitive, institutional protocols and treatment practices of children and adolescent victims of violence and neglect, including in emergency situations

### **Analytical Statement of Progress:**

In 2014, UNICEF strengthened national capacities to apply international standards in various protection processes, both at the national and territorial level. Based on the joint work of UNICEF and MIMP, the capacity of technical teams from the Office of Tutelary (Supervisory) Investigation at the national level, and the juvenile judges of Lima and Callao was strengthened, aimed at ensuring that norms and measures to protect children and adolescents deprived of parental care, or in risk of losing it, conform to international standards. A National Working

Group on Risk of Disasters was created within the Minimum Standards for Child Protection in Humanitarian Action.

In order to make the capacity building processes sustainable, and following the review of the semi-residential training program for defence lawyers who represent children and adolescents, UNICEF successfully advocated for the MIMP to finance a new training model which includes a module on violence against children.

At the regional and local level, UNICEF cooperated with various organizations to support the design and application of tools for the prevention, detection, service provision and follow-up of cases of violence against children, including:

- With respect to prevention and detection: the local violence surveillance system in education institutions of the district of Ccarhuayo/Cusco region and the provincial network for prevention of violence in Amazonas region.
- In terms of service provision: the Comprehensive Assistance Package for children and adolescents who are victims violence in Ayacucho; the Regional Information System on Domestic Violence, Abuse, and Sexual Exploitation in the province of Maynas/Loreto region; enhanced capacity of local protection services officials in Ayacucho region, and implementation of tools for the registration of cases and service provision protocols by the DEMUNA network in Huamanga/Ayacucho region; a reference system for cases of violation of rights, coordinated between the provincial and regional levels of the DEMUNAs in Apurimac region; and a psychosocial recovery model for children and adolescents in emergency situations in the Cusco region.

The main challenges for 2015 relate to the modifying the supervisory/tutelary approach; reducing the use of custodial measures as the only response to children at risk; better defining local protection systems; and developing a system to protect against children and adolescents against violence in indigenous communities.

**OUTCOME 8** By 2016, children and adolescents in excluded zones are prioritized in public policies and results-based budgets

#### **Analytical Statement of Progress:**

In 2014, UNICEF focused on positioning the issue of higher and better investment in children through advocacy, creation of alliances, technical assistance and capacity building. UNICEF gave priority to activities designed to enable the multi-sectoral commission of the National Plan of Action for Children and Adolescents 2012-2021 (PNAIA) to make better-informed decisions on the budget allocated for the implementation of the plan. The principal approach, in alliance with the Ministries of Economy and Finance (MEF), Women and Vulnerable Populations (MIMP), Social Development and Inclusion (MIDIS), and the Committee for Concerted Action in the Fight against Poverty (MCLCP), was an analytical **tool** designed **to** track public spending in children and adolescents (GPNNA). This tool links all child-related plans and strategies within the national budget database with the corresponding 25 PNAIA results, allowing for analysis of the budget initially allocated, any adjustments during the year, and actual budget spending. It also allows analysis of the budget by sector, program, level of government, life cycle and individual child rights.

The analysis tool showed, for example, that the 2014 budget allocations for education, health and social assistance totalled just over US\$13.377 billion), constituting an increase of 7.1 per cent as compared to 2013. It also showed that this social spending constitutes 7.1 per cent of Peru's GDP.

The analysis further showed that the initial 2014 budget allocated for improving well-being of children showed an increase of 5.3 per cent compared to the budget allocated in the previous year. However, this growth was substantially less than the 9.2 per cent increase in overall public spending.

At the international seminar "Investing in Children in Latin y America and the Caribbean: A Commitment to Equity at 25 years of the CRC", organized by UNICEF in Lima in October 2014, jointly with the Ministries of Economy and Finance, Social Development and Inclusion, and Save the Children, 220 experts from 22 countries of the region addressed progress and challenges involved in the investment in children rights. One of the main conclusions was the need to institutionalize and encourage the participation of society and private sector and to increase the rights-based public budgets. Participants also provided their inputs to the upcoming CRC Committee General Comment on Article 4 of the Convention on the Rights of the Child, and to the on-going dialogue on the post-2015 agenda, and specifically the global meeting of the 10 countries which carried out national consultations on "Participatory Monitoring for Accountability", which will be held in Lima in March 2015.

**OUTPUT 1** By 2016, public officials of selected regions have increased capacities and tools to manage public policies and budgets oriented to children and adolescents

#### **Analytical Statement of Progress:**

At the sub-national level, during 2014 UNICEF focused on advocating for children to be considered as a priority by the candidates in the regional and municipal elections. In alliance with the National Jury (Commission) of Elections and eight other organizations, 283 regional political parties and movements prepared their proposed government plans with a rights-based approach, and 900 people (candidates to regional presidencies and their teams) strengthened their knowledge and capacities on children rights. Convened by the MCLCP, the candidates for regional president signed 26 governance agreements, which include specific targets and indicators on nutrition, health, education and children protection.

In alliance with Pro-Descentralización, REMURPE (Association of Rural Mayors), and the Comptroller's Office, 607 people (from both the outgoing and incoming administrations) strengthened their capacities to facilitate the transfer of administrative management in Amazonas, Apurímac, Ayacucho, Loreto and Ucayali regions, achieving greater transparency and management continuity.

Together with the MEF and the National Council for Integration of People with Disabilities (CONADIS), 30 officials were trained to manage public investment with a disabilities-oriented approach.

UNICEF also continued mobilizing and leveraging resources from the public budget for children and adolescents, through political advocacy, development of models and identification of good practices, and through strengthening of strategic alliances. In 2014, UNICEF provided technical assistance at the sub-national level to leverage more than US\$80 million from State resources.

These resources were allocated to improving access and quality of the health, nutrition, education and protection services provided to the most excluded children. Despite this, making better use of the budget allocated to children, especially at the local level, remains a significant challenge.

**OUTCOME 9** UNICEF generated knowledge and evidence contribute to the formulation and management of public policies and to the monitoring of the CRC

**Analytical Statement of Progress:**

As part of the 2014 electoral process, the civil society, MCLCP, UNFPA, GIZ, PRISMA and UNICEF performed regional and municipal public assessments of the 2011-2014 Governance Agreements for Children in 11 of Peru's 24 regions (including the 6 regions prioritized by UNICEF). These agreements had been signed by the regional presidents and mayors elected in the 2010 electoral process. This assessment became a transparency and accountability tool for outgoing governments, and a baseline point of departure for the incoming government.

The newly-elected governments in the 24 regions, Lima Province and Lima Capital, have all signed Governance Agreements for 2015-2018, including specific targets related to children and adolescents, in agreement with civil society, children and adolescents the candidates and their technical teams. UNICEF provided technical assistance in its six priority regions, and also contributed to the national planning for these processes in all the other regions. In 2015 and future years, the agreements signed with the new governments will be monitored on an on-going basis, with civil society participation.

In 2014, UNICEF contributed to making visible the existing gaps and disparities affecting the Amazon indigenous children. The Forum on Early Childhood, held in Condorcanqui (Amazonas region) was organized in July together with the Network of Parliamentarians for Early Childhood, PAHO and other organizations. At the LACRO Regional Managerial Team (RMT) in Leticia, Colombia in November 2014, top national and international authorities analysed alternatives to solve critical problems affecting children in the Amazon, including sexual exploitation of children, access to health and education services for children, and the impact of extractive industries on the lives of children and communities, especially in the border areas.

**OUTPUT 1** By 2016, national, regional and local governments have improved capacities to analyse and use information and evidences in the formulation of children and adolescents oriented policies and programmes

**Analytical Statement of Progress:**

During 2014, the situation of children and women's rights was analysed by relevant actors of the National Government, three regional governments and three local governments, together with community leaders, women, adolescents, children and members of the private sector and the academia (a total of 325 participants). This process was carried out in the regions of Amazonas, Cusco, Piura and Lima within the framework of UNICEF's Analysis of Realization of Children, Adolescents and Women's Rights in Peru (SITAN).

Based on the results of the study on the "Situation of Children in Ucayali", conducted with the support of UNICEF, the Ucayali regional government created and implemented a Regional Ordinance establishing a "Regional System for Comprehensive Care of Children" and a "Regional Plan for Prevention of Chronic Malnutrition and Anaemia in Children under 3 Years of Age".

In Cusco region, public officials from 23 municipalities participated in a review of the implementation of the “5x5 municipal agenda”, which sets milestones and recommendations to improve municipal management targeted at children.

**OUTPUT 2** By 2016, citizens have increased capacities to demand and to participate in the implementation of public policies in favour of children and adolescents

**Analytical Statement of Progress:**

In 2014, the MCLCP monitored and generated “alerts” on failures in implementing policies targeted at children (nutrition and anaemia, maternal and neonatal health, and education), both at the national and regional levels. This was done through active dialogues between civil society and government representatives, and the six “alerts” allowed the national and regional governments to take corrective measures, such as the timely procurement of inputs and improvement in the supervision of health care provision, among others.

The Ministry of Social Development and Inclusion, with the support of UNICEF and other allies validated the public policy for “Comprehensive Development of Children and Adolescents”, using a decentralized and participatory approach with regional and local officials, adolescents and society of in three regions. This policy is part of the “Include to Grow” Strategy, which is the main social inclusion policy in Peru.

In 2014, the indigenous populations of the Amazonas region (253 participants of the Awajun and Wampis populations) prepared a proposal for the “Integrated Development of children in the Awajun and Wampis populations”. This process was conducted in the district of Imaza in Condorcanqui province (Amazonas region), with the support of UNICEF, PAHO, Save the Children, Fondo de las Américas and the Innova Network. The proposal was subsequently submitted to the Ministers of Health, Women and Vulnerable Populations and Social Development and Inclusion, in alliance with the Network of Parliamentarians for Early Childhood of the National Congress, at the meeting held in Condorcanqui in June.

Civil society organizations, members of academia, and regional government technicians and officials of four regions (Cusco, Lambayeque, Loreto and Lima) exercised their right to participation through the national consultation on “Participatory Monitoring for Accountability”, in which Peru is one of 10 countries globally providing inputs on the Means of Implementation for the post 2015 Sustainable Development Goals. This consultation is co-led globally by the governments of Peru, Canada and Korea, with UNICEF and UN Women serving as the technical secretariat. The process will culminate with a global meeting of the 10 participating countries, together with co-leads Canada and Korea, and senior staff from UNICEF and UN Women, in March 2015 in Lima.

**OUTCOME 10** By 2016, adolescents in prioritized Amazon, Andes and marginalized urban regions influence public policies to improve pertinent, quality service delivery

**Analytical Statement of Progress:**

In 2014, UNICEF promoted children and adolescents’ participation in political important events at the local, regional, national and international levels. Children and adolescents from across Loreto region participated in the formulation of policy proposals in Loreto’s Amazon Children’s Parliament, for the sixth year. This parliament was organized by the Network of Children and Adolescents from Loreto, in alliance with regional NGOs and with UNICEF. The proposals were then submitted to the regional government, and are expected to be taken into consideration by the newly elected regional government. Among the proposals formulated were a Regional

Ordinance to create a Regional Advisory Council of Children and Adolescents; more active participation from schools; promotion of sports and social skills; implementation of the Regional Action Plan for Children and Adolescents; and provision of differentiated sexual and reproductive health care.

In alliance with Red Florecer, UNICEF invited indigenous female adolescents from Amazonas (Condorcanqui) and Cusco (Ccoya) regions to participate in the “National Meeting to Discuss Education Policies with a Gender-Approach”. Participants were able to make their voices heard, and to convey their demand to have a leading role in their own integrated development.

In Ayacucho, Amazonas and Ucayali regions, child and adolescent organizations advocated for the formulation of the Governance Agreements 2015-18. In Ayacucho region, emphasis was placed on the right to participation, on the creating a Sub-Directorate of Youth, and on creating a Regional Youth Plan. The organizations also advocated for differentiated sexual and reproductive health care of at the Ayacucho Hospital. In Ucayali region, youth organizations were able to voice their concerns regarding education and environmental issues, and also regarding the importance of preventing of adolescent pregnancy and improving education quality.

Indigenous adolescents and pregnant adolescents from the Amazonas, Huanuco and Huancavelica regions participated in the process to validate the policy guidelines to implement axis 3 of the national “Include to Grow” strategy (axis 3 focuses on school aged children and adolescents). These guidelines seek to establish inter-sectoral and inter-governmental interventions to promote the integrated development of children and adolescents. Children and adolescents participated in the December 2014 UN Climate Change Conference (COP 20) held in Lima, articulating their demands in terms of climate change, and their proposals were presented at a Side Event during the global conference. In a joint effort, Save the Children, UNICEF and other allies were also able to lay the foundations for a delegation of children and adolescents to participate in the COP 21, to be held in Paris in 2015.

**OUTPUT 1** By 2016, the adolescents have increased capacities to participate in the development of policies and programmes that involve them

**Analytical Statement of Progress:**

During COP 20, children and adolescents were able to articulate their concerns on environmental issues, and to formulate requests addressed to regional electoral candidates in Ucayali region. Those petitions were included in the electoral debate. The proposals, apart from emphasizing the importance of raising awareness and environmental education, also highlighted the adolescents’ right to consultation, and stressed the need for an environmental agenda at the regional level.

In order to promote citizenship and democracy, school “municipalities” (student governments) were created and implemented in rural schools of Ccarhuayo in Cusco region, allowing students to participate in school elections and to join the education community in actions oriented toward improving the well-being of the students.

The Regional Bureau of Education of Cusco, in alliance with the Office of Human and Social Development of the Municipality of Cusco and with Plan International, allowed 150 adolescents from various educational institutions to strengthen their capacity and knowledge on human rights issues.

In Apurimac region, children and adolescents gained better development and communication capacities and skills, by hosting a radio show called "Wawanckic Uyway", aimed at promoting fulfilment of their right to freedom of opinion, access to services, social inclusion, learning, protection and the generation of their own spaces in the community.

The participation of adolescents in the participatory budgetary process experienced some setbacks in 2014, particularly in Cusco, Apurimac and Ucayali regions.

**OUTCOME 11** The CP is effectively and efficiently managed to support programme delivery and the achievement of results

**Analytical Statement of Progress:**

During 2014, the country programme implemented two very relevant participatory monitoring and planning processes. A mid-term evaluation was conducted, following a process of analysis of the situation of children in the country; thorough review of the new strategic plan priorities; and understanding of the changes in the context of Peru. The adjustments stemming from this review are expected to contribute to achieving more effective and sustainable results of the cooperation of UNICEF with Peru.

The National Coordination Committee formulated and approved the Multi-annual Action Plans (PAMAS), after reaching consensus with the national and regional partners on the areas of activity in which UNICEF will focus during the next two years.

Management was able to leverage programmable resources for a total US\$4,908,885, thanks to the good relations and the management of proposals for intervention with the Governments, Committees, Corporations and individuals.

UNICEF took the leadership and participated in humanitarian and Disaster Risk Management by promoting preparedness, response and development actions focused on actually or potentially affected children.

To encourage the change of behaviours that negatively affect the rights of the children, a set of C4D strategies were developed. These included maternal and child healthcare, particularly, consumption of multi-micronutrients (as a strategy to reduce anaemia and malnutrition); oral health care; awareness raising for parents, teachers and top managers of the education sector aimed at positioning gender equity in the education policies; consumption of safe water and community acceptance of the technologies used for its supply; and preparedness and response for teachers and children vis-à-vis 11 situations of natural risk that are frequent in Peru.

**OUTPUT 1** The CP has adequate funding, is timely planned, monitored and coordinated.

**Analytical Statement of Progress:**

Effective coordination was achieved through weekly programme coordination meetings. Weekly programme meetings monitored the implementation of HACT, SSA and PCAs, national and sub-national implementation, emergency situations and response, policy advocacy, knowledge management and evaluations on a regular basis and periodically reviewed the ERM and EWEA.

The Mid Term Review process was completed. This process gave UNICEF Peru a structure which is better aligned with both the new context in Peru, but also with the Strategic Plan.

The multi-year work plans for the period 2015-16 were negotiated with four national ministries and six regional governments. They were then reviewed and approved by the Cooperation Coordination Committee in November.

The Programme year-end meeting, with the participation of national and regional consultants and all the programme staff, was held in December. A special session with the participation of the recently elected regional authorities took place and allowed the exchange of points of view and expectations both from the regional authorities as well as UNICEF staff.

**OUTPUT 2** By 2016, national, regional and local governments have increased capacities to adapt and implement strategies to manage and reduce disaster risks, prepare for emergencies and mitigate the effects of climate change on children and adolescents

**Analytical Statement of Progress:**

The Thematic Roundtables on Nutrition (established in coordination with FAO and FWP), Protection (established in coordination with UNFPA), WASH (established in coordination with Caritas Peru), and Education (established with UNESCO), worked actively during 2014. The Inter Cluster Group was formed together with the lead agencies in order to reach agreements aimed at integrating the thematic roundtable interventions. Thematic roundtables in education, protection and WASH also were formed at the sub-national level in the Lima region.

UNICEF, together with other agencies of the United Nations System, participated in the preparation of the “Analysis of implementation of the Disaster Risk Management in Peru”, by identifying strengths and weaknesses and proposing recommendations for the SINAGERD Law to be implemented in a timely and adequate manner.

The National Disaster Risk Management Plan 2014 -2021 was approved on 13 May 2014 by means of the SUPREME DEECREE N° 034-2014-PCM. UNICEF provided technical assistance to the education and health sectors and the regional and local governments, in order for them to adapt their plans to PLANAGERD. A total of 117 communities from 22 local governments prepared their community risk maps and action plans for risk reduction, thus strengthening their resilience vis-à-vis emergencies and disasters. Twenty local governments from the Lima region have increased their budgets by US\$3.3 million to reduce their vulnerabilities and take care of emergencies. Ninety seven Municipal Ombudsman’s Offices for Children and Adolescents prepared plans for the protection of the rights of the children in situation of de emergency or disasters.

In support of the MIMP, assistance was provided in an emergency resulting from an earthquake in two communities of the Province of Paruro in the Cuzco region by installing safe spaces in two shelters, called Juguemos and SonRie, using the Juguemos (Let’s Play) programme. The MIMP institutionalized this programme to take care of the emotional recovery of children affected by emergencies and disasters in the country.

Children’s opinions were presented at the meeting of the Regional Disaster Risk Management Platform held in Ecuador, including a presentation by a young girl who represented Peru.

**OUTPUT 3** By 2016, citizens are knowledgeable about children rights and are empowered to recognize the vulnerabilities of excluded children and the problems that affect them.

**Analytical Statement of Progress:**

The key messages conveyed by the UNICEF Representative and technical team were well considered by the media. This trust in UNICEF was also expressed in the willingness to establish alliances to promote children's rights and in the pro-bono support to disseminate campaigns with the following media outlets: America TV, CRP, Media Networks, El Comercio, Grupo RPP, Corporación Pro, and other national and regional media.

In order to make child rights visible and to maintain and enhance the positioning of UNICEF, the Buena Onda Campaign and the "La Onda de mi Cole" game mobilized 70,000 school students around children's rights. The campaign managed to gain coverage in the media and an advertising schedule for US\$ 1,227,223.70 and US\$ 22,600.00 of digital advertising schedule. A final event was attended by 8,000 people, lasted almost 10 hours and included four hours of TV broadcasting. Eighteen videos were produced, and 40 public figures, including ambassadors, participated.

During the celebration of the 25<sup>th</sup> anniversary of the CRC, 13 personalities that have contributed remarkably to realization of the rights of Peruvian children were publicly acknowledged for their contributions, among them a former Secretary General of the United Nations.

Communication strategies developed for the positioning of the programmes developed by UNICEF included "Generation I", Equal opportunities, created in order to position an equity agenda focused on children with the candidates to the regional and local governments. The commitment of the National Society of de Radio and TV was secured for advertising dissemination on social networks and in the media. "Anaemia No", implemented together with the Ministry of Health, promoted a balanced nutrition and consumption of multi-micronutrients in children. "Gracias Profe" (Tank you, teacher), implemented with UNESCO and the Ministry of Education, promoted teacher training. It had 77 and 60 per cent coverage in TV and radio, respectively. The "School of silence" video to promote gender equity in education policies and programmes generated more than 39 YouTube visits. At the year end, UNICEF had 9,365,209 followers on Facebook (UNICEF, Buena Onda, Generation i) and 58,131,196 potential impressions on Twitter. There were 50 videos produced for the social networks. An active presence was maintained in the social networks, disseminating programmatic contents, thanks to the use of 'twitcams' and the alliances with companies and celebrities.

As a result of the monitoring of news carried out in alliance with Save the Children and the Ombudsman's Office, it was possible to identify that 40 per cent of the news contained good quality information about children (10 per cent more than in 2013). Children still lack a voice. In order to enhance the production of news, scholarships were given to journalists of El Peruano and RPP, through Latin Lab, to participate in the virtual workshop "Children and adolescents in the news."

**OUTCOME 12** Effective and efficient programme management and operations support to programme delivery.

### **Analytical Statement of Progress:**

The Business Continuity Plan was reviewed in 2014 and staff lists and vendors were updated. A simulation exercise of a natural disaster organized by OCHA was carried out in November with the participation of UN agencies staff and government officers. As part of that exercise, UNICEF Peru's Business Continuity Plan was tested.

An internal audit was conducted from 3 June to 10 August. It concluded that controls and processes were generally established and functioning during the audited period. UNICEF Peru agreed to take measures to address the five medium level recommendations raised in the report.

A periodic revision of the Table of Authority was prepared and approved by the Head of Office and staff were notified of their roles and accountabilities.

On 4 September 2014, UNICEF Peru held a MTMR meeting as a part of the MTR of its 2012-2016 Country Programme. The MTMR meeting shared the situation analysis, the results of the programme review of the MTR, the review of the various models of subnational intervention, the PBR-approved changes in human resources structure, the office's fundraising strategy and the role of Procurement Services in the country programme. Since the MTR process had recommended only strategic adjustments and no significant changes to the CP, no major changes were proposed to UNICEF Peru's management structure.

UNICEF Peru continued the strategy of involving and empowering CP implementing partners in the purchase of supplies and in the implementation of supply-related activities, which resulted in a reduction of UNICEF direct procurement as a programme component. Procurement Services continued to represent a major challenge in 2014. UNICEF Peru signed an MoU with EsSalud in 2014 and began working with the Madre de Dios Regional Government (US\$121,000 in cold chain equipment). Sensitive supplies that require immediate attention, such as Human Papillomavirus Vaccine 4-Valent (US\$3,552,770) and Multiple Micronutrients (US\$ 3,013,325), will continue to arrive in the country during the first quarter of 2015. Upon arrival, the close tracking and monitoring of these and other supplies of this nature is crucial.

## **OUTPUT 1 Effective and efficient Governance and Systems**

### **Analytical Statement of Progress:**

UNICEF Peru's governance systems functioned as expected. Office committees functioned regularly as per UNICEF guidelines, and membership was renewed as required. The Table of Authority was continuously updated, and the Risk and Control Profile was also reviewed.

ICT global projects like e-mail system migration were implemented in a timely manner. New reports were developed locally to support monitoring in different areas (e.g. vendor payments report). ICT services proved to be resilient and there were no major interruptions during the year. The ICT equipment purchase and replacement plan was prepared according to the office structure approved in the last PBR, was discussed with budget owners and approved by the CMT. The purchase orders were issued and the new equipment arrived (but is not yet deployed).

UNICEF Peru requested funds from the UNICEF Emergencies division (EMOPS) to replace the VHF radio equipment with the new standard and to replace the line stabilizer with a centralized UPS. The VHF radio equipment is the base of the emergency telecommunications network in Lima. The centralized UPS was a recommendation of the Regional IT Officer and due to the aging of the line stabilizer the replacement is urgently needed. This request will be evaluated by the Regional Office.

Website security policies are being reviewed by HQ. In the meantime UNICEF Peru was instructed by LACRO advisors to maintain its website systems as they are.

## **OUTPUT 2** Effective and efficient management and stewardship of financial resources

### **Analytical Statement of Progress:**

In 2014, the Programme Budget was funded in the amount of US\$7,085,705, and US\$590,760 was assigned for the Institutional Budget (IB) to cover operating expenses. The amount allocated for IB salaries, which is managed centrally by HQ, was insufficient to cover 2014 salaries due to an increase in the salary scales (Nov. 2013). The deficit was covered by HQ.

The US Dollar gained value versus the Peruvian currency during 2014, representing a 4.8 per cent gain in purchasing power. The Operations Section managed Programme funds in the areas of Logistics, IT and Personnel support services for office operating expenses in Lima. The amount spent for these services in 2014 was US\$164,935.

DCTs were monitored weekly. As of 31 December, DCTs over 9 months reached 0.6 per cent and DCTs over 6 months reached 7.2 per cent. UNICEF Peru is working together with IPs in this regard.

UNICEF Peru continued to monitor payments under US\$500 as part of its efforts to increase efficiency; the percentage of these payments (1 per cent) is within the regional average. An authorization to change main bank accounts to Citibank was given last year by DFAM; however, due to legal/administrative issues between Citibank and DFAM-HQ, this is still pending. The Regional Office is providing support to accelerate this process in order to have Citibank Bank Accounts opened before joining Panama HUB in April.

All travel certifications for trips ended in 2014 were submitted and entered in VISION. Travel policies effective 1 October were implemented in a timely manner.

## **OUTPUT 3** Effective and efficient management of Human Capacity.

### **Analytical Statement of Progress:**

The 2014 PBR approved the new office structure, joining the Panama Hub as of 1 April 2015, incorporating an Operations Officer at NOA level, an Operations Assistant at GS-5 level, and a Senior Human Resources Assistant at GS-7 level. Mitigating measures for six staff members on abolished posts were approved by the Regional Office. HR coordinated with LACRO the best way to support affected staff, aiming to reduce high levels of stress and ensuring that staff on abolished posts had a clear understanding of their entitlements and options. The 2014 PBR approved the establishment of an OR international post for an Education Specialist at L-3 level as of October 2014. Recruitment for the post was ongoing at year end.

On 10 March a session on Ethics was shared with all staff. In coordination with LACRO, staff received a stress management workshop in August aiming to support staff processing the changes involved in the transition to a hub structure.

During 2014, HR processed a total of 75 individual contracts and 14 interns/volunteers, both local and international.

A total of 88 per cent of Second Phase 2014 PAS were completed on time.

#### **OUTPUT 4 Private Sector**

##### **Analytical Statement of Progress:**

PFP activity consolidated the pledge channel during 2014 through a continued telemarketing campaign financed by investment funds. At the end of 2014 UNICEF Peru had 2,467 active. This campaign has proven to be sustainable and with a high growth potential. For 2015, FDP & IROF funds were approved for UNICEF Peru, to be invested in a Face to face (F2F) campaign and to continue with the telemarketing operation.

In 2014 the corporate channel suffered an income drop due to the loss of two important corporate partners (LAN and POFUTURO) for external reasons outside of UNICEF, representing an income loss of more than US\$200,000.

To be able to recover the corporate channel in 2015 UNICEF Peru successfully closed a new agreement with the train company Peru Rail to develop a fundraising campaign for train passengers starting in 2015. UNICEF Peru also opened new doors with potential corporate partners, including Herbalife, Rimac Seguros, Paris and Topitop.

2014 PFP income was US\$520,334.29.

#### **OUTPUT 5 Sales**

##### **Analytical Statement of Progress:**

2014 collection was successfully launched with a wide variety of Christmas cards. For the first time, six models of ecards were launched, making Punto Celeste the first licensee in the region to launch ecards. The decision was made not to grow the licensing business, in order to let UNICEF Peru establish local CRM contracts to raise the income.

### **Document Center**

#### **Evaluation**

<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
Evaluacion de Medio Termino: Mejorando la Educación Básica de Niñas y Niños en la Amazonía y el Sur Andino del Perú, 2010-2017	2014/015	Evaluation
La defensa del derecho de los pueblos indígenas amazónicos a una salud intercultural	2014/023	Study
Las infancias diversas. Estudio fenomenológico de la niñez de cero a tres años en cuatro pueblos indígenas de la Amazonía peruana.	2014/022	Research
Oferta y Demanda de Formación Docente EIB. Educación Inicial y Primaria.	2014/016	Study
Análisis de la Implementación de la Gestión del Riesgo de Desastres en el Perú	2014/014	Study
Sistematización de la experiencia de la Asociación de Municipalidades Amigas de la Niñez - AMAN	2014/013	Study
Gasto Público en las Niñas, Niños	2014/012	Study

El Proceso De Conversión De PRONOEI A IE	2014/011	Study
Caracterización Docente en Servicio EIB. Educación Inicial y Primaria	2014/010	Study
Estadísticas con enfoque de género	2014/009	Study
Estadística Educativa EIB Peru	2014/008	Study
Más y mejores docentes para una Educación Intercultural Bilingüe pertinente y de calidad. Balance y recomendaciones sobre las Políticas de Formación y Desarrollo docente EIB.	2014/007	Review
Hacia una Matriz de Factores de Éxito para la Educación Intercultural Bilingüe	2014/006	Review
Estudio sobre factores de calidad en escuelas EIB: Informe PRELIMINAR	2014/005	Study
Encuesta sobre preferencias en redes sociales – Adolescentes	2014/004	Survey
Monitoreo de calidad informativa sobre niños, niñas y adolescentes en prensa 2013-2014	2014/003	Study
Experiencia demostrativa en la movilización de recursos locales para la primera Infancia.	2014/002	Study
Línea de Base del componente Deporte para el Desarrollo del Programa Nacional Yachay	2014/001	Study

### Other Publication

Title
Balance de las Políticas y Estrategias de Gestión para Atender la Nutrición Infantil – 2013
Grupo de Seguimiento Concertado al Programa Presupuestal Salud Materno Neonatal-Reporte N° 01-2014-SC/PSMN
Alerta: Situación de la Vacunación a los Menores de 3 Años
Balance de la implementación de compromisos de gestión educación
Balance de los acuerdos de gobernabilidad regionales en educación 2011 - 2014
Memoria del Foro por la Primera Infancia en Condorcanqui Amazonas. Santa María de Nieva
Desarrollo Humano en el Estado Unitario y Descentralizado: el ABC para el bienestar de las personas
Construyendo Acuerdos Concertados para el Desarrollo Humano Integral. 2015 - 2018
Inversión en la niñez. Una apuesta por la equidad a los 25 años de la CND
Estrategia de participación y movilización adolescente “la onda de mi cole”
Modulo Educativo para la promoción de prácticas saludables frente al dengue y la fiebre chikungunya
Promoción de la Salud en la Gestión de Riesgos de Desastres en el Ambito Escolar
Guía de las Defensorías del Niño y del Adolescente ante Situaciones de Emergencia o Desastre
Manual de Mapa Comunitario de Riesgo
Boletín de la Red del Conocimiento por la Infancia y la Adolescencia