**Executive Summary**

Significant achievements in 2013 included:

**Early childhood development (ECD):** advances in ECD policies in education, health and nutrition, together with sector Ministries, notably helping to increase focus on young child health and nutrition (A Promise Renewed and Scaling Up Nutrition), and on early childhood education.

**Monitoring of Results on Equity (MoRES):** expanded bottleneck analysis related to child nutrition, including sector analyses in health, education and protection, helping to improve national and regional strategies.

**National and international awards for UNICEF-assisted activities:** The UN Secretary General presented an award for excellence in public administration to the national birth registry (RENIEC) for raising child birth registration to 96 per cent. The Municipal Ombudspersons’ Office for Children in Ayacucho’s Public Investment Project on violence and abuse was recognized for Best Practice and Innovation in Management. The Child Friendly School initiative won the Citizen’s Award for Best Practice in Education.

**Successful completion of the 2013 Programme and Budget Review process:** The Country Office proposal to the regional PBR was approved, achieving the downsizing in Operations resulting from entering the Regional Hub in 2015, but maximizing the use of attrition in order to minimize impact on existing staff members.

Significant shortfalls in 2013 included:

**New Children’s Code:** Despite significant advocacy by UNICEF and partners, political differences in Congress continued to delay approval of the new Code to incorporate the recommendations of the UN Committee on the Rights of the Child.

**Andean Regions of Cuzco, Apurimac and Ayacucho:** With significant new resources from mining royalties, these regions are becoming less open to UNICEF assistance and advocacy, and pay less attention to implementing joint activities with UNICEF, as they struggle to fully implement budgets assigned to them by the Ministries of Economy and Finance.

**Private Sector Fundraising (PSFR):** UNICEF Peru fell short of projected Private Fundraising and Partnership Division (PFP) income, partly due to not yet being able to issue tax exemption certificates to corporate donors, and partly due to fundraising models in need of redesign to prioritize pledge donors.

Significant collaborative partnerships in 2013 included:

**Leveraging resources for children:** UNICEF cooperation is increasingly convincing national and regional Governments to assign more resources to provide essential services to children, in pursuit of targets to improve child health, nutrition, education and protection.

**Enhanced cooperation with the new Ministry for Inclusion and Social Development (MIDIS):** Now in its second year, MIDIS increasingly turns to UNICEF for support in improving national strategies for children, particularly on child malnutrition and ECD.

**Sports for Development (S4D):** Building on adolescent participation activities, and in preparation for major sporting events in the LAC region (2014 World Cup and 2016 Olympic Games in Brazil), UNICEF initiated activities with the Peruvian Sports Institute and the Yachay program of the Ministry of Women and Vulnerable Populations (MIMP) to involve children and adolescents in sports in order to foster tolerance and teamwork, and to protect them from risks in their communities.

**Corporate Social Responsibility (CSR):** UNICEF expanded cooperation with Save the Children and the Organization of American States (OAS) to sensitize companies and advise them on the global Business Principles for Child Rights.
Country Situation as Affecting Children & Women

Peru remained one of the most stable economies in the Latin American region in 2013. Its GDP grew by 5.2 per cent according to the GDP Quarterly Technical Report 04, November 2013, published by the National Institute for Statistics and Information Technology (INEI). Although this has been reflected in significant reductions in poverty overall, poverty still affected 25.8 per cent of the population in 2012. While the country has established itself as an upper middle income country, inequality remains a significant threat to continued growth and political stability. Though there are regions with just over 10 per cent of the population living in poverty, there are others, such as Huancavelica and Apurimac, where an estimated 60 per cent of the population are poor. Poverty disproportionately affects regions with high population disparity and population groups whose mother tongue is an indigenous language.

Having committed to disparity reduction in 2011, the Government maintained social inclusion as a policy priority during 2013. It reformulated policy and social protection management models and increased the budget for the social programmes for children and adolescents, including for the conditional cash transfer (JUNTOS), school lunch (Qali Warma) and child care (Cuna Mas) programmes, benefitting close to 3,377,000 children.

Both the public budget and the budget allocated to children and adolescent development services increased in 2013. The total budget for child health and nutrition, education, identity protection and family violence increased by 7.9 per cent compared to 2012. Implementation of the children-oriented budgets reached 93 per cent overall. Local government execution approached 70 per cent. The gap in the implementation of the budgets reflects structural weaknesses in the management capacity of the different levels of government.

Peru has made remarkable progress in reducing child, infant and to a lesser extent neonatal mortality, which has remained stagnant in recent years. Child and infant mortality rates are 23/1,000 and 17/1,000 live births, respectively, while neonatal mortality has remained stagnant at 9/1,000 live births over the last three years. Chronic malnutrition fell from 19.5 per cent in 2011 to 18.1 per cent in 2012, while anaemia increased from 41.6 per cent to 44.5 per cent. Among the population group in the bottom quintile, the prevalence of chronic malnutrition is 12.5 times higher than for those in the top quintile, and the prevalence of anaemia is twice as high.

On average, the coverage of health services and sanitation has increased, but for the most excluded areas of the Amazon, there are still problems of access and coverage. An estimated 9.7 per cent of the population lack access to any kind of sanitation facility and 38 per cent do not use a safe water source. The quality of those services is the main bottleneck that limits access to marginalized populations - especially the cultural relevance of the services - which is reflected in the figures of chronic malnutrition, anaemia and diarrhoea.

Coverage of early childhood education (ECE) was 75 per cent in 2012, representing access in urban and rural access of 78 per cent and 66 per cent, respectively. Primary education enrolment rates are relatively high and consistent for all economic, geographic and ethnic groups (about 90 per cent). The quality of primary education is a challenge. Nationally, in 2012, only 30 per cent of children in the second year of the primary level could understand what they read, and only 17 per cent were numerate. The literacy rate of children in urban areas is five times higher than that of rural children, while the numeracy rate is almost four times higher. Among children of the Amazon areas who speak an indigenous language, literacy levels are below 6 per cent. The Government has prioritized intercultural bilingual education policy, but there are sectoral and sub-national capacity challenges that impede progress.

Net enrolment in secondary education is around 80 per cent, 85.5 per cent among the non-poor and 58.6 per cent among the poor. The same disparity in access to secondary education as for primary is noted among adolescents who speak an indigenous language in comparison to those who speak Spanish as their first language.
Violence against children and adolescents is unrelenting. In 2012, 32.7 per cent of mothers and 30.8 per cent of parents used corporal punishment to discipline their children. This figure rises to 50.1 per cent and 44 per cent, respectively, in the Amazon. While abuse of children in the home is illegal, the use of corporal punishment is not. From January to October of 2013, 12,398 cases of physical, sexual and emotional violence against children and adolescents were recorded.

Nationwide, 37.2 per cent of women reported having experienced physical violence and 8.7 per cent, sexual violence, during 2012. Those figures are higher in some regions of the country, as much as 50 per cent and 16.0 per cent, respectively. From January to October of 2013, there were 99 reported cases of femicide and 122 cases of attempted femicide. There are an estimated 9,000 children and adolescents institutionalized and 5,201 adolescents in conflict with the law, 67 per cent of whom are serving custodial sentences.

The latest official data on child labour is from 2008, and it indicated that 18 per cent of children between the ages of 6 and 13 were working. There is no evidence to suggest that this situation has improved. The country registered remarkable progress relating to the right to identity. In 2012 only 4 per cent of children under five had no official birth record. However, there are still pockets of above 10 per cent unregistered, indigenous children.

In 2013, the IV Alternative Civil Society Report in compliance with the Convention on the Rights of the Child (CRC) in Peru was introduced (Period 2006-2012). It noted that: the Peruvian state still has no clear guidelines to promote the participation of children and adolescents in the setting of their families, schools and public spaces; the specialized services for care and protection of victims of sexual abuse are still insufficient; there are still no explicit regulations that prohibit all forms of corporal punishment of children and adolescents; there are still many barriers for children and adolescents with disabilities; and there are structural barriers that prevent adolescents from exercising their sexual and reproductive rights.

In 2013, the Peruvian Government made an important step with regard to management for disaster risk reduction (DRR) by allocating US$19.8 million to the Ministries of Education and Health for the implementation of DRR plans. Those funds are in addition to those regularly assigned to regional and local governments for this purpose. However, access to qualified human resources is a major limitation to ensure quality and timely implementation of those funds.

### Country Programme Analytical Overview

During 2013, the CO applied MoRES to the Programme Component Results (PCRs) and Intermediate Results (IRs) to determine their response to the barriers and bottlenecks for the most disadvantaged children. The results of the exercise showed that while all the PCRs and IRs respond to the bottlenecks, not all the bottlenecks identified have a corresponding IR. This was particularly evident in the case of the Child Survival and Development (CSD) programme, where one of the constraints identified was related to the lack of access to safe water, sanitation and hygiene as a significant barrier to the reduction of chronic malnutrition and to reducing the high levels of diarrhoea in the Amazon regions, especially Iquitos.

The Country Programme (CP) does not include a Water, Sanitation and Hygiene (WASH) component, although some WASH activities are undertaken with the National Rural Water and Sanitation Programme. Since 2014 is a Mid-Term Review (MTR) year, the Office will have to make a decision as to whether, given the resource limitations, it will only concentrate on some of the more strategic bottlenecks, such as those related to WASH, given its importance for the achievement of the several outcomes.

The fact that the most disadvantaged children are the rural, indigenous children, and that one of the main challenges they face is limited access to quality, basic social services, MoRES analysis both under the demand and supply determinants shows that lack of cultural relevance of healthcare services is a major bottleneck. On the supply side, the indicator shows that health personnel closest to the most disadvantaged are inadequately trained or unqualified to provide services that consider the cultural diversity and specific needs of indigenous women and children. On the demand side, the analysis shows that indigenous women are reluctant to attend antenatal clinics and to deliver in institutions where the staff do not speak their language or where their own customs and traditions are not integrated into the “western” healthcare services. This
Bottleneck analysis was applied to two National Strategic Budget Programmes: The Learning Achievement and Maternal and Child Health of the Results-based Budget mechanism. In the case of the latter, the analysis was done in the Amazonas region to address the notable increase in the number of unexplained infant deaths that was occurring there. The analysis showed that while the regional health system was effective in treating at risk children, it was ineffective in identifying them. Since then, UNICEF has provided support to the Regional Government to change the intake registers from paper-based to a computer-based system that requires more specific and detailed information, including ethnicity and gender, and an alert feature. Registrars were trained to use the new system.

Analysis of the Learning Achievement Strategic Budget Programme (SBP) identified weaknesses in education policy and planning as well as in the inadequate number of trained teachers, especially in rural and dispersed areas of the country. UNICEF assisted the Government in the development and piloting of an itinerant early education strategy to address this bottleneck.

**Humanitarian Assistance**

The Andean region experienced uncharacteristically low temperatures during 2013 that created significant challenges for children and their families, including lack of access to safe water, food, heating and cooking fuel, among others. UNICEF partnered with Banco de Credito del Peru to procure and distribute 400 respiratory chambers for health facilities and warm clothing for 3,000 children below the age of two in the region of Apurimac. The chambers and clothing were instrumental in preventing and treating acute respiratory infection (ARI) and deaths of small children in the region. Other regions of the Andes were covered by the Ministry of Health (MoH) and other partners, including the Red Cross. Starting in 2013, with a financial contribution from the Belgian Government, and technical support from the National Institute of Civil Defence (INDECI), UNICEF provided support to 15 local governments to prepare for the climatic events which are occurring with increased frequency and intensity in Peru. This support will continue in the first half of 2014.

**Effective Advocacy**

*Fully met benchmarks*

Advocacy was undertaken with the assistance of the global ECD Specialist to promote the elaboration of a national ECD policy. Efforts included the development of a policy brief and the documentation of interventions developed in Peru to gather evidence and to promote the use of strategies such as Community Surveillance and violence reduction to achieve sustainable ECD results. While the drafting of the policy is yet to begin, regional governments have started investing in community surveillance and the establishment of Municipal Defence Centers for Children (DEMUNAS) to address violence in their communities.

UNICEF continued to collaborate with the Scaling Up Nutrition (SUN) movement and advocated for leadership at the highest level in the Government. The First Lady represented the country in a SUN meeting and leadership is at the vice-ministerial level. Advocacy continues to ensure that the country, especially the most disadvantaged regions, have access to and are utilizing multi micro nutrients (MNP) supplementation as an effective strategy in the reduction of chronic malnutrition. In addition to the six regions where UNICEF intervenes directly, more than 15 other regions have adopted MNP supplementation in their prevention and treatment protocols. The malnutrition challenge remains among children of the most dispersed and impoverished regions.

Significant advocacy was needed to promote the principles of A Promise Renewed. The almost exclusive focus on health sector reform has had direct consequences for key childhood indicators that threaten to reverse the progress made on Millennium Development Goal (MDG) 4. Actions to address the comparatively poor situation of children in urban slums, rural and dispersed areas weakened during 2013. UNICEF's advocacy was instrumental in getting the MoH to recommit to effective strategies such as family planning and
prevention of adolescent pregnancy and to address the weak capacities of health staff. UNICEF’s analysis of the situation showed stagnation in the reduction of neonatal and maternal mortality. The analysis showed that 80 per cent and 62 per cent of neonatal and maternal deaths, respectively, were occurring in health institutions.

Advocacy was also conducted to promote the approval of the law to protect breastfeeding and the law that promotes the establishment of breastfeeding spaces in public and private sector institutions. Both laws were read in the Congress and were pending debate and approval at the year end. UNICEF established a network of Congressional leaders and provided analysis and information to strengthen their knowledge and commitment to issues affecting children, including the need to protect breastfeeding. Technical support was also provided for monitoring, and resulted in the first report on the promotion and use of infant formulas in health facilities.

The Ministry of Education (MoE) committed to the elaboration of a Strategic Budget Programme for intercultural bilingual education (IBE). This will ensure that IBE can be scaled up and accessible to children country wide. In 2013, UNICEF and MoE launched the manual for the elaboration of medium term education plans, which will facilitate the implementation of the IBE SBP once it is approved.

Advocacy for the revision of the Children’s Act was unsuccessful despite strong coordinated advocacy efforts and technical support to the Congressional Committee.

**Capacity Development**

*Fully met benchmarks*

Two diploma courses on the Formulation of Rights-based, Child and Adolescent-oriented Public Sector Investment Projects were held in 2013, bringing to 23 the total number of courses conducted since the program started in 2007, and directly benefitting more than 900 public sector officials. A total of 140 investment projects on health, nutrition, education, child protection have been formulated. The diploma is intended to address sub-national capacity to respond to the needs of children, especially the most disadvantaged. MoRES has been integrated into the diploma curriculum.

The UNICEF diploma’s methodology and modules were transferred to universities and line Ministries. The Ministry of Social Development and Inclusion (MIDIS), the Peruvian Network for Urban and Rural Municipalities (REMURPE) and the Citizens Observatory for the Promotion of Investment in Children (GIPIF) made use of the contents through a virtual-course on investments for children in which more than 260 local officials participated from all over the country. The MoE, the Catholic University and the policy think-tank organization GRADE utilized the modules to build capacities on strategic planning and programming for education officials.

MIDIS received technical assistance for the formulation of guidelines for the implementation of the Inclusion for Growth national social inclusion policy. The first set of guidelines target decision makers at the sub-national and national levels with collaborative management strategies to reduce chronic malnutrition within the framework of the policy and establish the priority districts based on the basis of levels of chronic malnutrition, vulnerability and food insecurity, and percentage of the population in exclusion. The policy guidelines propose 12 effective, evidence-based interventions.

UNICEF provided technical assistance to the Ministry of Economy and Finance (MoEF) in the revision of social public spending disseminated in prioritized regions, informing decision makers of the amount, location, and the focus of social public spending.

Officials from the MIDIS, MoEF, Ministry of Women’s Affairs and Vulnerable Groups (MoWVG) and other institutions are now able to use Devinfo to track policy implementation, including the implementation of the National Plan of Action for Children and Adolescents (NPAC).
The capacities of the MoE and more than 1,400 environmental education specialists and Reduction of the Vulnerability and Disaster Emergency Care–PREVAED coordinators, Regional Directorate of Education (DRE), and Local Education Management Unites (UGELs) were strengthened on DRR in the education sector. Those capacities were extended to more than 2,000 teachers and 206 local education management units who have since formed DRR committees and drafted DRR plans.

The MIDIS now has the capacity to identify bottlenecks in the implementation of the social programmes that benefit the most disadvantaged. UNICEF developed a manual for the Ministry based on its application of MoRES to the National Programme on Nutrition (PAN) in Ayacucho.

**Communication for Development**

*Fully met benchmarks*

On the basis of the baseline study that was developed in 2012, UNICEF and the MoE had a Communication for Development (C4D) strategy to change perceptions, attitudes and behaviours of the education sector related to disaster risks. As a result, more than 14,000 school principals and teachers are better prepared to implement participatory communication strategies under the MoE’s “Safe Schools” initiative.

One of the products of the C4D strategy is a video that had a huge impact among participants in the First National Encounter of Regional Directors on Education and Representatives from the Local Education Management. The video showed natural disasters devastating entire populations, causing innumerable damages in three regions of the country, and how educational authorities could have taken action to prevent and mitigate damage to school property and community infrastructure, and protect the rights of children to education.

The education sector has 11 manuals developed with UNICEF’s support to guide authorities and community members on how to protect children, prepare, respond and rehabilitate schools and households in situations of natural disasters in Peru. This initiative has been recognized as a regional best practice.

The MoE has audio-visual material for training teachers on school retention strategies to promote girls’ primary and secondary school completion. This material is based on observations that analysed how gender discrimination starts in the classroom. The MoE will include the material in the teacher training curriculum in 2014.

Advocacy and technical assistance to the MoH has resulted in the allocation of a specific budget for 2014 to develop and implement a C4D strategy to improve water, sanitation and hygiene practices at the local level. This will coincide with the collaboration that UNICEF established in 2013 with the National Programme on Rural Water and Sanitation (NPRWS) to promote behaviour change and improve practices in water management in the diverse geographic and cultural contexts of the country. The goal is to contribute to the reduction of chronic malnutrition and prevent waterborne illnesses through the sharing of UNICEF’s best practices from other countries with different contexts that are adaptable to Peru.

**Strategic Partnerships**

*Fully met benchmarks*

An international Corporate Social Responsibility (CSR) seminar, co-organized with Save the Children, Entrepreneurs for Education and Peru 2021 focused on the impact of breastfeeding, tourism, the media and extractive activities on children’s rights. As a result of the seminar, UNICEF now collaborates with Peru’s largest insurance company and a private clinic to promote breastfeeding. UNICEF also is collaborating with PSFR Geneva in their global pilot with the mining industry that aims to integrate child rights approaches in
CSR strategies of that industry.

Support was provided to the Government of Peru in its SUN movement commitments in close collaboration with the Initiative for the Elimination of Chronic Malnutrition. The Initiative, led by CARE, includes other UN agencies and has been effective in advocating for specific targets related to chronic malnutrition and the commitment of political parties to their realization. Advocacy efforts to promote A Promise Renewed were undertaken jointly with the Neonatal and Maternal Mortality Group, which includes the World Health Organization (WHO)/Pan American Health Organization (PAHO), United Nations Population Fund (UNFPA), CARE, the MoH and local NGOs.

The closure of the UNICEF offices in Cusco and Apurímac in 2011 and 2012, respectively, has not had notable effects on the implementation of the Annual Work Plans (AWPs) or the achievement of results in those regions thanks to strong partnerships developed with APRODH and CEPRODENNA, two local-based NGOs. In addition to implementing some aspects of the work plans, the NGOs effectively undertook policy advocacy and to leverage public resources for children in those regions. APRODH adapted the UNICEF 5x5 (5 priorities and 5 strategies) that local government leaders can use to deliver results for children in their region. CEPRODENNA effectively established an accountability mechanism where the community is able to interact with and demand results from regional Government officials.

Collaboration with Supply Division ensured that the delivery and installation of more than 13,000 pieces of equipment, including solar powered fridges for the renewal of the cold chain, were monitored closely and reported on, including in hard to reach, dispersed health facilities. The collaboration has also been instrumental in ensuring that the country replenishes its supplies of vaccines and rapid HIV testing kits, among other items.

Partnership with the IZA, an Institute for the Study of Labour, through the Zinc Saves Kids joint global initiative with UNICEF contributed to ensuring the integration of evidence-based intervention on zinc supplementation for the prevention and treatment of diarrhoea, zinc deficiency and anaemia. The intervention has been effective in reducing the severity and frequency of diarrhoea, especially in the Amazon region of Loreto, and has contributed to the reduction of anaemia in four regions of the country where UNICEF intervenes. The MoH has since included the use of zinc in its protocols.

America TV and other media organizations partnered with UNICEF to undertake the annual “Buena Onda” campaign, which highlighted the right to play and to breastfeeding. The four-hour TV programme mobilized thousands of families around children’s rights. Media coverage through press, the participation of ambassadors and advertising campaigns was worth more than US$800,000.

Knowledge Management

**Partially met benchmarks**

Approximately 26 per cent of the studies, surveys and evaluations (14 of 54) included in the 2013 IMEP were not conducted, mainly because of financial limitations. The knowledge management (KM) strategy during 2013 centred on: documentation and systematization of best practices and models; sharing of information and lessons learned through events, meetings and bulletins; data management of selected child outcome indicators and public spending on children; transferring of knowledge; and development of knowledge networks and groups.

During 2013, documentation of 13 sub-national intervention models was undertaken and/or completed. Eight of the models generated evidence to support ongoing policy advocacy initiatives, including key intervention documentation that has been used effectively to promote community surveillance as a strategy to prevent and reduce chronic malnutrition. That intervention was also recognized by USAID as having contributed to the prevention of violence against women in parts of the Amazon. These findings confirmed the opinions of community members (who had participated in community surveillance) that in homes where there is domestic violence and alcoholism, there is a higher incidence of chronically malnourished children.
The other five documentations focused on capacity development, leveraging of resources and influencing of budgets for children, including the documentation of the application of MoRES, which provided the basis for the manual on the application of MoRES to improve effectiveness of the social protection programmes.

The Situation of Afro Peruvian Children study was launched jointly with Plan International and the NGO CEDET. The study is the first to focus on this excluded group of children and has been effective in encouraging the INEI to reactivate a statistics and information group on ethnicity and in the elaboration of guidelines for the development of a public policy on the Afro Peruvians population, including children.

To prepare for the 2014 MTR, UNICEF has begun a comprehensive update of the Situation Analysis, completing the quantitative analysis in 2013. A database was generated and is being incorporated in an online version of DevInfo. The consultations for the qualitative analysis will begin in January 2014.

A knowledge network on public finance for children was created and provides a space for dialogue and exchange between officials and professionals involved in public management and budgets related to children and adolescents. The network has approximately 1,000 members who graduated from the UNICEF diplomas over the last five years. A first bulletin on public investment and children was published and disseminated.

The CO established internal working groups to improve knowledge and sharing of information and knowledge on leveraging of public budgets for children and on adolescent development.

UNICEF also manages knowledge through interagency working groups. UNICEF co-led the United Nations Country Team (UNCT) Human Rights group with the United Nations Development Programme (UNDP) and the statistical group with the Inter-American Development Bank (IADB), and participated actively in others, including Decentralization and Modernization of the State led by German Society for International Cooperation (GIZ), Census and Ethnic in Data Management led by INEI, and Social Protection led by United Nations Population Fund (UNFPA).

**Human Rights Based Approach to Cooperation**

*Fully met benchmarks*

During 2013, UNICEF supported the United Nations Resident Coordinator (UNRC) Office to ensure that excluded groups, including those in the urban slums of Lima and in the Amazon, were consulted in the process of the preparation of Peru’s proposal for the Post-2015 Agenda. Consultations were undertaken with children and adolescents, women, people living with HIV/AIDS (PLWHA), indigenous leaders, and children living with disabilities, among others. In all, UNICEF undertook 39 of the 53 consultations in different parts of the country.

UNICEF participated in training and joined the national Census Advisory Committee to advocate for the inclusion of self-identification in the determination of ethnicity and cultural diversity in the 2017 census. Drafting of the Status of Afro Peruvian children was a challenge due to lack of data on that population group, in part because language spoken in the home was used to determine ethnicity in previous censuses.

The 2013 edition of *La Onda de Mi Cole* - the school-based platform for children in-school to compete on their knowledge and application of the CRC – focused on bullying, discrimination, violence, drug abuse, sexuality and environmental protection, among other issues. A total of 86 schools and 90,000 students participated in the challenges and in the process improved their knowledge and that of their teachers, parents, family and community on those issues.

UNICEF continued to conduct data analysis and research to highlight the situation of the most disadvantaged groups. Analysis was presented to the MoH highlighting the plight of children, pregnant women and newborns in the most remote parts of the country. In collaboration with Innocenti, UNICEF will assist the RENIEC to
study the bottlenecks related to governance that contribute to comparatively low birth registration rates among the Ashaninka indigenous Amazonian group.

Support to the Ombudsman’s office has resulted in the publication of two reports that study indigenous children’s access to IBE and intercultural approaches to health service delivery, undertaken with WHO/PAHO. Both of these studies provide evidence to support advocacy to increase access and quality of social services to indigenous children and their families.

The Child-friendly Schools initiative supported by UNICEF won the Citizen’s award for best practice in Education. As of May 2013, UNICEF initiated a process in selected schools to eliminate gender discrimination in those schools which it hopes to use as a model in 2014 to advocate for the mainstreaming of gender in schools. Results of the models are yet to be documented.

A weak culture of human rights prevails in Peru and UNICEF recognizes the huge challenge that this implies. To that end, and based on a decision by the UNCT, UNICEF is collaborating in the contracting of a UN Human Rights Specialist in the office of the UNRC. UNICEF also led the drafting of the HR Report on behalf of the HR Theme Group.

**Gender Equality**

*Initiating action to meet benchmarks*

USAID conducted a study on “Gender Diagnosis in the Amazon,” the results of which have been important to the analysis of the CP in terms of its response to gender inequalities in the most disadvantaged region of the country. While the study makes reference to several UNICEF interventions that are contributing to gender equality, such as the establishment and promotion of municipal ombudsman offices and community surveillance centres, it found that the six regions studied had the highest levels of undocumented women in the country, and that on average the rate is twice as high for undocumented men. This has serious implications for children’s access to identification, since in Peru a woman has to provide proof of her own identity to be able to register her children. Currently, the CP focuses on closing the gap on birth registration of children 0-5 years. The strategy will have to be strengthened to address the situation of women.

During 2013, important progress was made in improving gender mainstreaming in education. The MoE now has guidelines for the elaboration of text books free from gender biases. UNICEF provided technical support to the sub-commission consisting of officials from the MoH and MoWVG for the design and elaboration of the guidelines.

Site visits were conducted to several schools to test the mechanisms and indicators developed with UNICEF’s support under the Child-friendly schools framework to monitor the implementation of the Gender Mainstreaming in Education policy. Monitors observed little or no changes in the approach used by teachers despite the training provided.

UNICEF, in collaboration with NGO CEPRODENNA, presented the first Child Protection Public Investment Project (PIP). The PIP is intended to scale up the availability of Municipal Ombudsman offices in the region of Ayacucho. The PIP won the national award for Best Practice and Innovation in the Management of the Ombudsman system. It will ensure that women throughout the region can report violence and abuse and receive support. Scaling-up through the PIP mechanism is significant given the fact that PIPs have traditionally only funded infrastructure, with limited funding for capacity development components, and never for Child Protection.

In the region of Amazonas, UNICEF effectively piloted the training of a cadre of indigenous nurses. The intervention responds to the bottleneck identified that limited indigenous women’s access to health care due to social norms and practices. For example, women do not attend antenatal services and deliver in institutions where they cannot be attended by a female, and by preference, one who speaks their language and is willing to integrate their practice of vertical birth delivery. The MoH included these nurses in its staffing structure. The intervention also addresses the problem of high staff rotation among health professionals who
are traditionally imported to the region and have difficulty adjusting to the conditions of the rural Amazon.

**Environmental Sustainability**

*Fully met benchmarks*

While the CO does not have a WASH programme per se, it has been collaborating with the NPRWS, with the support of the Regional Office and the Bolivia CO, to identify effective models for the provision of safe water and sanitation management in the rural Amazon.

With financial support from the Belgian Government, 5 regional and 15 municipal governments are developing their capacities to address community level disaster preparation. Support includes the development of participatory community preparation plans and the prepositioning of essential emergency supplies. Regional governments also received technical support in planning, budgeting and implementation of DRR strategies.

Both the MoE and the MoH are better prepared to conduct DRR in their sectors and have been supported to integrate DRR strategies in their planning, budgeting, monitoring and communication.

**South-South and Triangular Cooperation**

In a bi-national workshop held in Santa Cruz, Bolivia, the MoHs of Peru and Bolivia shared experiences and discussed the development of culturally appropriate strategies for indigenous communities affected by HIV-AIDS. Participants from the National HIV/AIDS Control Programs, indigenous leaders, NGOs, PLWHA, academia and the UN Offices of the two countries agreed to continue the bilateral cooperation to strengthen appropriate response to HIV/AIDS and to address the growing number of HIV/AIDS cases recorded in dispersed communities on both sides of the border.

In the framework of the SUN movement, El Salvador, Guatemala and Peru have been exchanging experiences and challenges of their nutrition policies aimed at reducing stunting and improving maternal and child nutrition. The SUN movement in Peru is led by MIDIS and UNICEF is part of the technical support team.

Peru CO took advantage of the opportunity provided by the Inter-parliamentary meeting on The Right to Identity hosted by the Peruvian Parliament to increase the profile of birth registration and the right to identity, and highlighted the disparities affecting the most excluded populations: indigenous, afro-descendant, children living in border and remote areas, and children with disabilities. UNICEF advocated for the accelerating of Peru’s efforts to address these disparities before the end of 2015 in an effort to meet the regional goal. To this end, the CO, in partnership with the Bolivia and Brazil COs, facilitated the exchange of knowledge, experiences and legal frameworks among the respective Governments to address documentation among indigenous populations. As a result, a commitment was made to conduct technical missions to Bolivia, Panamá and Argentina in 2014. Also as a result of ongoing technical exchange between the Governments of Colombia and Peru, Peru developed a national protocol to protect children who are released from illegal, organized, armed groups in the Valley of the Apurímac, Ene and Mantano Rivers (VRAEM) region.

South-South cooperation (SSC) was undertaken to improve capacity to analyse multidimensional child poverty with the support of the Economic Commission for Latin America and the Caribbean (ECLAC). The training targeted officials from relevant ministries of Peru and Ecuador. The Mexican National Council for Social Policy Evaluation (CONEVAL) presented Mexico’s experiences on the measurement of child poverty and its use in public policy. Another exchange was organized with CONEVAL on evaluation of child-oriented programming.

Experts from UNICEF Argentina and the University of Buenos Aires visited and shared the methodology on tracking of public spending with officials of MoEF, MIDIS, MoWVG and the Committee for Concerted Action in the Fight Against Poverty (MCLCP). As a result, the taxonomy for public spending on children in Peru has been improved.
The use of DevInfo was promoted with the support of experts from Panama and Argentina. The exchange focused on how the platform is being used to monitor the fulfilment of children’s rights in Latin America and the Caribbean (LAC), and is the basis for the development of the monitoring dashboard of the social protection programmes of MIDIS.

UNICEF promoted exchanges on monitoring Sport for Development programs. A key partner participated in a Vamos a Jogar workshop in Brazil that served as a foundation for the development of a monitoring and evaluation component in the Yachay national social programme.
### Narrative Analysis by Programme Component Results and Intermediate Results

#### Peru - 3390

#### PC 1 - Child survival and development

**On-track**

**PCR 3390/A0/04/001** By 2016, pregnant women, boys and girls in prioritized areas of high inequity and social exclusion, access quality and culturally adequate health services.

**Progress:** The rate of child mortality remained the same in 2013 (21/1,000 live births), and the neonatal mortality rate increased slightly, up to 9/1,000 live births from 8/1,000 in 2012. Coverage of antenatal care increased slightly, reaching 96 per cent of pregnant women in 2013 (0.6 percentage points higher than 2012). Births in health institutions increased significantly, reaching 88 per cent of pregnant women (2.9 per cent higher than 2012).

Peru significantly reduced infant and child mortality and, to a lesser extent, neonatal mortality. MDG 4 was achieved five years earlier than targeted, however, progress has slowed in recent years, particularly in neonatal mortality. This may be due to several remaining limitations, including inequalities affecting rural/Amazonian/Andean communities, especially indigenous populations. The high level of coverage of health services in urban areas (70 per cent of the population) means further progress depends on improving indicators in remote and disadvantaged populations.

Thanks to Peru's economic growth, public investment in women's and children's health has increased, notably through the Maternal/Neonatal Strategic Health Program. However, limited planning, management and implementation capacity, especially in disadvantaged regions, mean that increased funding does not necessarily translate into more/better services, particularly in remote and hard-to-reach areas.

In 2013, UNICEF provided technical assistance to national, regional and local authorities to improve planning, implementation and monitoring of budgets and services. Maternal and child health services remain weak or non-existent in some remote areas, and those populations have little decision-making capacity or impact on national health policies/strategies. High rotation of health personnel negatively affects local services and capacity, with repeated training being required. Many interventions also remain highly sectoral, with limited inter-sectoral cooperation. In rural Andean/Amazonian areas, many people have limited access to safe water/sanitation, reflected in high incidence of infectious and communicable diseases, including among young children.

Peru continues to prioritize access by pregnant women to pre-natal care and births in health facilities, with a notable impact in reducing maternal mortality since 1990. Increased budgets have been important, but credit also goes to any efforts supported by UNICEF to increase the availability of culturally appropriate/adapted maternal health services (e.g., permitting family members’ presence during births, permitting indigenous women to give birth standing/sitting, and “maternal waiting houses” where expecting mothers, especially those at high risk, can stay next to the health facilities, with ready access to emergency obstetric care). Other successful strategies promoted by UNICEF include mobile childbirth services for women in rural areas.

---

<table>
<thead>
<tr>
<th>On-track</th>
</tr>
</thead>
</table>

**IR 3390/A0/04/001/001** 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.

**Progress:** The proportion of pregnant women who initiate pre-natal controls in their first quarter increased slightly in 2013 (0.9 percentage points) compared to 2012. There was also a significant increase in the proportion of pregnant women who access six or more controls during pregnancy (now 90.4 per cent), 5.5 percentage points higher than in 2012.

Extending pre-natal care and births in health facilities are critical factors for improving newborn health and expanding interventions to reduce neonatal mortality. The Ministry of Health (MoH) is committed to reducing neonatal mortality as a priority issue, and is currently preparing a national strategic plan, to be implemented at an inter-sectoral level in prioritized regions in early 2014. UNICEF established partnerships through the "Neonatal Health Work Group," and undertook advocacy to place critical child health issues on the national agenda. UNICEF supported the MoH to conduct studies that show the health status of newborns, especially with regard to inequalities. Evidence-based interventions were incorporated to reduce neonatal mortality, including increased training for first-level health facilities to treat asphyxia, and the increased monitoring of newborns’ growth to detect early warning signs. UNICEF is providing capacity building, through regional workshops, to the regional teams of the MoH in order to implement these interventions.

UNICEF also helped improve the capacity of local MoH health facilities to improve the provision of quality services to children. In 2013, the MoH continued to make extensive use of UNICEF Procurement Services for the purchase of supplies and equipment. Through UNICEF, the MoH purchased and distributed 350 dummies in the regions and supported the accompanying training for health personnel on the "helping babies breathe" strategy.

The coverage of HIV/AIDS testing for pregnant women increased, reaching 82 per cent of pregnant women in 2013 (5.2 percentage points higher than in 2012), and UNICEF continued to promote purchase by the MoH of HIV rapid tests. Through advocacy by UNICEF and PAHO, and the establishment of partnerships, a national inter-sectoral committee was created to help eradicate mother-to-child transmission of HIV/AIDS by 2015. Through UNICEF Procurement Services, the MoH purchased 5,000,000 HIV rapid tests and 1,000,000 rapid syphilis tests. During 2013, UNICEF supported the MoH to finalize the distribution of 12,500 cold chain units for vaccine conservation. UNICEF Peru was assisted by UNICEF Supply Division to provide technical assistance and training in UNICEF's priority
regions, and to monitor national distribution.

On-track

IR 3390/A0/04/001/002 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

Progress: During 2013, four regional governments initiated or strengthened the development of regional plans to improve health care in rural and indigenous communities. Loreto region developed a plan with the participation of representatives of indigenous groups and made use of mobile units on the major rivers to address the needs of otherwise inaccessible communities in the Napo River basin. The government of the Cusco region began a new initiative to serve dispersed rural communities through mobile health units, partially funded by Korean Cooperation through UNICEF. During the year, UNICEF provided technical assistance to support the development and implementation of those plans. UNICEF also supported policy advocacy activities, including a "Report on Intercultural Health" prepared by the national Human Rights Ombudsperson's Office, which documents the precariousness of health services for indigenous Amazonian communities. The report, completed in 2013, will be publicly presented during the first half of 2014, after which UNICEF will use it to advocate for more and better health services for these excluded communities.

Five of UNICEF’s six prioritized regions increased their local budget allocations for the health of mothers and newborns through the Strategic Budget Program Neonatal and Maternal Health. UNICEF provided capacity building for management to regional MoH teams in all of UNICEF’s priority regions. Important partnerships were established or strengthened (e.g., the Committee for Concerted Action in the Fight against Poverty, and the Working Group for the Promotion of Maternal-Neonatal Health and Investment in Childhood) to improve the quality of expenditure, with a particular focus on rural areas. In those regions, UNICEF provided technical assistance to strengthen the planning, implementation and monitoring of expenditure of all the activities in the Strategic Budget Program. In 2013, UNICEF continued to carry out advocacy with regional and local authorities to encourage them to prioritize public investment aimed at maternal and child health. As part of this advocacy, technical assistance was provided to the Epidemiology Bureau of the MoH to prepare a study on neonatal mortality at national and regional level, analysing updated, disaggregated statistics, and identifying existing inequities at the regional level.

On-track

PCR 3390/A0/04/002 By 2016, national, regional and local governments have policies and implement plans and budgets to reduce chronic malnutrition and anaemia

Progress: The prevalence of stunting decreased from 19.5 per cent to 17.9 per cent between 2011 and the first half of 2013. Although the gaps are starting to close, there are still significant disparities between rural and urban areas (33 per cent vs. 10.7 per cent), and between the poorest and the richest quintiles (37.5 per cent vs. 3.3 per cent) UNICEF proposed to MIDIS that in 2014 it assess the most effective strategies for reducing stunting in the poorest quintile, where the rate remains much higher. In all the regions where UNICEF focuses its work, stunting prevalence has been reduced by 5 to 12 percentage points, except for the Amazonas region, which has shown no changes for the past two years. Apurimac region shows the greatest reduction in stunting prevalence, with 12 percentage points, followed by Ucayali region with 11 percentage points.

A major factor in sustaining the progress on stunting has been the fact that reducing chronic malnutrition continues to be a primary social goal of the current Government, promoted through the “Include to Grow” national strategy under the leadership of the MIDIS, which is responsible for coordination between and among national sectors and regional governments. The budget allocated in 2013 for the Coordinated Nutrition Budgetary Programme (PAN) was not increased; however, the decentralization of the programme at regional and local levels was improved. On the other hand, the budget for the National Rural Sanitation Program was significantly increased, which, while important for progress on malnutrition due to parasites, also reflects a continuing preference for social investment related to infrastructure.

Anaemia rates increased from 41.6 per cent to 43.7 per cent between 2011 and the first half of 2013, but were still lower than in 2012 (44.5 per cent). It is possible that the increase in 2012 was due to an interruption in the supply of multi-micronutrient powders. In 2013, the distribution was renewed in 14 regions. UNICEF participated actively in policy advocacy during 2013 to prioritize anaemia as a public health problem. As a result, the MoH declared its intention to universalize multi-micronutrient supplementation, and has created a high-level committee to draft a National Plan for the Fight against Chronic Malnutrition and Anaemia.

On-track

IR 3390/A0/04/002/001 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

Progress: National articulation in the fight against chronic malnutrition improved in 2013 through the national "Include for Grow" strategy (the next step in a process that has gone from "Growth" to “Growth for Inclusion” and now to “Inclusion for Growth”). Together with the regional governments, the MIDIS established goals to reduce malnutrition and anaemia by 2016, and for the ten effective interventions identified in the guidelines issued in 2012.

At the regional level, all the regions prioritized by UNICEF have a strategy in place to reduce chronic malnutrition and anaemia, and four of the six are already implementing operational plans. National support to the regional level needs to be strengthened. At the local level, in 2013 the number of local governments with plans in place increased from 26 to 32.
A US$611,000 programme was developed in the Ayacucho region. It includes the strengthening of all the Social Development Management offices of all the provinces in the region. In the Ucayali region, three local governments invested US$133,000 in the issue and are allotting approximately US$298,000 for 2014. In the Apurimac region, the Social Development Committee strengthened its coordination with the Social Development Management offices of seven provinces, and in the Amazonas region there are sectoral coordinated plans in three prioritized provinces.

The successful experience of the Coronel Portillo province in the Ucayali region in mobilizing municipal resources through the PAN has been shared with other regions and with the Health Promotion Bureau of the MoH.

In the framework of MoRES, the Ayacucho region and two of its districts identified bottlenecks that constrain the reduction of malnutrition. At the regional level, continuing high rotation of regional authorities during 2013 constrained progress on implementing plans to resolve the identified bottlenecks. At the district level, where there were not significant changes in personnel, actions were successfully implemented to resolve identified bottlenecks. The Huamanguilla district obtained especially good results in resolving problems linked to improving the quality of water and childcare in health facilities.

**On-track**

**IR** 3390/A0/04/002/002 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

**Progress:** The coverage of iron supplementation in children improved from 19.5 per cent in 2011 to 22.7 per cent in the first half of 2013. Among pregnant women it rose from 87.2 per cent to 89.1 per cent in the same period. Despite this improvement, the coverage of children’s supplementation is still low. The MoH re-initiated the national MNP strategy in 2013, with 14 regions receiving MNP.

Thanks to a long advocacy process – and the support of the Committee for Concerted Action in the Fight against Poverty (MCLCP) – in 2013 the Government and particularly the MoH recognized anaemia as a critical public health problem, making it a priority issue. A high-level technical team was formed to prepare the National Plan for the Fight against Chronic Malnutrition and Anaemia of the health sector, and significant progress was made in establishing the universalization of multi-micronutrient supplementation. The MoH has already purchased the required MNP supplements for 2014, and included the possibility of purchasing through UNICEF Procurement Services in the 2014 National Budget Law.

The number of health networks that are applying the growth and development check-ups (CRED) normative did not increase in 2013. This was partly due to weaker MoH and Regional Health Bureaus monitoring, and partly due to more attention being given to the national MoH priority accorded to its health sector reform agenda.

The strategy of administering zinc for the treatment of acute diarrhoeal diseases (ADD), supported by UNICEF, was extended from 45 to 198 health facilities in four regions in 2013 (Loreto, Ucayali, Ayacucho and Callao), resulting in a downward trend in ADD in those areas. The MoH considers this strategy to be one of the most effective interventions, and plans to apply it nationwide in 2014 and 2015.

In partnership with PAHO, UNICEF monitored compliance with the Code of Marketing of Breast Milk Substitutes in 46 health centres in Peru. There is evidence of inappropriate marketing practices of breast milk substitutes in 50 per cent of public maternity services. In 2013, three health facilities were certified as fully complying with norms on this issue, and guidelines have been developed and are pending MoH approval to require the certification of all health centres in the country.

**On-track**

**PCR** 3390/A0/04/003 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 as well as in excluded urban areas

**Progress:** The coverage of children under the age of 3 who completed their CRED in health establishments did not improve in 2013. In fact it decreased from 47.3 per cent in 2011 to 46.7 per cent in the first half of 2013. Despite this decrease, between 2011 and 2012, CRED coverage increased in all the regions where UNICEF works, with the exception of Ucayali. Final annual results for 2013 will permit analysis of this indicator in order to identify the factors constraining progress.

In the national CUNA MAS Programme for Integral Attention of Children Under 36 Months Living in Poverty (CUNA MAS), CRED coverage increased by 1 per cent from 2012 to 2013, mainly due to the guidance service provided to participating families. Implementation of this service in rural areas began in 2013, helping to increase coverage by 27,700 children compared with 2011.

The coverage of ECD programs for children 0-2 years old did not increase in 2013. Among the regions prioritized by UNICEF, only Apurimac region shows a slight increase in the coverage of ECD programs, with coverage in all the other regions remaining the same. The Government’s priority strategy to attend to children under 2 years of age during 2013 was the CUNA MAS program, thus there was no increase in the ECD budget.

During the second half of 2013, the MIDIS prioritized ECD through the “Include for Growth” strategy (Theme 2). Through high-level directive, a multi-sectoral committee was established to define guidelines aimed at promoting an early child development policy called “Childhood First,” and to prepare a Coordinated Action Plan for 2014-2016.

On a regional level, ECD is also being advocated in public policies through inter-sectoral promotion groups led by the Ministry of Education, and with the support of international cooperation, including UNICEF’s.
**On-track**

**IR 3390/A0/04/003/001** By 2016, Health, Education and Social Development sectors have increased capacities to provide articulated and culturally pertinent early childhood development services

**Progress:** The social sectors (MoH, MINEDU, MIDIS) have improved the capacity of their ECD programs, strengthening personnel competencies and skills at the national level and in the regions where UNICEF cooperates. In 2013, 78 professionals from the education, health and social development sectors from 9 regions completed a course on ECD, and 184 health professionals were trained in ECD in the six regions where UNICEF cooperates (Ayacucho, Amazonas, Apurímac, Ucayali, Cusco and Loreto). A total of 262 Government staff trainers were trained in 2013, 62 more than in 2012.

The number of ECD programs increased from 3,431 in 2012 to 3,749 in 2013, mainly due to the extension of the CUNA MAS program. In the places where personnel were trained, improvements are visible in child care settings, in the way children are treated, and in the family, and children are increasingly seen as being rights holders rather than “objects of care.”

The number of regions that have assigned budgets for ECD increased from four in 2012 to six in 2013, thanks largely to advocacy by UNICEF and its partners. The regulatory framework of CUNA MAS program was also strengthened during 2012, and capacity building in participatory and community surveillance was improved.

Key elements were identified to improve the CUNA MAS strategy in Amazonian areas, incorporating an intercultural approach based a study conducted in four Amazonian indigenous communities on daily childcare experiences for children under three and for pregnant women.

---

**On-track**

**IR 3390/A0/04/003/002** By 2016, local governments and communities have increased capacities to implement participatory strategies to improve access of pregnant women and children under 3 years to pertinent health care and nutrition services

**Progress:** In 2013, local governments increased implementation of community strategies through participatory surveillance, and communities of 95 districts in the areas of UNICEF cooperation have community surveillance systems in place.

In the framework of the Municipal Incentive Plan sponsored by the Ministry of Economy and Finance (MoEF) and the MoH, the gains are significant and the annual goal was met: 91 per cent of the selected municipalities achieved the goal of implementing at least one Community Surveillance and Promotion Centre to care for children and pregnant women in their districts, representing a total of 1,461 districts nationwide. UNICEF provided support to define technical criteria and also participated in the capacity building provided to local governments and health personnel, based on the UNICEF/USAID "Good Start" experience several years ago. The capacity building process also continued in UNICEF’s regions of intervention, and at least 100 professionals received training in community surveillance.

Local governments mobilized financial resources to strengthen these community experiences but, since the Municipal Incentive Plan is temporary, sustainability will depend on local governments increasingly assigning funds from their regular budgets. The most significant experience took place in Coronel Portillo province in Ucayali region, and this experience was shared with other regions where UNICEF cooperates.

In 2013, a group of social communicators was formed in Ucayali and Apurímac regions to address chronic malnutrition and anemia, and also to address ECD issues. Radio spots are being produced in both regions to disseminate information on these topics through the media. Similarly, workshops on nutrition and ECD incorporating an intercultural approach were developed to improve family participation.

In 2013, two breast-feeding rooms were implemented in government facilities the Loreto region. The monitoring conducted by the MIMP, the MoH and the Ministry of Labour found that some public institutions do not maintain their breast-feeding rooms due to the decreasing number of women workers of childbearing age. UNICEF is supporting the design of a national monitoring plan for 2014.

---

**PC 2 - Equitable, quality basic education**

**On-track**

**PCR 3390/A0/04/004** 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

**Progress:** Coverage of initial and secondary education in Peru is regularly increasing, especially in rural areas, and more children and adolescents have access to basic education. Improvement of quality is significantly slower, particularly in public and rural schools, but prioritized IBE schools do show progress.

Based on their Medium-Term Education Plans, UNICEF’s five priority regions articulated their annual plans and budgets to improve access, coverage and quality of education. UNICEF contributed to increasing the allocation of public funds, and provided technical assistance to design programs and investment projects to increase coverage of initial education (3-5 year olds), teacher training and certification, monitoring in remote areas, evaluation of quality learning settings, and children's development level. UNICEF also contributed to developing specific studies to generate evidence (on initial education initiatives, successful IBE schools, etc.) to update statistical data on education, disaggregated by gender, language, achievement results, and other categories and to disseminate successful national experiences.
In national ECE assessments, Quechua-speaking students improved their reading comprehension in Quechua and in Spanish as second language. This modest improvement is based on a more systematic use of languages in classroom activities and strengthened IBE skills of teachers and specialists, and increased prominence and use of Quechua in public contexts, promoted both by UNICEF and education networks throughout the Andean region.

Intercultural/Bilingual Child-Friendly Schools are monitored by local and regional authorities, and their expansion in other provinces is being considered for 2014. UNICEF support is helping to generate evidence for the design of a new IBE results-based budget program.

In 2013, the MoE increased the budget for materials in indigenous languages, and, with technical assistance from UNICEF, produced textbooks in seven indigenous languages. Some books that were regionally produced with UNICEF support were later reproduced large scale by the MoE.

Important progress was achieved in initial education coverage (3-5 years) in four regions, with the support of UNICEF. Implementation of a specific model for dispersed populations contributed to narrowing gaps, and its expansion is planned for 2014. That model required local and regional authorities to articulate an understanding of their specific responsibilities, and also required vertical intergovernmental coordination.

The management capacities of regional and local authorities were strengthened, as were the pedagogical skills of trainers, specialists, principals and teachers. Special emphasis was given to gender and IBE approaches, and teacher training institutes and universities in the regions included the IBE approach in their curricula and training activities.

On-track

**IR 3390/A0/04/004/001 By 2016, national, regional and local governments have improved capacities to implement decentralized, equitable education policies**

**Progress:** Indicators on the IBE National Policy and Strategic Plan and regional Medium-term Education Plans show that national authorities and prioritized regional/local governments are implementing IBE policies. Targets were achieved in 2013 by strengthening decentralized management capacities, developing key information systems and statistical data, improving intergovernmental articulation, and by better budgeting and expenditure.

To improve decentralized management capacities, following the success of the first UNICEF– La Universidad Antonio Ruiz de Montoya UARM (Diploma) on Decentralized Education Policy Planning, a second Diploma on Education Policy Implementation began in 2013 in four regions and will continue in 2014. The MoE is currently undertaking a National Diploma on Education Planning based on the curriculum developed by UNICEF/UARM. In the Amazonas region, 25 education managers completed a Diploma on Result-Based Management and Education. With UNICEF technical assistance, 75 regional and 352 provincial officials increased their capacity to plan, budget and manage education.

In the area of information systems and data, UNICEF contributed to creating and revising a national inventory of IBE schools and teachers. UNICEF also contributed to updating statistical data on IBEin DevInfo, and 111 national and regional education officers were trained in its use. Five subnational statistical reports on IBE supply and demand, and key disaggregated data on gender disparities in education (particularly in indigenous groups), were produced and disseminated to improve decision making and planning. UNICEF also supported the National Council of Education (CNE) to consolidate the Performance Evaluation Report (PER) Monitoring System, an important tool to enhance evidenced-based decision making at national and subnational levels.

In 2013, UNICEF supported the MoE and subnational governments in consolidating key intergovernmental coordination mechanisms to improve important policy level decisions on education quality and equity. UNICEF also supported national and subnational authorities to monitor result-based budgeting programs and evaluate regional public investment project portfolios in order to improve budget allocation for IBE policies.

On-track

**IR 3390/A0/04/004/002 By 2016, pre and primary schools in prioritized areas have improved capacities to provide pertinent, quality education services**

**Progress:** In 2013, coverage and quality of initial education was improved, as was the quality of primary schools, and 260 local authorities of four regions strengthened their capacity to resolve critical demands (legal procedures, technical studies, budget, etc.). In the rural context of dispersion, UNICEF supported a pilot program to develop strategies for collaborating with families and communities, validating materials with local and regional agendas; 55 local and regional authorities of Amazonas and Ayacucho regions were qualified during the process, and specialists in five regions were trained to monitor quality of the recently created schools. UNICEF also advocated for additional funding for education budgets in 2014.

To close the gap between demand and supply of teachers, UNICEF supported six teacher training institutions (TTI) to develop MoE's IBE specialization programs. A total of 700 teachers in three regions were trained, and several TTI were supported to begin this process. Support was also provided to train and certify 142 initial education teachers in three regions through particular modalities and the national scholarship program ("Beca 18").

UNICEF supported a Diploma for Trainers, a tenderness pedagogy programme, and other training modalities in four regions to strengthen the capacities of 425 IBE trainers. Some 1600 IBE teachers strengthened their written skills in their first (indigenous) language; 200 leaders and facilitators of three regions were trained in Quechua culture content and writing, and 140 were certified.

Sixty teachers and specialists strengthened their capacities in classroom and evaluation in indigenous languages in two regions. Forty
five teachers and specialists in three regions participated in elaborating and validating regional IBE curricula, in processes articulated with the teacher training programs of their regions. Some 150 teachers at more than 50 IBE prioritized Child-Friendly Schools (initial and primary) strengthened their knowledge and capacities on this approach, benefitting more than 2,500 students.

**On-track**

**PCR 3390/A0/04/005** By 2016, informed networks, public and private organizations, children and adolescents, especially in Amazon, Andes and marginalized urban areas, demand quality, pertinent education.

**Progress:** Families, communities, representatives of civil society and indigenous organizations participated in different fora and events on children’s rights, education and IBE, organized and/or supported by UNICEF, increasing their knowledge about their rights to pertinent services, particularly IBE.

UNICEF provided technical assistance for reorganizing and restructuring of COPARE, the Regional Participative Council on Education, and actively participated in four. They now function regularly, monitoring education quality and services and fulfilment of other children’s rights, in coordination with other networks and with the participation of new actors, including indigenous women, children’s representatives, and communicators.

Twenty four provincial COPALE, Local Participative Council on Education were also supported and met regularly to monitor education progress at the local level. At the regional and local levels, the participation of indigenous representatives, elders and women has been instituted, especially to discuss intercultural curricula for schools and teacher training institutes.

The relevance of civil society participation in the surveillance of quality education was included in the agenda of the MoE and the CNE. With technical assistance from UNICEF and the MCLCP, the MoE organized a conference of COPARE, and the CNE prepared a document to promote discussion of participation mechanisms in education.

UNICEF participated in implementing the Learning Achievement Mobilization organized by the MoE, and promoted the monitoring of its activities (good start of the school year, teacher selection, Achievement Day, Evaluation results presentation, etc.) at the local, regional and national levels. Representatives of the national Ombudsman’s Office were key allies in monitoring IBE services. A second IBE report (Informe Defensorial 163) has been prepared.

UNICEF contributed to the creation and regular functioning of the Intergovernmental Management of Education Commissions, organized by the MoE to organize and accelerate the decentralization process, and to improve learning achievements in all regions.

Strong advocacy on gender issues was carried out at national level through strengthening of two inter-sectoral coordination spaces; preparation of a proposal for education policy with a gender approach; and proposing guidelines for producing gender-sensitive education materials. Regional and local authorities, education managers and teachers strengthened their capacities on gender mainstreaming and education, and production of school gender sensitive indicators. In coordination with the MoE, UNICEF supported the production of strategic communication and training materials, including one video in Spanish and four videos in four indigenous languages on gender disparities in rural and IBE schools.

**On-track**

**IR 3390/A0/04/005/001** By 2016, children, adolescents and civil society groups, in prioritized areas, are empowered to actively participate in education processes

**Progress:** Children’s organizations, parents, families and communities, indigenous and women’s organizations, and civil society networks are increasingly demanding cultural and linguistic pertinence and quality education from both regional and national education authorities. In 2013, their participation in education networks and fora was promoted and supported by UNICEF, using the following three strategies: strengthening their capacity to participate in education (planning, monitoring, evaluating); strengthening capacity of regional and local authorities and officials to promote parents’ participation; and advocacy for the incorporation of children, women and indigenous representatives in to the education processes.

In 2013, UNICEF supported national, regional and local events for IBE and to promote civil society participation and surveillance of quality education (International Conference on Gender Disparities in Education, the X National Congress of IBE, the Conference of COPARE organized by the MoE). At regional and local levels, in five regions UNICEF supported students’ encounters on children’s rights, indigenous elders and women’s encounters on pertinent education, and education accountability activities. Documents produced by the CNE with UNICEF support were particularly useful (SSI-PER regional reports, the report on the Good Start of the School Year) for the MoE’s report on student achievement.

The participation of indigenous representatives is particularly important in developing IBE curricula with traditional approaches and knowledge. This has been successfully achieved in three regions, particularly for training initial education teachers.

Regional communication teams and communicators strengthened their capacity to advocate for IBE and children’s rights with cultural pertinence. In two regions, indigenous organizations and communicators prepared radio spots and programs in their own languages.

UNICEF supported the strengthening of regional and provincial education/IBE networks in 2013, in alliance with representatives of the regional Ombudsman offices and MCLCP, and UNICEF regularly discussed and monitored education and IBE activities in their territories. School improvement plans were monitored by local education networks, particularly in prioritized schools.
PC 3 - Protection of children and adolescents

**On-track**

**PCR 3390/A0/04/006/006** 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

**Progress:** As a result of the technical assistance provided by UNICEF and PAHO, for the first time Peru now has national data available on physical, psychological and sexual violence against children and adolescents at home and in schools. The Demographic and Family Health Survey (ENDES) shows a minimal decrease of less than 1 point in the percentage of mothers who consider the use of physical punishment necessary when disciplining children, currently 17.8 per cent. A recent survey on Human Rights shows that 28 per cent of Peruvians believe that physical punishment is required for disciplinary purposes. On the other hand, the percentage of mothers who actually practice corporal punishment decreased by 3.5 points, to 32.7 per cent in 2012.

Data for 2013 shows that the coverage of birth registration for children under the age of five is 95.6 per cent, with a remaining gap of 4.4 per cent.

Data collected is being used as evidence for advocacy efforts to increase public resources for prevention and care policies through results-based budgeting (RBB). At the national level, for the 2014 budget, Peru has committed PEN 85 million to redesign policies to protect and care for children and adolescents without parental care (9,176 children and adolescents nationwide), and for working and street children and adolescents. The new policy will include sport for development (S4D) strategies to improve the social skills of those children and adolescents. At the subnational level, the regional and local governments of Ayacucho and Amazonas invested PEN 5,760,000 to increase the coverage of DEMUNA services. The State also allocated PEN 14 million to extend the birth registration coverage of children under the age of five. This increased public investment in child protection is being made within the framework of the National Action Plan for Children and Adolescents (PNAIA) 2011-2021. UNICEF is the only UN agency participating as a member of the PNAIA technical committee.

Challenges prioritized by UNICEF for the 2015-2016 period include developing non-violent disciplinary strategies for families, and advocating for the legal prohibition corporal punishment in all settings. To address the underlying causes of violence against children and adolescents, in particular physical punishment and sexual violence, and to provide appropriate evidence based guidance to protection policy development, the Office will partner with UNICEF’s Innocenti Research Center to be part of a two to five year action research initiative on the drivers of violence affecting children.

**On-track**

**IR 3390/A0/04/006/001** 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

**Progress:** In 2013, the Government committed PEN 5, 845,855 to improve DEMUNAs and other services for the care of women, children and adolescents who are victims of violence. UNICEF provided technical support in three out of its five prioritized regions (Amazonas, Ayacucho and Apurimac) where regional and/or local governments are executing three Public Investment Projects (PIPs). Four other PIPs were approved in 2013, of which three have received funding. A new policy to prevent and address violence in schools is already in place, and UNICEF is supporting the development of implementation protocols.

The Ministry of Women’s Affairs and Vulnerable Populations (MIMP) is aware of the results of these effective models to leverage regional and local resources to extend coverage of DEMUNAs and to improve services for women, children and adolescents victims of violence in the region of Ayacucho. This would require capacity building on results-based management and on formulating PIPs into the curricula of DEMUNA staff and the operators of the protection system.

Achieving sustainable public municipal investments through approval of PIPs is a challenge. That would allow municipalities to allocate funds to the operation of DEMUNAs, complying with the minimum quality standards still to be established by the MIMP. In 2013 the Ministry of Education approved a strategy to prevent violence in schools. UNICEF contributed to creating implementation protocols, developing a violence reporting online system, and to generating evidence on the many forms of violence in schools. UNICEF also supported the design of a survey to be applied nationwide in 2014 as a basis for further improving policies and strategies. UNICEF successfully advocated for the creation of the Committee on Alternative (family-based) Care, in support of the National Action Plan for Children and Adolescents (PNAIA). Unfortunately, the reform of the Code of Children and Adolescents (CCA) is still pending, due to significant disagreements in Congress on prohibiting violence, and on sexual and reproductive rights of adolescents. The MIMP has identified deinstitutionalization of children under the age of three and the development of alternative family-based programs as priority issues for 2014.

**On-track**

**IR 3390/A0/04/006/002** 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

**Progress:** Reported cases of violence against children and adolescents in DNNAs increased by 50 per cent in 2013, rising from 3,534 to 5,305. This increase is due to increased awareness of the problem and to the increased national coverage of DEMUNA services, which rose from 51 per cent in 2012 to 60 per cent in December 2013.

With UNICEF financial and technical support, the National "Yachay" Program, which provides social protection for street/working children, is implementing a strategy to train teachers in sports mediation methodologies to improve life-skills (self-esteem, empathy, conflict resolution, and gender equality). In January 2014, Yachay, together with UNICEF and the NGO CEDEC, will implement a
demonstration project in four districts of Lima. A baseline study in the four districts will generate evidence on the methodology’s impact on the abilities and skills of participating children and adolescents.

The national CUNA MÁS program, which addresses early development of children aged 0-3 years living in extremely poor communities, carried out a diagnosis of the available capacities and resources to identify and address situations of violence, as well as evidence of violent institutional practices that must be changed. With the support from UNICEF and the Centre for Social Studies and Publications (CESIP), CUNA MÁS’ priorities for 2014 will be to design a training plan and a strategy that includes the protection component in the official guidelines. UNICEF and the Training Institute for the Educators of Youth, Adolescents and Working Children (IFEJANT) are implementing a Training of Trainers (ToTs) program on the “Pedagogy of Tenderness” in the region of Ayacucho. The goal for 2014 is to include the content of this experience in the regional government teacher training curricula, and to extend the experience to include other regions with the allocation of public resources.

The main challenge for 2014 will be to achieve sustainability of the protection component in Yachay and CUNA MÁS, and to include violence prevention and protection and the gender approach in the official guidelines of the national social inclusion strategy “Include to Grow” for the life stages of 0 to 3 and 6 to 17 years old, which currently address ECD, learning achievements, teenage pregnancy and child labour.

On-track

IR 3390/A0/04/006/003 By 2015, the RENIEC has a strategy to eliminate under registration of indigenous boys and girls under 5 years old.

Progress: Peru has made progress toward guaranteeing the right to identity, with a total national coverage in 2013 of 97 per cent. The under-registration rate for children under the age of five (birth certificates) has been reduced to 4.4 per cent, but there are still significant regional disparities, especially in the Amazonian regions. Data for Ucayali region, for example, shows 17.3 per cent of children without birth certificates, followed by Loreto with 11.3 per cent and Amazonas with 8.7 per cent. The percentage of all children having a National Identity Card (DNI) has increased from 86.2 per cent to 91.1 per cent; however, in the Amazonian regions of Ucayali, Loreto and Amazonas, the percentages of children without DNIs are 23.3 per cent, 20.4 per cent and 14.9 per cent, respectively.

UNICEF’s partnership with the National Registry of Identification and Civil Status (RENIEC) made progress in 2013 in the following areas: analysis of the registration system with regard to its functioning and the bottlenecks affecting the service (cultural pertinence, access, and quality); approval of training content and methodologies for registrars of indigenous and rural communities; improved capacity of RENIEC’s technical teams in managing an intercultural approach; increased coverage due to the establishment of regional offices in areas with significant under-registration gaps; and developing a communication strategy to encourage demand for culturally-adapted services.

An analysis of the obstacles or bottlenecks that limit universal coverage, especially in Amazonian communities, will be required in order to meet the 2014 LAC regional goal. Starting in 2014, UNICEF Peru will collaborate with the Innocenti Research Center and the RENIEC to investigate birth registration and governance, identifying the bottlenecks and barriers to effective, equitable and universal birth registration. UNICEF will promote the incorporation of civil registrars of indigenous communities into the organic structure of the RENIEC, and will help adapt the registration system to indigenous contexts (indigenous Community Vital Statistics Offices-ORECs, training programmes, communication for development, registration assistance).

Despite the progress made, the lack of identity documents remains an obstacle to accessing social programmes and education, thus causing a double violation of rights against an already excluded population. UNICEF will seek to include this issue in the agenda of RENIEC and the sectors involved. Recent data shows a high level of undocumented women in the Amazon regions and, since this has a direct impact on the guarantee children’s right to identity, UNICEF and RENIEC will implement a gender-based approach to overcome this problem.

Constrained

PCR 3390/A0/04/007 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

Progress: UNICEF successfully advocated for the creation of DEMUNAS to be included as an objective in the Municipal Incentive Plans (national funds allocated to municipalities for specific social projects), helping to increase the coverage of DEMUNAS in 564 prioritized poor districts located in hard-to-access territories with dispersed populations. DEMUNA activities include reporting cases of violence against children and adolescents. Preliminary official data shows that the coverage of DEMUNAS increased from 51 per cent of local governments in 2012 to 60 per cent in 2013. Remaining gaps are found mostly among small and remote municipalities with predominantly indigenous populations in the Andean and Amazonian regions. For example, 77 per cent of the municipal governments in Amazonas region, and 57 per cent in Loreto region, do not have DEMUNAS. The MIMP needs a new training curriculum for the operators of the protection system in order to extend its coverage, and will begin offering a semi-attendance-based training modality in 2014.

The quality of service continues to be a significant weakness for the DEMUNAS. The DEMUNAS are not prepared to carry out their many functions, in particular, the identification and prevention of violence. Resources need to be invested in order to start care routes and define quality standards for the services aimed at protecting women, children and adolescents victims of violence.

Within the framework of the PNAIA, UNICEF helped to create the “Social Action with Sustainability” subcommittee in the Loreto region. This subcommittee initiated a “Mobile Platform of Social Action” (PIAS) to provide basic services to the most excluded communities living in the remote Napo River basin, helping to extend the coverage of social programs such as JUNTOS (conditional cash transfers), access to identity documents, and medical services. The PIAS also offers programmes for children and adolescents to help prevent violence and drug abuse. Incorporating an intercultural approach into this strategy has been identified by UNICEF as a key challenge for
improving the protection of children and adolescents of indigenous communities against violence. Once implemented, this approach could be used as a benchmark at a greater scale and financed with public funds. The MIMP has requested UNICEF’s support for the implementation of this strategy for 2014.

Development of the National Protection System for Children and Adolescents is still in process and requires stronger leadership on the part of the MIMP to define guidelines and commit resources of local governments. The reform of the Code of Children and Adolescents (CCA) was pending at the end of 2013, as a result of significant disagreements in Congress on violence prohibition and sexual and reproductive rights of adolescents.

Constraints

**IR** 3390/A0/04/007/001 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

**Progress:** In 2013, UNICEF contributed to the design of three inter-institutional processes to enhance the protection of children and adolescents who are victims of violence: one national process, and two regional process in the provinces of Huamanga District (Ayacucho region), and Maynas District (Loreto region). All three processes are awaiting legal approval as of the end of 2013.

In Huamanga, UNICEF promoted a model for the coordination of DEMUNA services, achieving: a permanent training programme; a single system for registering reported cases; annual work plans for all the DEMUNAs; and adaptation of friendly spaces for children and adolescents. The experience is currently being systematized for replication purposes.

In the Loreto region, UNICEF contributed to the creation of an inter-institutional process to provide care for children who are victims of violence, abuse, and exploitation. This process is based on the Regional Information System on Domestic Violence, Abuse, and Sexual Exploitation (SIRVAES), developed with UNICEF support in prior years with Belgian Government funding.

In Amazonas region, UNICEF collaborated with the Ministry of Health and the regional government to help increase the coverage of specialized services for victims of abuse, by establishing a new "Health Care Module for Victims of Child Abuse” (MAMI) in the Regional Hospital of Chachapoyas.

With UNICEF support, the MIMP developed a handbook on emergency situations for use by all the DEMUNAs. All ombudsmen from six regions (Amazonas, Apurímac, Ayacucho, Loreto, Lima and Ucayali) will be trained on its use in 2014, with the goal of making this a permanent feature of training for all DEMUNAs. Changing the attitude of ombudsmen will be a challenge, since a recent study showed that more than 20 per cent of ombudsmen consider that physical punishment is necessary and that what happens between partners at home is a private matter.

**PC 4 - Policy, social investment and knowledge generation for promotion of children’s rights**

**On-track**

**PCR** 3390/A0/04/008 By 2016, children and adolescents in excluded zones are prioritized in public policies and results-based budgets

**Progress:**

During 2013, Peru’s social expenditure amounted to US$16.75 billion, representing an increase of 12 per cent from 2012. This increase was significantly larger than the overall 7 per cent increase in the 2013 public budget. Between 2011 and 2013, more than US$160 million in public sector funding has been leveraged for children and adolescent development policies and programs. Investments led to improvements in access to and quality of healthcare, nutrition, education and protection services for excluded children.

In 2013, UNICEF continued to strengthen its focus on policy advocacy for the prioritization of excluded children in national and regional policies and budgets. UNICEF contributed to the increased allocation of public funds to child- and adolescent-related social budgets through evidence-based advocacy, capacity development and technical assistance. The Office made extensive use of the strategies and tools that are part of MoRES, including the modelling of effective interventions, documenting and disseminating best practices, equity-focused situation analyses, and monitoring of policy implementation through the use of DevInfo, among others. Collaboration and new strategic partnerships were developed with other cooperation agencies (such as the IDB, USAID/ProDES, GIZ, ECLAC, and the OAS), civil society organizations, and the Peruvian Congress. South-South cooperation and technical assistance from LACRO and other UNICEF offices were also initiated and/or strengthened.

In collaboration with the OAS and the Coordinating Group for the Fight Against Poverty (MCLCP), UNICEF successfully convinced 66 members of Congress to join the Peru chapter of the Network of Current and Former Parliamentarians for Children. As a result of activities in 2013, the Network is more informed on children’s rights and equity-based budgeting for them, and is more actively engaging in policy and budget initiatives and discussions on children and adolescents.

In the six regions prioritized by UNICEF, regional development and institutional plans, and regional action plans for children and adolescents were updated, incorporating a human rights and equity approach and prioritizing key national policy commitments, including the reduction of chronic malnutrition and prevention of violence. UNICEF advocacy resulted in goals and targets being included in the Ministry of Economy and Finance’s (MEF) "Municipal Incentives Program," allowing local governments to establish and support DEMUNAS and community surveillance centres.
As a result of UNICEF’s support for development of a comprehensive taxonomy framework to track social investment in children and adolescents, the MEF is now able to conduct quantitative budget analysis and to track social spending related to children. UNICEF continued to support a social policy Diploma program which, since 2007, has trained more than 1,000 public officials who are now actively contributing to the design, implementation and management of public sector investment projects throughout the country. Those projects incorporate a results, equity and human rights-based focus. Some 133 social investment projects, totalling US$43 million, have been developed and submitted to the MEF for financing.

On-track

IR 3390/A0/04/008/001 By 2016, public officials of selected regions have increased capacities and tools to manage public policies and budgets oriented to children and adolescents

Progress:

At the national level, UNICEF and the MEF co-led an inter-sectoral group to develop a new taxonomy of public expenditure on children. For the first time, Peru is now quantifying public spending on children and adolescents, and this data will be used to continue advocacy activities with national and local public officials and with Congress.

In the six regions prioritized by UNICEF, 18 per cent of local budget resources was allocated to results-based budgeting programs focused on children, and the expenditure rate on those resources was 85 per cent. These figures exceed the national averages by more than 5 and 2 percentage points, respectively, showing that UNICEF local policy advocacy is having a positive effect. UNICEF contributed to the results through sensitizing officials and decision-makers on child rights, capacity-building, improvement of inter-sectoral coordination, and developing partnerships and networks.

With technical assistance from UNICEF, the regional and local governments in Apurímac, Ayacucho, Cusco and Ucayali regions developed 22 public investment projects in health, nutrition, education and protection, representing an investment of approximately US$36.8 million. Twenty eight local governments prioritized children in their programs and budgets.

In 2013, 150 managers and indigenous representatives participated in the Diploma course supported by UNICEF, and in other capacity-building interventions in Amazonas, Huanuco and Lima regions. Participants developed 14 social investment projects to improve the lives of excluded children.

The AMAN (“child friendly municipalities” in Cuzco region) was consolidated into a formal government-recognized association (“Mancomunidad”), which enables the eight municipalities to receive and manage public funds to improve children’s lives. In prioritized municipalities, governments achieved the target of implementing a community surveillance centre to monitor stunting in children, mobilizing an additional US$1.73 million. Since 2012, 1,000 community surveillance centres have been implemented nationwide.

Despite national GDP growth and increased government budgets, capacity for budget implementation remains weak, especially at the sub-national level. In addition, regional and local government elections in October 2014 will pose challenges both in terms of local budget implementation in 2014, and to the continuation of successful interventions with the new governments being elected.

On-track

PCR 3390/A0/04/009 UNICEF generated knowledge and evidence contribute to the formulation and management of public policies and to the monitoring of the CRC

Progress:

In 2013, UNICEF disseminated the study “¡Aquí Estamos!” (“We are here!”), which placed the fragile situation of Afro/Peruvian children on the national agenda. The study identified discrimination and a lack of information and statistical data on this vulnerable group, as major constraints to improving their situation. The Ministry of Culture used this study as a guide to design public policies for the Afro-Peruvian population. Thanks to advocacy with Ministries, Congress, and the INEI, an inter-sectoral “working group on ethnicity” was reactivated, with the objective of using surveys and censuses to increase available statistical information on the Afro/Peruvian population.

During 2013, 13 demonstration experiences and management models concerning quality services for children and adolescents were systematized and used to develop public policies. The experiences relating to the creation of DEMUNAs and the consolidation of community surveillance centres (Rosaspata, Huamanga and Huanta in Ayacucho region; Lamay in Cusco region, Chagna in Apurímac region) influenced the design of the Municipal Incentives Program and served as a model for policies on social inclusion. The development of models and experiences was achieved through advocacy strategies, multi-sectoral coordination, capacity building, community participation, and leveraging of resources.

In 2013, UNICEF supported the advocacy campaign “Buen Trato para la Niñez” (“Good Treatment for Children”) launched by the MCLCP in preparation for the 2014 local government elections. Topics related to reducing anaemia, preventing violence, increasing access to preschool education and preventing teenage pregnancy were prioritized on the national and sub-national political agenda. Four national institutions were recognized for their work in support of children as part of the campaign.

During 2013, UNICEF supported MIDIS to prepare guidelines to apply MoRES to identify and address bottlenecks in the implementation of the social protection programs to protect the rights of the most excluded children to health, nutrition, ECD, and education. The guidelines were developed on the basis of the experience apolvinio MoRES to the Strategic Program on Nutrition in the Ayacucho region.
during 2012. MoRES has also helped to identify and remove bottlenecks related to chronic malnutrition that were identified and removed in several regions. In the Ayacucho region, bottlenecks were overcome related to water quality and growth monitoring; in Amazonas region, micronutrient supplementation was enhanced and anaemia has been reduced; and in the Huánuco region, the management of budgetary programmes focused on children has improved.

The rights-based approach in equity and early childhood, developed through 23 certificate courses (Diplomados) in results-based management, has been transferred to public entities (Ministry of Education, SERVIR, REMURPE, Prime Minister’s Office), universities (PUCP, UNTRM), and think-tanks (GRADE). The methodology and modules were used in capacity building programs for officials to improve the management of child-related budgets.

On-track

**IR 3390/A0/04/009/001** 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

**Progress:** In 2013, the first Knowledge Network on Childhood and Adolescence was consolidated, composed of public managers and former students of UNICEF-supported Diploma courses on public investment. A bulletin was distributed to nearly 1,000 members. The network is a forum for exchanging experiences, good practices and knowledge, aimed at improving public management and budgets focused on child-related issues.

Systematizations of demonstration experiences were developed at the sub-national level as part of strategies on knowledge management. Two studies were published, on topics including IBE, identity, ECD, nutrition, health, budget and MoRES. A study on multi-micronutrient supplementation influenced policies on nutrition, and the study on under-reporting of neonatal deaths contributed to identifying the most affected locations.

The MIDIS adopted DEVinfo as a platform to manage and disseminate follow-up indicators for policies on social inclusion. This process involved capacity building strategies, exchange of experiences with Panama and Argentina, and technical assistance with officials.

Local systems to monitor policies and child/adolescent-focused programs were strengthened in three regional governments and in the municipalities in the AMAN in Cuzco region. Despite difficulties in managing indicators, these processes incorporated multi-sectoral indicators on child-related issues and budgets through capacity building and guidance strategies.

Using UNICEF’s new Situation Analysis guidelines, the SITAN process was initiated this year as part of preparations for the country program Midterm Review in 2014, and the update of child/adolescent statistics was completed in late 2013. The establishment of an inter-sectoral advisory committee, composed of government counterparts, civil society organizations, academic organizations, the media, and the business sector, was an important innovation to provide oversight to the SITAN process and, eventually, to help promote the results of the study in public policies.

UNICEF co-leads the Interagency Group in Human Rights that promoted the human rights based approach (HRBA) within the UN system in Peru, and participated in monitoring the recommendations of the 2012 Universal Periodic Review (UPR), and steps towards finalizing Peru’s National Plan for Human Rights.

On-track

**IR 3390/A0/04/009/002** By 2016, citizens have increased capacities to demand and to participate in the implementation of public policies in favour of children and adolescents

**Progress:**

In 2013, civil society and community organizations increased their capacity to monitor compliance with the rights of children and adolescents. In UNICEF’s six prioritized regions, ten platforms for civic engagement and surveillance were strengthened, including COPARE, MCLCP, women’s organizations, indigenous organizations and youth organizations. In the Ayacucho region, two civil society groups monitored regional education policies, plans against domestic and sexual violence, and child trafficking. In the Amazonas region, capacities on human rights and development policies were strengthened in favour of children and adolescents through the Citizen Participation Plan.

Monitoring and follow-up processes were strengthened in the six prioritized regions, and also at the national level, by building consensus between civil society and the State regarding budgetary programs on childhood and adolescence (PAN, SMN and Learning Achievements). These processes included the preparation of “alerts” on budget quality and execution, which were continuously disseminated to public-sector managers.

UNICEF helped develop a “Guide for the Preventive Control to Social and Children Programme” to support the Office of the Comptroller General of the Republic in improving the effectiveness and efficiency of social programmes. This Guide is one of the first regulations aimed at reinforcing the preventive role of the Comptroller’s Office, and seeks to improve programs related to children and adolescents through prior review by the Comptroller. Commission on the Rights of Children and Adolescents

In 2013, local participatory budgetary processes were strengthened in the Ucayali and Loreto regions, with the participation of children and adolescents.
**PCR 3390/A0/04/010** By 2016, adolescents in prioritized Amazon, Andes and marginalized urban regions influence public policies to improve pertinent, quality service delivery

**Progress:** Through the inter-sectoral civil society group “Colectivo de Infancia” and CONADENNA, the Commission on the Rights of Children and Adolescents, youth organizations have been stating their opinions regarding the text of the draft Code for Children and Adolescents, which is still pending in Congress. Their advocacy, along with UNICEF’s, encouraged Members of Congress to propose changes in the draft law on four specific issues: child participation through the Advisory Council on Children and Adolescents; gender-inclusive language; a ban of all forms of physical punishment; and adolescent sexual and reproductive health.

In 2013, UNICEF supported adolescents’ participation in developing regional plans and budgets, and successfully influenced Regional Action Plans for Children and Adolescents (in the Cusco and Ucayali regions) and the Regional Youth Plan (in the Ayacucho region), using capacity-building and participation strategies. In the Loreto region, the topics of IBE, good treatment, and the reduction of violence were included in the Regional Action Plans for Children and Adolescents, as a direct result of adolescents’ participation in a “Children’s Parliament.”

In the context of UNICEF’s LAC regional initiative “Vamos Jogar” (Let’s Play), UNICEF Peru developed a new “sport for development” strategy. The strategy will take advantage of the mobilization around the FIFA World Cup, the Olympic Games and the Pan American Games, to promote ”the right to play” and to foster the participation of children and adolescents in sport for development programs. UNICEF advocacy on the concept and the added value of Sport for Development succeeded in involving several counterparts and securing their support and cooperation. Important partnerships were established in 2013 with the Peruvian Sport Institute (IPD), MIMP, NGOs, cooperation agencies, and with the private sector.

Significant challenges still exist to ensuring the actual participation of adolescents in decision-making processes in Peru. This requires a new, more comprehensive strategy for the development and participation of adolescents, including further development of strategies around “life skills.”

---

**IR 3390/A0/04/010/001** By 2016, the adolescents have increased capacities to participate in the development of policies and programmes that involve them

**Progress:** In 2013, UNICEF promoted and supported the participation of adolescents in decision-making forums, and in the drafting of policies most relevant to them, through partnerships with government sectors and NGOs. UNICEF Peru’s approach is aligned with a new LAC regional adolescent strategy, shifting focus from participation to a more holistic approach to adolescent development.

With support from UNICEF, the national Yachay program for street/working children and adolescents now includes a “sport for development” component. UNICEF technical assistance in 2013 aimed to build the management and monitoring capacities of “sport for development” promoters. In 2013, UNICEF also established a strategic partnership with the IPD (the national sport authority) to promote the “sport for development” concept and methodologies. This new approach sought to incorporate sports as a tool for development and social mobilization, through advocacy, capacity-building and raising awareness.

In partnership with the Ministry of Education, UNICEF supported the Tinkuy Meeting of Adolescents (“Encuentro de Adolescentes Tinkuy”), which promoted intercultural participation with gender equality, and the PARA+ Meeting for a quality secondary education, which incorporated the needs of adolescents. In the Ayacucho region, an agenda for the Regional Education Bureau was presented during the annual meeting of adolescent school counsellors, which is monitored throughout the year. In the Ucayali region in 2013, adolescents participated at a municipal level in the Padre Abad district and in other civil society networks, carrying out advocacy activities to prioritize child and adolescent issues in the regional agenda. The same strategy was used in Cusco by the Regional Council of Children and Adolescents. In the Loreto region, in 2013 adolescents successfully advocated to include their priorities and concerns, developed in the “Children’s Parliament,” into the regional agenda. A committee of adolescents now monitors those commitments with UNICEF technical assistance. Through all these efforts, UNICEF seeks to promote well-informed adolescent participation.

---

**PC 800 - Cross-sectoral costs**

**PCR 3390/A0/04/04/11** The CP is effectively and efficiently managed to support programme delivery and the achievement of results

**Progress:** The CP budget approved by the Executive Board for the five year period is US$47.15 million, including US$3.75 million in Regular Resources (RR) and US$43.4 million Other Resources (OR). At the end of 2013 the Office had raised 55 per cent (US$23.9 million) of the total OR ceiling. In 2013, 87.7 per cent of the ceiling was raised. The aid environment has changed significantly since Peru was declared an upper middle income country and due to the financial crisis that continues to affect major traditional donors. In 2013 the CO signed agreements with non-traditional donors, including the Korea International Cooperation Agency (KOIKA), and strengthened its local PSFR strategies to increase local fundraising.

The 2012 – 2013 rolling work plans were approved and signed in December 2011. The CO continued to focus on six targeted regions to model specific programme strategies both to close subnational level capacity gaps and to gather evidence to support regional and national policy advocacy. This was done with the support of more than 30 consultants and through 34 Programme Cooperation Agreement (PCAs).

Implementation of the work plans is challenged by the high staff turnover in the regions and in some line ministries. especially at the
management and decision-making levels. This impacted the effective implementation of harmonized cash transfer (HACT). During the last quarter of 2013, the Office deployed programme assistants to strengthen rapport and improve the quality and timeliness of technical reporting and liquidation of outstanding balances. The frequent and high staff turnover in the implementing partners is challenging, though there is marked improvement in the liquidation of outstanding balances.

Mid-year and annual reviews were conducted sectorally with partners and an overall review to assess progress, challenges, lessons learned was conducted internally at the end of the year. This review process also included an assessment of the responsiveness of the programme to bottlenecks and the extent to which they contribute to gender equality. The CO also conducted a workshop aimed at revising the PCR/IR framework for the transition to Outcomes and Outputs in 2014.

**On-track**

**IR 3390/A0/04/011/001** The CP has adequate funding, is timely planned, monitored and coordinated.

**Progress:** Effective coordination was achieved through weekly programme coordination meetings and through the establishment and functioning of working groups such as Adolescent Development, as the need arose. Weekly programme meetings monitored the implementation of HACT, Special Service Agreement (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 enterprise risk management (ERM) and early warning early action (EWEA) plans.

Gender mainstreaming in the CP in not integrated into the review process and a decision was made to ensure that gender mainstreaming is reviewed at least monthly. The Programme Group agreed to take advantage of existing opportunities to focus on teenage pregnancy as an entry point into the development of a coordinated gender mainstreaming work plan.

The Office developed and submitted 15 proposals amounting to US$6.6 million, of which 8 were funded for US$2.16 million (32 per cent). Resource mobilization was below expected levels will impact the way the Office functions in 2014. None of the integrated proposals developed were funded. Donors seem to prefer mono-thematic proposal that reflect their priorities.

2013 was an active year for Communication for Development (C4D) as the demand from the sectors increased for UNICEF’s technical support for the elaboration of C4D strategies. This allowed the Office to integrate priority issues and ensure that the communications plans reflect the integrated approach to responding to the needs of children.

Joint visits to implementing partners increased and the programme group decided to include administrative assistants in those visits to improve the capacities of partners, strengthen rapport and improve the quality and timeliness of technical reporting and liquidation of outstanding balances. The frequent high staff turnover in the implementing partners is challenging, though there is marked improvement in the liquidation of outstanding balances.

**On-track**

**IR 3390/A0/04/011/002** 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.

**Progress:** Six regional governments have DRR plans for education and health that prioritize children, and both the MoH and the MoE have initiated their process to elaborate sectoral DRR plans. The national emergency education and protection thematic groups are established and functional and the municipality of Lima has established education and protection emergency theme groups. The WASH group, though established, is not functioning optimally due to staff changes.

Institutional and individual attitudes, practices and enthusiasm on DRR improved significantly. Budget allocation to DRR reached US$18 million and US$1.8 million in the education and health sectors, respectively, via the Results-Based Budget programme Vulnerability Reduction and Emergency Response. UNICEF provided technical assistance through SSC for the preparation of guidelines, intervention protocols and collaboration mechanisms that convene line Ministries and the humanitarian actors in the country.

With UNICEF support, more than 25,500 Government officials, including school principals and teachers, developed 9,000 DRR plans for their schools. In 2013, 14,000 schools implemented the Safe Schools initiative.

The regions of Loreto and Ucayali integrated lessons and recommendations into their DRR and emergency response plans based on evaluations conducted by UNICEF and partners that highlighted gaps and weaknesses in the management disaster responses in 2012. Two regions improved their communications and are able to monitor disaster and emergency situations in their most remote districts. UNICEF provided radio equipment to support that effort.

The Protection Theme group has emergency response protocols that mainstream gender and inter-generational approaches. UNICEF provided technical assistance and coordinated the participation of humanitarian institutions into the process.

The biggest challenge that the country faces is insufficient human resources with capacities for DRR, which significantly limits the capacity of institutions to develop and manage DRR.
On-track

IR 3390/A0/04/011/003 By 2016, citizens are knowledgeable about children’s rights and are empowered to recognize the vulnerabilities of excluded children and the problems that affect them.

Progress: In 2013, the CO established partnerships with the National Radio and Television Association (SNRTV), the National Association of Advertisers (ANDA), other agencies, the State, and youth groups, to improve the quality of media information and entertainment, and to enhance the role of the media. Media monitoring conducted by UNICEF revealed that only 30 per cent of newspaper coverage exhibits a child rights approach. When newspapers focus on early childhood issues, quality of coverage is relatively good; coverage of adolescents is usually negative.

More than 90,000 students participated in The “Buena Onda” campaign’s strategy: “My School’s Vibe.” Students involved their whole educational community, including teachers and parents, to discuss topics such as bullying, discrimination and domestic violence, both in face to face meetings and through media. UNICEF’s followers on Facebook and Twitter increased by 265 per cent and 387 per cent, respectively, due to UNICEF’s increased presence in social media and the incorporation of more thematic content.

UNICEF Peru is an important reference point for children’s issues in the media. Its reports are published and disseminated in the most important national newspapers and media, and in regional and local media. In 2013, UNICEF expanded partnerships and pro bono support to promote child rights and to disseminate UNICEF campaigns with América TV, Corporación Radial del Perú, Media Networks, El Comercio, Grupo RPP, and Corporación Pro. Through UNICEF’s “Buena Onda” and other campaigns, media focused on programmatic aspects of UNICEF’s work. Significant visibility was achieved by UNICEF local goodwill ambassadors. UNICEF received free media space (coverage and advertising spots) valued at US$800,000.

UNICEF’s focus on corporate social responsibility grew in 2013, in partnership with MGD, Save the Children, and others. In coordination with the LACRO and with Private Fundraising and Partnerships (PFP) Geneva, in 2013 UNICEF Peru began investigating the potential for links with the extractive industry, which represents some 85 per cent of Peru’s overall economic growth.

On-track

PCR 3390/A0/04/800 Effective and efficient programme management and operations support to programme delivery.

Progress: UNICEF’s Business Continuity Plan was reviewed in 2013, and staff lists, vendors, critical and non-critical roles were all updated. In November, a natural disaster simulation exercise was organized by the Office for Coordination of Humanitarian Affairs (OCHA) and the Office of the UNRC with the participation of the Head of Agency, Emergency Focal Points and Security Focal Points. As part of that exercise, the Office’s Business Continuity Plan was tested. The CMT has decided to implement training and additional testing activities in 2014.

Led by the CMT, UNICEF’s internal end-to-end business process workflows were reviewed and included in the 2013 AMP with the aim of obtaining efficiency gains. This review served as a basis for the multiple reviews of VISION role assignments, and facilitated their review and clean-up as per required segregation of duties. A revised Table of Authority was prepared and approved by the Representative, and staff members were formally notified of their roles and responsibilities.

The Office continued its strategy of involving implementing partners in the purchase of supplies, and in the implementation of supply-related activities, resulting in a reduction of UNICEF direct procurement and an increase in Government use of UNICEF Procurement Services. During 2013, UNICEF Peru provided technical advice on product specification and logistical assistance in placing Procurement Services orders for US$15.43 million. The purchase vaccine cold chain equipment for the entire country represented the largest volume of products acquired by the Government during 2012-13 (1,260 solar refrigerators/freezers and 12,520 electrical refrigerators/freezers, among others). UNICEF provided support and technical assistance to build Government’s capacity to monitor, identify bottlenecks, distribute, install, manage and maintain cold chain equipment. In April 2013, a training program (free of charge but valued at US$76,000) was conducted by Dulas Ltd., providing 90 technicians with a comprehensive understanding of how to install, operate and maintain the solar refrigerators.

On-track

IR 3390/A0/04/800/001 Effective and efficient Governance and Systems

Progress: Peru Office governance systems are functioning as expected. Office committees are functioning regularly as per UNICEF guidelines, and membership is renewed as required. In 2013, the Office Table of Authority was continuously updated, and the Country Office Risk and Control Profile was reviewed. In the last quarter of 2013, the Regional Chief of Operations assisted the Peru Office in reviewing guides for self-audits, and the Office began a self-audit process with a view to completing them in early 2014, prior to the anticipated Internal Audit.

New computer applications using certified development tools were developed to support staff work (personal calls reimbursement, donor pledge report, mass mailing system). There were no major interruptions in ICT services during the year. New backup and replication systems, based on Veeam and removable hard disks, were implemented, and the Disaster Recovery Plan was updated to include new backup procedures. Global ITSS projects were successfully implemented (automatic patch distribution, backup system, DHCP). The Office was unable to implement the Regional Information Technology Officer’s (RITO) recommendation of replacing individual UPS units with a central UPS system due to lack of funds to purchase the equipment (locally produced: US$30,000; imported: US$70,000).
In 2013, UNICEF Peru received ten interns, both local and international, which caused a significant additional demand on Human Resources. The Office has made important advances in terms of on-time completion of the Performance Appraisal System (PAS), with 93 per cent of 2012 local staff PAS completed on time.

**IR 3390/A0/04/800/004 Private Sector**

**Progress:** In 2013, UNICEF Peru received R&D funds from PFP Geneva for a telemarketing pilot, and also received authorization to open bank accounts in three different institutions to receive contributions. This first full telemarketing test was implanted between June and December and confirmed the potential of a pledge donor campaign in Peru, with an average current donation of US$12,50. Based on the success of the pilot, the Office plans to expand outreach to potential pledge donors in 2014, improving management and taking advantage of lessons learned to change the focus of the “Buena Onda” (mini-telethon) campaign from one-off donors to pledge donors.

The Office also continued to seek new corporate donors and partners, with a new focus on gaining access to their customer database. Income from customer relationship management (CRM) activity with Infoductos & Telecomunicaciones increased by 55 per cent in 2013 compared to 2012, and the Office signed a three-year agreement with Editorial Bruño, guaranteeing a minimum annual contribution of US$50,000. The Office also received a donation from SAP as result of a LAC regional agreement. In 2014, the “Buena Onda” campaign will continue to seek new corporate partners, again prioritizing access to corporate databases for follow-up to seek
pledge donors among their clients.

In 2013, the “Change for Good” campaign with LAN Peru Airlines passed a cumulative total of US$1 million (since 2007), and implemented a communication campaign with the airline to thank their clients who contributed and to invite them to continue supporting UNICEF. The alliance with ProFuturo (private pension fund) ended in 2013, with the company indicating that it would not renew its agreement because UNICEF is still unable to provide tax exemption. During the emergency caused by unusually harsh winter weather in the highlands, the Office successfully negotiated a corporate contribution from one bank even without being able to issue a tax exemption certificate. However this remains a problem for other prospective corporate agreements, which is reflected in the loss of positioning compared to other organizations that can provide such exemption certificates. The Office has been in negotiations with the Ministry of Finance and the tax authorities for more than four years for permission to issue tax exemption certificates, and will continue those efforts in 2014.

Total Income in 2013 for CO PFP was US$806,917.

On-track

IR 3390/P0/04/800/005 Sales

**Progress:** During 2013, new products were developed by current licensees. In paper products, an additional color of diaries was added for a total of three different colors, and the juvenile diary model was also modified. In greeting cards, the current licensee developed three new products and launched its 2013 Christmas collection with an expanded variety of designs. Operations in this area were consolidated, and the contract with the licensee Punto Celeste was renewed for an additional three years. The other licensee (Artesco), declined to renew its contract with UNICEF. Projected sales for 2013 were achieved by both licensees.

Negotiations were undertaken with Editorial Bruño regarding their potential to become a UNICEF licensee for the diaries, agendas, and notebooks. An agreement was reached and will be finalized in early 2014. The Office has begun initial conversations with Peru’s top textile companies on a licensing contract in the children’s clothing category.
Effective Governance Structure

The CO governance systems are functioning as expected. Office committees are functioning regularly as per UNICEF guidelines and membership is renewed as required.

The UNICEF Coordination Committee, composed of 16 line ministries and 5 regional government representatives and chaired by the Peruvian Agency for International Cooperation (APCI), held three meetings in 2013. It revised the Terms of References for its functioning. The Committee reviewed and recommended the MTR Terms of Reference (ToRs) and Work Plan for approval and reviewed the ToRs and plan for the elaboration of the situation analysis. It also approved the 2014 RWP.

The Country Office Risk and Control Profile was updated in 2013. In the last quarter of 2013, with the support of the Regional Chief of Operations, the Office reviewed the regional guides for self-audit and started the process of carrying out self-audits, which are expected to be completed in the first quarter of 2014.

The Business Continuity Plan (BCP) was reviewed in 2013 and staff lists, vendors, critical and non-critical roles were updated. A simulation exercise of a natural disaster was organized by the OCHA and the UNRC and carried out in November with the participation of the Head of Offices, Emergency Focal Point and Security Focal Point. As part of that exercise, the office’s BCP was tested. The CMT decided to implement training and additional testing activities in 2014.

Internal end-to-end business process workflows were reviewed and included in the AMP document for 2013. This exercise was led by the CMT with the aim of obtaining efficiency gains. The exercise served as a basis for the multiple reviews of role assignments in VISION, and facilitated the review and clean-up of those role assignments, as per required segregation of duties. A Table of Authority (ToA) was prepared and approved by the Head of Office and staff were notified of their roles and responsibilities. The ToA is continuously updated, signed and posted in a share file.

The CMT periodically monitors the Office’s management performance indicators by reviewing the Management Dashboard and Management Reports. Special attention is also given to the financial situation by monitoring the status of availability of funds and following up on potential donors and pledges as well as by deciding on resource mobilization strategies.

Strategic Risk Management

In 2013 the Enterprise Risk Management (ERM) was reviewed, updated and approved by the CMT. It identified the risks to the achievement of the results of the country programme given the changes in the social, political and economic context of the country and the implications for fundraising, effective advocacy, implementation and monitoring of results. The effectiveness of the current risk responses were assessed and the residual risks were identified, analyzed and assessed in terms of the likelihood of the risk occurring and the possible impact of the risk if does occur. The significance of each residual risk was then determined taking into consideration the likelihood and impact of the risk.

The 2013 Risk Profile indicates 1 very high risk area, 13 high risk areas, 5 medium-to-high level risk areas, 5 medium risk areas, 9 medium-to-low risk areas and 14 low risk areas. Supplies has gone from high risk in 2012 to very high in 2013, given the significant increase in procurement services, delays in procurement, and the low capacity of government systems to clear goods efficiently. The Office contracted a supplies monitoring specialist and is providing ample technical support to Government counterparts to mitigate risks. Communication with Supply Division is fluid and they continue to provide support to the Office to achieve efficiency in procurement services.

Additional changes in risk assessments arise mainly due to changes in aid environment, predictability of funding and to the increasing number and severity of natural disasters in the country. The CMT closely monitors the funding situation of the Office and, through PFP, is implementing strategies to increase mobilization of funding locally and to improve efficiencies in the management of the programme budget.
Disasters and emergencies are monitored on a weekly basis and this is combined with aggressive capacity development of partners and communities to manage risks and to prepare and respond to disasters. The Early Warning Early Action (EWEA) is updated at least twice yearly and staff are trained, informed and taking action to improve readiness within the Office and in their homes.

**Evaluation**

In 2013, the Office undertook one major Midterm Evaluation (MTE) of the intervention "Improving Basic Education of Girls and Boys in the Amazon and the Andean Southern of Peru," a seven-year intervention funded by the Canadian Government. The evaluation was undertaken by a group of Spanish and Peruvian consultants in the five intervention regions of the Andes and Amazon. Data collection (through informant interviews, focus groups, and community workshops, among other means) concluded in December. More than 500 partners, children and adolescents, parents, implementers, decision-makers, MoE and regional and local Government officials participated in the evaluation. The preliminary report is due in mid-February.

**Effective Use of Information and Communication Technology**

ICT developed computer programmes linked with mobile phone communication systems to support programme activities. Such programmes are especially useful to collect information from the field for monitoring or analysis purposes. A development tool was purchased and regionally certified in 2012 to support this activity. The tool is also used for other local applications that support programme work in other areas, including massive mailing systems, reimbursement of personal use of cell phones, reimbursement of personal long distance calls, changes to the tax reimbursement system, utility to move files, and donation pledge system.

The BCP was reviewed and updated in 2013. The risk assessment, critical staff and vendor list were updated to reflect prevailing country conditions and the current Office structure. The Memorandum of Understanding signed by UNICEF and UNDP in January 2007 is in force and is part of BCP for both organizations. This document sets out arrangements for mutual support in the event of a disruption of normal operations in either of the two organizations. A simulation exercise of a natural disaster was organized by the Office of the UNRC and carried out in November with the participation of UN Head of Offices, Emergency Focal Points and Security Focal Points. The BCP was tested. Training for staff and additional BCP tests are expected in 2014. ICT recovery mechanisms were reviewed and adapted to the new ICT architecture. ICT services were resilient and there were no major interruptions.

The OMT bid out Internet and fixed telephone services in 2013. Only one company presented an offer with the selection process not completed by year end.

All global ICT projects were successfully implemented, including release of Dynamic Host Configuration Protocol (DHCP), release of SEP 12.1 RU3, release of IE10, release of Service Pack 1 for Windows Server 2008R2, migration of servers to Windows 2008, release of Veeam 6.5.

Staff was briefed in the use of Cisco Anyconnect and Citrix. Remote access tools are currently being used by staff to work from home and while travelling.

Maintenance of IT equipment was provided by an outsourced technician and local companies were hired for specialized tasks. Broken and obsolete IT equipment are disposed of through Property Service Board (PSB) procedures. Computer supplies are recycled: used toner and ink cartridges are returned to HP and batteries are deposited in special containers.

Website security standards were not fully implemented in the case of the "Buena Onda" externally hosted website. However, no online donations were received through that website after the issuance of the security website policy, and steps have been taken to fully adhere to the policy. All the content externally hosted has been moved to UNICEF’s host. The Office has requested authorization to hire an external hosting service that meets all of UNICEF’s requirements.
Fund-raising and Donor Relations

In 2013 PFP in the CO confirmed the possibility of implementing a pledge campaign for raising funds. R&D funds were allocated by Geneva to invest in a telemarketing pilot and the authorization was provided to open bank accounts in three different institutions to facilitate individual contributions. This first full telemarketing test allowed the CO to build the platform and structure the call centre team. Test results were successful. In a seven month campaign, 671 pledge donors were captured, with an average donation of US$12.50. The plan is to strengthen this mechanism in 2014 and to significantly increase the number and consistency of pledge donors.

The results from CRM activity with Infoductos & Telecomunicaciones increased by 55 per cent compared to 2012. Other corporate alliances were established in 2013, including a three-year agreement with Editorial Bruño, which will net an annual minimum guaranteed contribution of US$50,000. As result of a regional agreement, CO received a US$30,000 donation from SAP to support work with teenagers in the urban slum areas and in the region of the Amazon.

In 2013, the Peru Change for Good campaign reached US$1 million in donations for UNICEF since it started in 2007. A communication campaign was launched jointly with LAN Airlines to thank donors and invite them to continue supporting UNICEF’s work in Peru. The alliance with Profuturo ended in 2013. One of the main reasons for the discontinuation of the alliance is UNICEF’s inability to provide corporate partners with tax exemption certificates. UNICEF has undertaken extensive and protracted advocacy to resolve this problem with various political administrations and public institutions, but to date little or no progress has been made.

During the emergency in the Andes mountain regions due to uncharacteristically low temperatures, UNICEF and the Banco de Credito del Peru collaborated to provide warm clothing and respiratory chambers to benefit 3,000 children. The Bank made the contribution without the expectation of tax exemption certificate. As noted above, the lack of that exemption continues to be a major bottleneck for corporate fundraising. Total PFP income in 2013 was US$806,917.

Sixteen proposals were developed and submitted for funding to donors and through the National Committees. Eight proposals were funded, for a total of US$2.16 million, representing one-third of the US$6.6 million solicited. Donors preferred to fund mono-thematic proposals. The Spanish National Committee (Natcom) continued to be the most active partner, and the UK, Canadian and German Natcoms also continued to support the CO. KOICA joined the list of donors collaborating with UNICEF. SSC in collaboration with the Argentina CO has been effective, not only in the provision of quality technical assistance and advice, but also in reducing the cost of technical assistance (TA) to the Office.

Fifteen grants expired and were fully implemented and 100 per cent donor reports were written and submitted on time.

Management of Financial and Other Assets

In 2013, the Office constantly monitored the level of programmatic and financial implementation of the CP. Mid and end-year review meetings were held. Results, which are reflected in RAM reports, were instrumental to maintain implementation on track.

The value of the US dollar presented a gain in purchasing power. The Operations Section is managing Programme funds in the areas of Logistics, IT and Personnel support services to cover office operating expenses in Lima, which this year totalled US$178,707.00. Given the challenge of fundraising for programmes, the Office is taking measures to increase efficiency in the Institutional Budget to reduce the pressures on the programme budget and to increase availability of funding to achieve the results of the country programme.

The CMT closely monitored financial and budget indicators through the Management Dashboard.
Bank Reconciliations were prepared monthly and outstanding items were kept to a minimum. Cash flow was prepared quarterly and uploaded to the Bank Optimization Webpage, with monthly revisions. 2013 open items were cleared in VISION, with the exception of VAT receivables, which were totally cleared until 2012. VAT claims from Government amounted to U$185,698.38.

This year’s Programme Budget amounted to US$8,114,119.00, or 87 per cent of the 2013 ceiling. Implementation of the OR, RR and OR-E budgets was 86 per cent, 98 per cent and 85 per cent, respectively. Almost 100 per cent (99.05 per cent) of expiring grants were fully implemented. Close coordination with HQ sections and LACRO allowed the Office to resolve bottlenecks and to manage the budget efficiently and effectively. The Institutional Budget was closely monitored during the year and was over 99 per cent implemented.

Weekly Programme Meetings serve to monitor DCTs and as a result, all DCTs outstanding for more than 9 months were fully liquidated. At the end of December, DCTs over six months was 4 per cent. In 2013 UNICEF Peru continued to lead the HACT Interagency Committee. Six micro-assessments to implementing partners (IPs) were carried out by the audit firm contracted by HACT participating agencies. A joint UNICEF and UNFPA visit to the DRE in Ucayali was undertaken to evaluate their administrative and management capacities and practices. Throughout the year, monitoring visits and spot checks were carried out to ensure that activities were implemented as planned. UNICEF administrative assistants travelled to conduct training for implementing partners and to establish rapport. This had to be done on a more regular basis in order to address high staff turnovers in Government counterparts and to ensure high quality of reporting and timeliness of liquidations.

Supply Management

UNICEF continued with the strategy of involving IPs in the procurement of their supplies. In order to support the emergency due to the extreme cold weather, and using the funds donated by the Banco de Credito del Perú, UNICEF bought and distributed to the end users 400 aero-chambers and 3,000 warm clothes for babies, valued at US$1,581 and US$16,641, respectively. As part of its personal computer supply component, UNICEF purchased 5,396 zinc packages (of 100 tablets) for the amount of US$9,119, which will be distributed to the Regional Health Offices (DIRESAS).

In 2013, on a monthly basis, UNICEF conducted meetings with the relevant authorities in the MoH to provide technical advice on product specification and logistical assistance in placing orders through Procurement Services (PS) for US$15.43 million. The main supplies purchased were:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>NUMBER PURCHASED</th>
</tr>
</thead>
<tbody>
<tr>
<td>solar refrigerators/freezers</td>
<td>921</td>
</tr>
<tr>
<td>voltage regulators</td>
<td>18,072</td>
</tr>
<tr>
<td>vaccine carriers</td>
<td>5,000</td>
</tr>
<tr>
<td>cold boxes</td>
<td>4,250</td>
</tr>
<tr>
<td>data loggers</td>
<td>2,590</td>
</tr>
<tr>
<td>syringes packages x 100</td>
<td>190,000</td>
</tr>
<tr>
<td>HIV tests kits x 20</td>
<td>175,922</td>
</tr>
<tr>
<td>syphilis tests kits x 30</td>
<td>16,080</td>
</tr>
<tr>
<td>retinol packages x 500 tablets</td>
<td>5,987</td>
</tr>
<tr>
<td>simulators for new-borns</td>
<td>350</td>
</tr>
</tbody>
</table>

The cold chain equipment to preserve vaccines around the entire country represented the largest volume of products acquired by the Government during 2012-13. UNICEF is providing support and technical assistance to build Government counterparts’ capacities to monitor, identify bottlenecks, distribute, install, manage and maintain cold chain equipment and supplies. In 14 regions of Peru, UNICEF closely monitored the supplies acquired through PS and their distribution and assured that they reached their final destination and were
properly used and maintained.

In April 2013, a training program (free of charge and valued in US$76,000) was conducted by Dulas Ltd. to provide to 90 technicians a comprehensive understanding of how to install, operate and maintain solar refrigerators.

Memorandums of Understanding (MoUs) for the provision of procurement services were signed between UNICEF and the Municipalidad Metropolitana de Lima and the Gobierno Regional de Madre de Dios. The first one deals with acquiring Multiple Micro Nutrients (UNICEF has already provided all the necessary documentation in order to obtain the sanitary registration) and the second one is for purchasing cold chain equipment and supplies. It is anticipated that that the orders will be placed during the first quarter of 2013. In addition to the quality and price of the supplies offered through PS, added values include the preferential rate in the freight charges, the 30 days demurrage free time (local market: 7 days demurrage free time) and the insurance charges 0.0469 per cent over the FCA + Freight (customs insurance charges: 1 per cent - 2 per cent over the FCA + Freight).

UNICEF conducted the annual physical verification of warehousing and did not find any difference between the physical count and the information recorded in the VISION system. At the end of 2013 value of inventory in programme supplies is US$17,333.

In line with the BCP, UNICEF and the logistics company RANSA signed an agreement with regard to emergency requirements for warehouse, trucks, cargo transport and deliveries.

The technical solutions provided by VISION were used to monitor UNICEF’s Purchase Orders and contracts and update information, close them, and return unutilized available funds to their budgets.

**Human Resources**

Efforts have been made to respond to the stress created by the abolishment of 18 posts (8 vacant, 4 attrition) following 2013 PBR decisions approving the Office’s participation in the Panama hub as of 1 March 2015. In coordination with Management and the Staff Association, staff was kept informed on changes with regard to the consolidation process toward a regional hub structure. During visits to the CO, the Regional Chief of Operations also supported the Office in informing the staff and CMT on changes to be expected in work processes during the transition to the hub.

Information on the launch of a single Global Shared Service Centre impacted local staff by creating uncertainty regarding how this decision might further impact their jobs. This anxiety is causing high levels of stress and staff morale declined even more at the end of the year.

Human Resources’ number one priority has been to support affected staff on abolished posts, and the staff in functional areas who are dealing with processing the changes involved in the transition to a single hub structure. Staff will be offered a three-day stress management workshop in 2014 aimed at diminishing levels of stress. In 2013, staff was offered access to professional services from a UN psychotherapist providing stress counselling, as well as a Peer Support Volunteer offering support to personnel whose wellbeing may be affected.

The 2011 Global Staff Survey showed favourable results for the Office on transparency and accountability, personal empowerment, career/professional development, gender and diversity, awareness of standards of conduct and staff security, among others. Standard results were shown on management and supervision interaction, job pride, office efficiency and work/life balance among others. The survey showed that improvement was needed on clarity of goals and internal communication. Since 2012, and in coordination with the Staff Association, the CO has focused on both of those topics, offering an integration/teambuilding/communication workshop. The Staff Association invested time creating spaces for staff relations and communications: a staff well-being workshop, recreational spaces involving staff children, and sport activities, among others. The challenge is to continue with efforts to provide a harmonious workplace, reduce levels of stress and improve staff morale.
The CO received a total of ten interns during the year, both local and international. Only one international professional established post remained vacant, a Junior Professional Officer at level P-2 that is still without a Government sponsorship.

Staff attended a series of Webex sessions offered by LACRO during 2013 and has completed the “UN Cares - HIV in the Workplace” course. HR invited all staff to complete the on-line “Integrity Awareness Training Course.”

Staff was represented and actively participated in key Office committees.

The CO continued implementing two “PAS Days” to create a space for discussion between supervisor and supervisee, and resulting in 93 per cent of 2012 local staff PAS being completed on time.

**Efficiency Gains and Cost Savings**

Peru CO achieved savings in operating expenses by participating in UN common services. UNICEF leads the mobile telephone common service in place since 2007. The Office is waiting for the results of the biddings for internet services and fix telephony service to see if they adhere to the common services.

The CO signed MoUs for common services for courier, fuel and cleaning supplies at lower prices. The CO was also able to renegotiate and reduce travel agency fees while maintaining quality of service, as a result of bidding and a subsequent contract carried out by UNDP with same service provider.

An exercise was carried out to reduce the number of office files kept in external storage. Files were reviewed and identified to be destroyed in early 2014 as per UNICEF’s regulation, with a resulting savings in storage costs.

The CO also managed to reduce by 40 per cent the number of cheques. In order to reduce bank charges and to implement electronic banking, the Office completed a bidding process for banking services and identified the financial institution that provides the best conditions for Office operations. The CO expects to open the new account in 2014. Three new Bank Accounts in different local banks were opened to support PFP activities.

**Changes in AMP & CPMP**

No notable changes in the Country Programme planning and management strategy were experienced in 2013.

Programme implementation was supported by local consultants and through agreements with NGOs and local government. This implementation strategy also included local support and local monitoring, especially on issues related to HACT compliance.

Resource mobilization and the strengthening of fundraising efforts remained key management priorities for the CO during 2013 to ensure that funding is available to achieve the programme results.

The decision regarding the Peru Office’s participation in the Regional Panama Hub as well as other changes in strategy and Office structure that may be required as a result of the Country Programme Mid Term Review to be carried out in 2014 will be reflected in the revised CPMP to be prepared as part of the MTR.

**Summary Notes and Acronyms**

**Acronyms**

AMAN  Child Friendly Municipality in Cuzco
APCI Peruvian Agency for International Cooperation
ARI Acute respiratory infection
AWP Annual Work Plan
BCP Business Continuity Plan
C4D Communication for Development
CCA Code on Children and Adolescents
CMT Country Management Team
CRC Convention on the Rights of the Child
CO Country Office
CONEVAL Mexican National Council for Social Policy Evaluation
CP Country Programme
CPAP Country Programme Action Plan
CPD Country Programme Document
CRED Growth and Development Checkup
CRM Customer Relationship Management
CSD Child Survival and Development
CSR Corporate Social Responsibility
Cuna Mas National Programme for the Integral Attention of Children under 36 months Living in Poverty Situation
DIRESA Regional Directorate of Health
DCT Direct Cash Transfers
DevInfo Georeferenced data management system
DEMUNA Municipal Defence Centres for Children
DRE Regional Directorate of Education
DRR Disaster Risk Reduction
ECD Early Childhood Development
ECE Early Childhood Education
ECLAC Economic Commission for Latin America and the Caribbean
ENDES Demographic and Health Survey
ERM Enterprise Risk Management
EWEA Early Warning Early Action
GDP Gross domestic product
GIPIF Citizens Observatory for the Promotion of Investment in Children
HACT Harmonized Cash Transfer
IADB Inter-American Development Bank
IBE Intercultural Bilingual Education
IMEP Integrated Plan on Monitoring and evaluation
INDECI National Institute of Civil Defence
INEI National Institute for Statistics and Information Technology
Implementing Partner IP
IR Intermediate Result
JUNTOS “Together”, National Conditional Cash Transfer Programme
MCLCP Committee for Concerted Action in the Fight against Poverty
MDG Millennium Development Goals
MIDIS Ministry of Social Development and Inclusion
MIMP Ministry of Women’s Affairs and Vulnerable Populations
MNP Multi micro nutrients
MoE Ministry of Education
MoEF Ministry of Economy and Finance
MoH Ministry of Health
MoRES Monitoring of Results on Equity
MoU Memorandum of Understanding
MoWVG Ministry of Women’s Affairs and Vulnerable Groups
MTR Mid Term Review
MTSP Medium Term Strategic Plan
NPAC National Plan of Action for Children and Adolescents
NPRW National Programme on Rural Water and Sanitation
OCHA Office for the Coordination of Humanitarian Affairs
OMT Operations Management Team
PAN National Programme on Nutrition
PAS Performance Appraisal System
PCR Programme Component Result
PIAS Mobile Platform of Social Action
PIP Public Investment Project
PLWH People Living with HIV-AIDS
PNAIA National Action Plan for Children and Adolescents
PSB Property Survey Board
Qali warma National Programme on School-Feeding
RAM Results Assessment Module
REMURPE Peruvian Network for Urban and Rural Municipalities
RENIEC National Registry of Identification and Civil Status
SBP Strategic Budget Programme
SNRTV National Radio & TV Association
SUN Scaling Up Nutrition
ToA Table of Authorities
UGEL Local Education Management Unit
UNCT United Nations Country Team
UNDP United Nations Development Programme
UNFPA United Nations Population Fund
USAID US Agency for International Development
UNRC UN Resident Coordinator
VRAEM Valley of the Apurimac, Ene and Mantaro rivers
WASH Water, Sanitation and Hygiene
WHO/PAHO World Health Organisation/Pan American Health Organisation
### Other Publications

<table>
<thead>
<tr>
<th>Title</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 UNICEF Peru Annual Report 2012 (Spanish and English)</td>
<td></td>
</tr>
<tr>
<td>2 Here we are! Afro-Peruvian Children and Adolescents (+Executive Summary) (Spanish)</td>
<td></td>
</tr>
<tr>
<td>3 La Onda de Mi Cole (My School’s Vibe). Systematization of the Experience 2012 (Spanish)</td>
<td></td>
</tr>
<tr>
<td>4 Participatory Communication Methodology: Oral Narrative. Handbook for Facilitators. (Spanish)</td>
<td></td>
</tr>
<tr>
<td>5 Building Together Child Friendly Schools (Spanish)</td>
<td></td>
</tr>
<tr>
<td>6 Methodological Guide for Drawing-Up Medium-term Planning Documents (Spanish)</td>
<td></td>
</tr>
<tr>
<td>8 Intergovernmental Coordination, the Basis for Better Educational Management, 2012. (Spanish)</td>
<td></td>
</tr>
<tr>
<td>10 Comments on State Obligations regarding the Impact of the Business Sector on Children’s Rights (Reprint) (Spanish)</td>
<td></td>
</tr>
<tr>
<td>11 Children’s Rights and Business Principles (Reprint) (Spanish)</td>
<td></td>
</tr>
<tr>
<td>13 (VIDEO) Here we are! Afro-Peruvian Children and Adolescents (Spanish)</td>
<td></td>
</tr>
<tr>
<td>14 (VIDEO) Spot on the Prevention of ARIs (Acute Respiratory Infections) with Dina Páucar (National Ambassador) (Spanish)</td>
<td></td>
</tr>
<tr>
<td>15 (VIDEO) UNICEF Cooperation Programme in Peru (Spanish)</td>
<td></td>
</tr>
<tr>
<td>16 (VIDEO) Report on Child Growth in Apurímac. Buena Onda Campaign (Spanish)</td>
<td></td>
</tr>
<tr>
<td>17 (VIDEO) Report on Breastfeeding in Ventanilla. Buena Onda Campaign (Spanish)</td>
<td></td>
</tr>
<tr>
<td>19 (VIDEO) Report on the adolescent participation strategy, La Onda de Mi Cole (My School’s Vibe) (Spanish)</td>
<td></td>
</tr>
</tbody>
</table>