

UNICEF TACRO

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2010 Regional Annual Report

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Acronyms

AIDS	Acquired immunodeficiency syndrome
AECID	Spanish Agency for International Cooperation for Development
CAN	Andean Community of Nations
CARICOM	Caribbean Community
CCA	Common Country Assessment
CCCs	Core Commitments for Children in Emergencies
CEDAW	Convention on the Elimination of Discrimination against Women
C4D	Communication for development
CFSI	Child Friendly Schools Initiative
CICIG	UN Commission against Impunity in Guatemala
CO	Country Office [UNICEF]
CPD	Country Programme document
CRC	Convention on the Rights of the Child
DRR	Disaster risk reduction
ECD	Early child development
ECLAC	Economic Commission for Latin America and the Caribbean
ERP	Enterprise resource planning
GWA	Good Will Ambassador
GFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria
HACT	Harmonized Approach to Cash Transfers
HIV	Human Immunodeficiency Virus
HFLE	Health and family life education
HRBA	Human rights-based approach
IACHR	Inter-American Commission on Human Rights
ILO	International Labour organization
IPSAS	International Public Sector Accounting Standards
IMEP	Integrated monitoring and evaluation plan
IDB	Inter-American Development Bank
IMLAS	Latin America Media Initiative
KRA	Key Result Area
LAC	Latin America and the Caribbean
LACVOX	La Red Regional de Adolescentes Comunicadores de América Latina y el Caribe (Regional Adolescent Communicators Network for the Latin America and the Caribbean)
LSS	Laços Sul-Sul (South-South Ties)
MBB	Marginal budgeting for bottlenecks
MDG(s)	Millennium Development Goal(s)
Mercosur	Southern Cone trade group
MICs	Middle-income countries
MICS	Multi-indicator cluster surveys
MNCH	Maternal, neonatal and child health
MoE(s)	Ministry(ies) of Education
MTR	Mid-term review
MTSP	Medium-Term Strategic Plan [UNICEF]
NYHQ	New York Headquarters [UNICEF]
OAS	Organization of American States
OEI	Organization of Ibero-American States
OCHCR	Office of the High Commissioner for Human Rights
PAHO	Pan American Health Organization
PMTCT	Prevention of Mother-to-Child Transmission (of HIV)
PPP	Programme Policy and Procedure
RBM	Results-based management
RMT	Regional management team
RO	Regional office
SG	Secretary General of the United Nations
SICA	Central American Integration System
SISCA	Secretariat of Central American Social Integration
SITAN	Situation analysis
SMR	Strategic Moment of Reflection
SRS	Simplified results structure
TACRO	UNICEF Regional Office for Latin America and the Caribbean

UNDAF	UN Development Assistance Framework
UNDG	United Nations Development Group
UNHCR	UN High Commissioner for Refugees
UNRC	UN Resident Coordinator
UNSVAC	UN Study on Violence against Children
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
YCSD	Young child survival and development

1. Executive Summary

The Regional Office for Latin America and the Caribbean (TACRO) can point to several important achievements during 2010 covering a broad spectrum of activities, including the re-focus on equity in programming, partnerships and advocacy for children, emergency operations, and management.

Mid-term reviews in eight countries, as well as the preparation of one new Country Programme document served as a strategic opportunity to embed the re-focus on equity into programming and future plans. This proved to be an effective mechanism for ensuring full alignment with global priorities and with UNICEF's role in middle-income countries, national averages hide the unfair disadvantages between groups of children within the countries.

One important achievement was a collaborative partnership with the Organization of Ibero-American States that led to the successful definition of a new set of goals for the education sector, 'Metas 2021' (2021 Goals), which provides a framework for plans and actions in education in the region beyond 2015, and calculation of its costs. The goals were adopted by 16 countries and incorporated into one approved CPD and seven draft CPDs (UNICEF budgets allocated to education, as included in the CPDs, will be part of the overall budget for the achievement of the 2021 Goals). Another important partnership is Laços Sul-Sul (South-South Ties), through which TACRO works with Brazilian authorities and seven countries selected by Brazil to receive anti-retroviral drugs at no cost. In 2010 this partnership focused on increasing adolescent participation in national HIV responses.

A new draft maternal/child health strategy for the region was completed and presented to key partners (such as PAHO) that, as a result, plan to incorporate disparity analysis into their own work. WASH in Schools initiatives were launched or scaled-up in Nicaragua, Belize and Guatemala. The region has fairly high levels of registered births (regional average 90%), but disparities continue to affect the poorest, indigenous, Afro-descendent and migrant children, demanding continued efforts in this arena. Advances in birth registration were made in Peru and the Caribbean during 2010.

Support to the Haiti country office after the earthquake and during the cholera outbreak demonstrated the ability of this region to work together. Thirty-three technical staff from the LAC region were deployed to Haiti on short notice, and an operation support centre was established in the Dominican Republic, functioning throughout 2010. In addition, US\$4.4 million was raised, through local fundraising mechanisms, in nine LAC countries in support of Haiti. Many forms of South-South cooperation were reported by several Country Offices that are providing technical support and advice to governments to improve the effectiveness of government-to-government collaboration within the South-South framework.

Finally, in the context of UNICEF's core role in middle-income countries, the evaluation of the Southern Cone Processing Centre provided the basis for proposing an expansion of such models in other LAC countries and beyond, potentially contributing to cost-savings throughout the region. Operational efficiency was generally better in LAC, and some countries were exceptionally successful at fundraising with individuals and corporations and at expanding corporate partnerships.

Three shortfalls can be mentioned here. First, lack of quality disaggregated data in some countries in the region created some constraints for undertaking disparity analysis. Second, the Haiti emergency response posed significant challenges to implementation of planned regional office activities. Although key TACRO functions were fulfilled, some planned activities had to be modified or deferred. Finally, efforts are still ongoing to define UNICEF's value added to regional partnerships and alliances, but should be completed in 2011. As part of this process, criteria for determining the use of the strategic representation function are being developed.

2. Trends and Progress in the Region Affecting Children and Women

The year began and ended with major emergencies in Haiti, but overall the region had fewer emergencies than usual. Most countries are recovering from the economic crisis more quickly than anticipated; but the international context is still uncertain. Democratic processes continued almost without interruption. Nevertheless, structural inequalities continue to beset the region, resulting in sharp disparities that affect the survival and development rights of children—particularly indigenous children, those of African descent, children affected by migration, children whose parents have no education or informal jobs, children with disabilities, rural children, and children in marginalised urban areas. In LAC an equity lens is vital to advancing children's rights and achieving the MDGs.

Widespread disparities are evident in relation to regional progress toward MDG1. As stated in the report *Pobreza infantil en América Latina y el Caribe* produced by the Economic Commission for Latin America and the Caribbean (ECLAC) and UNICEF, child poverty in LAC stands at 45%: just 32% in urban areas but 76.2% in rural zones. Countries with the highest child poverty rates include El Salvador (86.8%), Guatemala (79.7%), Nicaragua (78.5%) and Bolivia (77.2%). In addition, 24% of children in the region lack adequate housing, 12.3% lack access to clean drinking water and 25.7% lack access to sanitary means of excreta disposal. Income poverty (for the total population) remained constant in relation to 2009, standing at 32.1% (180 million), while indigence stands at 12.9% (72 million), according to data from the *Preliminary Overview of the Economies of Latin America and the Caribbean*, produced by ECLAC. On average, income poverty among children under 15 is twice as high as that for older persons. Countries with the highest income poverty rates also have the highest child poverty rates.

By 2008 Chile and Brazil had sufficiently reduced the incidence of income poverty to achieve the target of MDG1. Peru, Costa Rica, Ecuador and Mexico also showed significant progress. Available data indicate that it is feasible for Colombia, El Salvador, Nicaragua, Panama and Venezuela to achieve the incidence target, while it is unlikely that Bolivia, Guatemala, Honduras or Paraguay will do so.

Consumption by the poorest quintile (an often-neglected MDG1 indicator) in the region stands at just below 5% of total national consumption. While the indicator rose and fell slightly in individual countries between 1990 and 2008, for the region as a whole there has been no improvement at all in consumption by the poorest quintile in almost 20 years. This reinforces the importance of UNICEF's re-focus on equity.

Malnutrition is another indicator of poverty reduction in the MDGs framework. Overall regional progress towards reducing global malnutrition is on track. Yet around 9 million children suffer from stunting according to WHO standards. The vast majority of malnourished children live in Brazil, Colombia, Guatemala, Haiti, Mexico and Peru, which together account for 73% of all child under-nutrition in the region. Stark differences in chronic child malnutrition rates *within* countries underscore the fact that it is possible to achieve the MDGs while leaving some subgroups of children unattended. In Peru, for example, the national average is 31%; child malnutrition in Tacna is just 7%, but reaches 60% in Huancavelica. A Peruvian child from the lowest wealth quintile is 11 times more likely to be stunted than a child from a family in the top wealth quintile. The same trend is evident in Brazil.

Similar disparities can be seen in relation to progress toward MDGs 2 and 4. Argentina, Belize, Cuba, Mexico and Peru are on track or have achieved the education target. Region-wide, enrolment in secondary education stands at 78%, but significant disparities can be seen in completion rates: 82% of children in the top wealth quintile complete secondary education, but this is true for only 52% of those in the lowest quintile. In Chile, El Salvador, Guatemala and Panama, enrolment in secondary education among adolescents in the wealthiest quintile is two-to-three times greater than for those in the poorest quintile. In regard to child survival, LAC has experienced the most significant improvement in

reducing child mortality of any region, registering a *decrease of 51.7%* from 1990 (42.7 per 1,000 live births) to 2009 (20.6 per 1,000 live births). Yet sharp disparities between countries, by regions within countries and by ethnicity are evident. The regional average is 20.6 per 1,000 live births, but five countries have an average of seven or lower while five others have an average of 30. Particularly important given the re-focus on equity, child mortality rates are consistently higher among indigenous groups. In Paraguay, Panama, Ecuador and Costa Rica child mortality among indigenous groups is twice that of non-indigenous. Under-five mortality in the Brazilian province with the highest child mortality rate is 3.1 times greater than in the province with the lowest rate. Geographic disparities are also prevalent in countries such as the Dominican Republic (1.9), Ecuador (2.3), Guatemala (2.9) Nicaragua (2.9) and Peru (3.6).

Data-gathering and analysis have improved in LAC, facilitating better disparity analysis, but both the CRC and CEDAW Committees have called for further improvement. Five countries participated in the CRC reporting process in 2010 (Argentina, Ecuador, El Salvador, Guatemala and Nicaragua). Other frequent recommendations address the need for countries to develop adequate and fair systems of juvenile justice and harmonise laws related to CRC implementation at national and sub-national levels; develop national plans of actions for children; improve birth registration levels; protect children belonging to minority ethnic groups and those with disabilities from discrimination; and protect all children from corporal punishment and abuse.

During 2009-2010, four countries (Argentina, Guatemala, Haiti and Panama) submitted reports to the Committee on the Elimination of Discrimination against Women (CEDWA). The Committee urged these countries to: engage in awareness-raising campaigns promoting better understanding and equality between women and men at all levels and to develop strategies to combat domestic violence and trafficking of girls and women, as well as to address high maternal mortality rates and provide better services to older, rural, indigenous women. Women's economic and political power has not improved significantly in recent years; they generally earn less, are more affected by income poverty and have less political representation than men, and gender-based violence continues to be a factor affecting women's lives. The region is still far from achieving MDG3. In relation to maternal mortality severe disparities are evident. The regional average is 86 per 100,000 live births. But while four countries have a fairly low rate of maternal deaths (under 50), others are far higher—such as Haiti, where 630 women die during or after childbirth. Available data suggest that 80% of maternal mortality can be attributed to obstetric causes. In 36 LAC countries more than 90% of births are attended by skilled personnel, but, urban/rural and wealth disparities are evident and must be addressed to improve progress toward MDG5.

Growing numbers of people living with HIV/AIDS have access to treatment, but no positive trends can be seen in effective *prevention* of infection among young people. The epidemics in LAC are increasingly characterised by heterosexual unprotected sex as the main driver of the epidemic (the "feminisation" of the epidemic). Second to Sub-Saharan Africa, the Caribbean is the most affected region world-wide, with 1% of adults infected with HIV. In some Caribbean countries the risk of infection is two-to-six times greater for women between 15 and 19 years old than for young men. In recognition of this threat, UNICEF has supported the expansion of PMTCT programmes, and by 2008, 76% of HIV-infected pregnant women and children were receiving antiretroviral treatment. Brazil, Chile and Costa Rica have achieved the target of providing access to HIV treatment to over 80% of those infected, while in Bolivia and Paraguay only 22% of the infected population has access to treatment. HIV treatment reaches 82% of infected children age 0–14 in Latin America and 55% of children age 0–14 in Caribbean countries. To achieve HIV related targets of MDG6, continued focus on PMTCT and on reaching youth with prevention information and services will be required. The number of malaria cases recorded in 2008 showed a 58% decline from 2000, and the number of deaths linked to malaria decreased by 75%.

The relatively fast pace at which the region has been progressing towards achievement of the MDGs has been hampered by several factors. Investment in social policies, for example, is insufficient, in many cases due to inadequate revenue collection. Factors such as geographical location, wealth, ethnicity, and gender affect progress by certain segments of the population. As a result, progress in many countries has been too slow. Violence continues to be a major concern, forcing authorities to invest in security and law enforcement programmes before investing in social policies. Violence and impunity also disrupt the social fabric, increasing a sense of powerlessness among the majority of the population and, in extreme cases, a loss of control by the government of certain geographic areas. Natural disasters and emergencies often drastically worsen conditions for children, such as their ability to go to school, to access water and sanitation and to live in adequate housing in affected countries.

International food prices have been rising since mid-2010, and threats of new food crises loom, mostly related to severe weather events that negatively impact agricultural activities. Higher food prices and reduced employment and incomes mean that the poor had less access to food in 2010.

Although the region experienced fewer emergencies than usual, 5 million people were nevertheless affected by earthquakes in Haiti, Chile and Mexico, another 4 million were victims of flooding and landslides and around 1 million suffered negative impacts from hurricanes and other storms. Droughts and extreme weather affected over 250,000 people (mainly in Peru and Ecuador). No industrial accidents involving children occurred in 2010. TACRO is supporting CO efforts to incorporate child-focused disaster risk reduction (DRR) and emergency preparedness into national planning and school curricula. Investment in infrastructure, if done equitably, could also yield important results for children, and TACRO placed increasing emphasis on WASH activities during 2010. Limited availability of data do not permit an analysis of the impact of these emergencies on diverse groups of children facing various types of risks and having differing capacities to respond to them.

Political trends

Democratic processes continued without interruption, with the exception of Haiti, where elections were marred by accusations of irregularities. The situation in Honduras is evolving towards normalcy. Six LAC countries held general elections in 2010; Peru held local elections. Opposition parties were victorious in two (Chile and Trinidad & Tobago); candidates from incumbent political parties won in Colombia, Brazil and Costa Rica. None of these electoral results represent a high risk of derailing current policies in favour of children. However, concerns remain in relation to governments that came into office with plans to reduce the minimum age at which children can be prosecuted as adults.

Finally, tensions along border areas have abated throughout the region, with the exception of Nicaragua and Costa Rica—which could have serious repercussions for Nicaraguan children living in Costa Rica. Military expenditure in Central America and the Caribbean was US\$5.6 billion, reaching US\$51.8 billion in South America in 2009. Although military spending has not increased significantly in recent years, it is worth noting that freezing military spending at current levels for five years would result in gains of approximately US\$32 billion across the region. These funds could play a vital role in fulfilling goals related to the achievement of children's rights.

Economic trends

Seven of the 12 countries with the worst levels of income inequality in the world (as measured by the Gini coefficient) are in LAC. Region-wide, the Gini coefficient stands at over 50. Half the countries in the region did not make significant progress towards

reducing income inequity. Nevertheless, in 10 countries, the Gini coefficient decreased by between 3% and 10%, whereas in Venezuela it declined by 18%.¹

The region registered a 6% increase in GDP in 2010. Counter-cyclical measures adopted by several countries in the wake of the international financial crisis had a positive impact on economic growth. For example, in Brazil growth declined to 0.3% in 2009 but then recovered quickly, growing by 7.7% in 2010² due to counter-cyclical economic policies. Mexico, which did not engage in countercyclical measures, had a sharper downturn during the crisis (a 6.7% GDP contraction in 2009) and is currently recovering at a slower pace than the regional average. Paraguay, Uruguay, Peru, Argentina and Brazil experienced strong economic growth in 2010. Brazil acts as the engine for regional growth with strong domestic demand that helps boost export growth in neighbouring countries. The South American sub-region also benefits from improved terms of trade and strengthened economic ties with emerging economies in Asia. Faster economic growth helps families directly, through better employment prospects and enhancing fiscal space. The regional unemployment rate fell from 8.5% in 2009 to 7.4% in 2010, returning to pre-crisis levels. Trends vary across countries, with decreased unemployment in Argentina, Brazil and Bolivia and increases in Honduras, Jamaica and Barbados. The gap between male and female unemployment remained constant; unemployment is 1.4 times higher among females.

Social trends and future directions

Other than disparities in access to basic social services, key issues affecting children in LAC include violence and migration. Violence affects most, if not all, countries in the region, running the gamut from massacres related to drug wars to corporal punishment of children in school, and at home. The Caribbean region has the highest murder rate in the world (30 per 100,000 inhabitants annually), with differences among countries. Jamaica has a rate of 60 intentional homicides per 100,000 people, while the number falls to 35 in St. Kitts and Nevis and 16 in St. Lucia.³ Some South and Central America countries also have particularly high homicide rates per 100,000 inhabitants, such as El Salvador (65)⁴, Guatemala (47)⁵, Honduras (46)⁶, Colombia (37)⁷, Belize (31)⁸ and Mexico (25)⁹. In countries such as Mexico and Venezuela, homicide rates in individual cities are much higher than this and even higher than national averages in the Caribbean sub-region. Children and adolescents in this region face violence daily, whether in their family, in school, institutions or communities. During the last five years, violent cities such as Bogota, Medellin, Sao Paulo and Rio de Janeiro have made progress in reducing citizen insecurity, especially homicides. In Bogota, for instance, homicide rates fell from a 1993 high of 79.9 per 100,000 to 18 per 100,000 in 2008¹⁰. Strong advocacy efforts are also underway in the Caribbean in favour of a ban on corporal punishment.

In 2010 some 30.2 million emigrants left Latin America and the Caribbean. Recent estimates suggest that around one in five migrants is a child or an adolescent. However, these numbers do not include many children left behind by, or born to, migrant parents. Latin America has the most heavily trafficked migration corridor in the world, with 11.6 million migrants travelling between Mexico and the United States last year. In 2010,

¹ "El Progreso de America Latina y el Caribe hacia los Objetivos de Desarrollo del Milenio. Desafios para lograrlos con igualdad". Capitulo I, pag. 5, Aug 2010.

² ECLAC Preliminary Overview of the Economies of Latin America and the Caribbean' <http://www.eclac.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/4/41974/P41974.xml&xsl=/de/tpl-i/p9f.xsl&base=/tpl/top-bottom.xsl>.

³ UNODC, Homicide Statistics, Criminal Justice and Public Health Sources - Trends (2003-2008).

⁴ Mesa de homicidios de El Salvador, sobre la base del censo de población del 2007.

⁵ National Civil Police.(PNC)

⁶ National Observatory on Violence based on national police.

⁷ Report from the Iberoamerican General Secretariat, 2008

⁸ Joint Intelligence Coordinating Center, Belize Police Department.

⁹ Report from the Iberoamerican General Secretariat, 2008

¹⁰ Contraloría Distrital de Bogotá.

US\$58.1 billion came into the region in the form of remittances, a US\$1.2 billion increase over 2009. But the flow of remittances has not yet rebounded to pre-financial crisis levels.

The fourth meeting of the Global Forum on Migration and Development, held in Mexico in November 2010, addressed the need to incorporate a gender and child perspective in migration and development policies, particularly given the special vulnerability of women and children to being drawn into human trafficking and criminal networks, and often negative impact of migration when they are left behind. The incorporation of the child perspective was the result of good collaboration between HQ, TACRO and COs to position this topic with partners, in particular the International Organization for Migration. The Regional Office has prepared a set of criteria to identify the most critical partnerships and potential allies in the region to assess where to dedicate more time, resources, and efforts in the pursuit of improving the lives of children. One such collaboration involves several partners (IDB, OAS, Plan International, etc.) in promoting birth registration.

Overall, LAC is speeding up its efforts to ensure universal birth registration. Currently, 90%¹¹ of children under five are registered. However, under-registration is common for indigenous, Afro-descendent and migrant children, and attitudes in some recipient countries are hardening against services for migrants. In addition, important disparities still remain between rural and urban children; in Nicaragua, while 90% of urban children are registered, only 72% of rural children enjoy this right and in Colombia the rates are 96% and 76%, respectively. Urban-rural differences mask even deeper underlying disparities, mainly related to poverty and ethnic origin. In Colombia, the birth registration rate for children born in households in the poorest fifth of the wealth distribution is 71%, but for those born among the families in the next fifth of the distribution it is 93%. In Suriname, there is a gap of 10 percentage points in registration of babies between Dutch- and indigenous language-speaking mothers. Similar gaps occur in Guyana, between birth registration in coastal areas and the interior. Disparities along these various axes (gender, ethnic, socio-economic, geographic, etc.) affect all aspects of a child's existence, across the entire life cycle. That is why TACRO has chosen as a first practical step of our re-focus on equity to support countries to eliminate barriers to birth registration for all groups of children.

3. Analysis of Programme Strategies and Results in the Region

3.1 Overview of Programme Strategies

During 2010, a major TACRO focus was planning for implementation of the re-focus on equity—in the context of a region mainly comprised of middle-income countries (MICs)—to ensure concrete results for the most disadvantaged children and women. Regional advisors addressing all MTSP focus areas worked to ensure that the country office and regional programming is targeted to identifying and reaching children who are the most vulnerable to exclusion, discrimination and disparities in access to key rights and services.

The Haiti disaster required the articulation of efforts from all parts of UNICEF into a single humanitarian response, as well as the development of plans and strategies for securing the resources required for both recovery and longer-term development phases. In this context, “A Transformative Agenda for the Children of Haiti” was prepared and launched by UNICEF in early March and adopted by many partners (including Save the Children and Plan International) as a programmatic framework for bringing sustainable improvements to the lives of Haitian children and adolescents. Response to the Haiti emergencies—earthquake and cholera epidemic—required an enormous effort; valuable support was offered by TACRO and COs in support of the region's poorest country and children.

¹¹ UNICEF, SWOC, 2011.

The Haiti emergency strengthened UNICEF engagement with media outlets at both the regional and national levels, and reached new and potential donors through a variety of platforms. UNICEF had a very high profile in the news related to the earthquake, and the RO provided content in Spanish and was able to position the needs of children high on the recovery agenda through public and behind-the-scenes advocacy with press. The issue of illegal adoptions following the emergency was at the core of the RO's communication work; analysis of press coverage demonstrated that UNICEF's position on the topic was clearly and widely portrayed during a critical time. In addition, the RO secured the high profile visit of Leo Messi to Haiti (his first field visit since becoming a UNICEF Good Will Ambassador and creatively used new media to generate an unprecedented level of visibility, both globally and within the region.

The re-focus on equity offers UNICEF an opportunity to advocate strongly for the human rights of disadvantaged children and groups in the region —indigenous children and those of African descent, migrants and others. Focusing attention on these children's access to health care, education, and protection against many threats to development to which they are especially vulnerable, demands the development of culturally and gender-sensitive strategies with a sharper programmatic focus on interventions in geographical areas where these children live. TACRO offered technical assistance to COs for making these critical changes during 2010, especially in relation to building governments' capacity to monitor the situation of children from an equity perspective. During 2010, monitoring was carried out through data analysis and MICS implementation in seven countries, as well as an increased focus on children in the national surveys of several others.

Special emphasis was placed on obtaining evidence to highlight the different manifestations and dimensions of disparity in LAC. The region faces two main challenges: obtaining more evidence on the profile of the most disadvantaged children and groups (who and how many they are and where they live), and reporting tangible results in areas such as advocacy and social policy. COs are using diverse programmatic tools to reinforce application of the equity lens in social policies and programmes, including: Marginal Budgeting for Bottlenecks in Guyana; the vulnerability index, applied in Argentina to prioritise municipalities; and the Strategic Moment of Reflection (SMR) in 2010 that focused on the manifestation and drivers of disparities in the English/Dutch-speaking Caribbean. SMR results will be reflected in the new country programmes for the Caribbean beyond 2011, which will emphasize UNICEF's normative role through monitoring as well as equity-related challenges in education and child protection.

Another major initiative during the year was the establishment of a regional agenda for studies, research and evaluation to maximise resources and increase joint learning in relation to nine identified priority themes. Information exchanges and consultations on emerging issues, such as migration and the impact on children of rising levels of organised crime in several countries (Colombia, Guatemala, Mexico and others), provided an opportunity to foster cooperation among countries in various forms, including cross-border cooperation. This strategy will be further developed in 2011.

Capacity Development: The 2009 UNDG guidelines on Capacity Development were disseminated for wider use within the region. TACRO's work in all five MTSP focus areas is clearly linked to the three main levels of engagement described in these guidelines: policy, institutional and individual. As in previous years, TACRO participated actively in training of UN regional staff members in Results-Based Management (RBM). Specifically, the RO facilitated training of LAC's UN Coherence Peer Support Group as well as a regional meeting with UNHCR and its partners.

As part of the equity agenda in middle-income countries, capacity building is an essential element of UNICEF's work, especially at the policy and institutional levels. The Brazil CO supported a comprehensive training process on RBM and participatory planning, implementation and monitoring for municipal managers in sectors relevant to children and adolescents, to make public policies more equitable and inclusive. Technical assistance

from the Nicaragua CO for municipal and regional governments on participatory planning processes led the Health Ministry to improve implementation of the Child- and Mother-Friendly Units Initiative and support health promotion in dispersed rural communities, as well as to strengthen the capacity of health personnel to improve the quality of services for vulnerable populations, including victims of violence and children with disabilities and HIV. The El Salvador CO worked with government agencies to provide comprehensive training for 117 municipalities to: increase awareness about their roles and responsibilities for guaranteeing child rights; build their capacity to analyse social and economic indicators related to children; and improve their ability to use participatory methodologies and tools.

In education, along with UNICEF HQ, TACRO rolled out training on Child Friendly Schools in Central America, with participation by government counterpart staff and NGOs. As part of the *Out Of School Children* initiative, Ministries of Education and national statistical agencies in Bolivia, Brazil and Colombia worked together to maximise the use of available administrative data and information from national surveys.

Training for all country offices on simplified results offered an interesting opportunity to enhance COs' capacities and dialogue with counterparts on RBM and HRBA. During the two 2010 RMT meetings RBM was positioned as vital to the development of new CPDs and CPMPs. PPP and the VISION training, programmed with HQ support for 2011, is expected to further enhance these skills within the region. Capacity gap analysis was conducted in some countries as part of the Strategic Moment of Reflection and/or within the context of the CPD process. Concrete tools for this type of assessment are in high demand by COs. This is an area where the RO needs to work in close collaboration with HQ.

Uruguay, Chile and Argentina were involved in a multi-country training directed at strengthening local capacities with actors in the judicial and academic systems. This training was replicated in Nicaragua. UNICEF also supported training for community leaders and teachers on disaster risk management, as well as health professionals on PMTCT, IDD prevention, and breastfeeding promotion. NGOs received support to build their capacity to influence and monitor public policies.

Effective Advocacy: UNICEF's "Transformative Agenda for the Children of Haiti" provided an effective framework for positioning children's and women's rights at the centre of emergency, recovery and development efforts. A long-term advocacy campaign to ensure the survival of indigenous children in the Peruvian Amazon was proven effective this year when the Ministry of Health confirmed that all children vaccinated against Hepatitis B in 2004, during an emergency outbreak, had survived.¹² UNICEF's advocacy led, among other things, to a decision by the Ministry to finance the costs of vaccinating the entire population.

Other examples of effective advocacy include dissemination of the report on illegal adoptions and child trafficking in Guatemala, and, in education, a series of meetings in 2010 involving the Presidents of Costa Rica, Honduras and Uruguay on the importance of investing in early child development. All three Presidents agreed to review or draft ECD policies. At the Country Office level, the El Salvador CO successfully advocated for the adoption of a law to protect children and adolescents; Brazil used social media and a sophisticated communications campaign to raise awareness of issues of racism; and Colombia ensured that issues of children's rights were addressed during presidential elections.

Knowledge Management: Several country offices (including Argentina, Bolivia, Colombia, and Eastern Caribbean) have enhanced the knowledge function by preparing CO-specific knowledge management strategies. The Communications Section continued to consolidate the regional adolescent communicators network (LACVOX) this year, as a virtual space to

¹² 2010 Peru Country Office Annual Report.

disseminate information produced by local networks, identify opportunities, increase skills and ultimately strengthen participation by adolescents, as agents of change. TACRO also led efforts to map centres of excellence working on issues related to the MTSP and to create a database of institutions providing post-graduate courses on child rights and public policy.

TACRO continued its focus on knowledge generation as part of the larger knowledge management function. Considerable emphasis was placed on the need to produce more focused studies and evaluations, as analysis of CO IMEPs for 2008 and 2009 highlighted significant dispersion of themes and focus. In discussion at the RMT, and based on the work of an RMT Task Force, a set of nine themes for strategic knowledge generation was agreed upon. Moreover, it was agreed that by enhancing strategic selection, fewer studies and evaluations would be implemented but they could be of higher quality and be relevant to more than one country. Initial analysis of the draft 2011 IMEPs demonstrates that this approach is making progress; increased inter-country work was also noted.

The regional office created an editorial committee to ensure that publications are timely, strategic and, whenever possible, produced in digital format to minimise use of natural resources. Distribution and dissemination plans are mandatory for all publications as well, to ensure that they reach target audiences.

Communication for Development (C4D): During 2010 TACRO continued working to mainstream C4D throughout the region, building on best practices and expertise from country offices and organising capacity building opportunities. Colombia CO developed a comprehensive C4D project to tackle sexual exploitation by tourists, Venezuela created an award-winning project to encourage breastfeeding and Nicaragua held a training of trainers to increase the C4D capacity of counterparts. The RO engaged in an analysis of C4D trends and challenges in the region and provided training for communication officers. As a result, C4D has been incorporated into the work of most country offices in LAC however it is clear that the difference between C4D and external communications is not yet entirely clear. This is partly the result of the need for additional training and capacity building, and partly due to the fact that in most countries and at RO level both C4D and external communications are performed by the same staff member.

Through a regional partnership with the Latin America Media AIDS Initiative (IMLAS), UNICEF supported a region-wide media campaign to minimize HIV/AIDS stigma and discrimination and promote HIV prevention. Efforts entailed training journalists and other media-personnel to support the campaign and advocate for HIV/AIDS-related topics, and working directly with journalists to improve understanding and coverage of sensitive issues such as migration, vulnerability and HIV/AIDS. The main C4D thrust of the partnership came through the strategic operational side, with television broadcasters becoming more “accepting and inclusive” in covering themes in their programming, including homophobia, stigma, and discrimination. Regional efforts to engage, educate and empower young people to prevent AIDS rely heavily on partners with expertise and track record on delivery results through mass media and communication for development; specifically, IMLAS, MTV Networks and the Communications Initiative.

Human Rights-based Approach to Cooperation: In 2010, TACRO helped to ensure that the HRBA was mainstreamed in eight Mid-Term Reviews, as well as in situation analyses and the new Uruguay Country Programme. Special attention was also paid to the need for a HRBA during the review of 13 CCAs and 5 UNDAFs. A checklist to ensure a HRBA in draft CPDs was developed by TACRO. The ‘One-ERP/Simplified Results Structure’ training delivered to all LAC COs facilitated a wide-ranging discussion on application of HRBA and RBM.

Concrete steps for following up on CRC implementation in an increasingly challenging political environment were discussed with Representatives at the October 2010 RMT, where discussions with a member of the Committee on the Rights of the Child sought to

improve UNICEF role in monitoring follow-up on CRC recommendations and General Concluding Observations at the CO level. CO annual reports also reflected increasing efforts by COs to support the reporting process for CEDAW during 2010. In the English/Dutch-speaking Caribbean SMR, TACRO led analysis and discussion of the structural factors and immediate causes of child rights violations in the sub-region. Three main areas (education, child protection and monitoring and evaluation, including follow-up of CRC implementation and reporting) were identified and agreed as common programmatic areas for future multi-country initiatives.

Gender equality and mainstreaming: As part of the quality assurance process, TACRO produced a gender checklist for use in assessing gender mainstreaming in situation analyses. Tools and guidance to strengthen COs' capacity to conduct annual gender assessments were disseminated within the region. Technical assistance was provided to English Caribbean countries on the Secretary General's campaign to "End violence against girls and women," preparatory to launching the Caribbean chapter. TACRO provided inputs to draft documents on the equity marker, and the Spanish version of the tool was reviewed, with broad participation, at the global gender consultation in Istanbul. To ensure a gender perspective during the Simplified Results Structure conversion that took place during the last quarter of the year, PCRs and IRCs were reviewed by the TACRO Gender Focal Point, who provided feedback to relevant COs. In collaboration with ECLAC and other UN agencies, support was provided to English-speaking Caribbean countries to enhance their capacity to generate and collect data on violence against women. A tool for monitoring ratification of the Optional Protocols to the CEDAW (especially in Caribbean countries), and following up the CEDAW reporting processes is a regional priority for 2011. The RO began work with Grupo Diarios de America, a consortium of the biggest newspapers from the region, to develop a multimedia package on girls and adolescents in LAC as a vehicle to highlight issues of violence, inequity, sexual exploitation, teenage pregnancy and birth registration with a gender focus.

Environmental sustainability: Given the broad-spectrum potential impact of environmental conditions and degradation on the lives of children (from the climate change to lead paint; from urban slums to unsafe indoor cooking), COs need to monitor (or ensure that other national entities are monitoring) the relationship between children and environmental sustainability. The impact of climate change, especially increased rainfall, threatens homes, lives and food production, and increases the chances of cholera outbreaks, as occurred in Haiti. Costa Rica has developed a National Climate Change Strategy featuring professional training in natural-resource management. Brazil is building public housing with solar panels. A number of other countries in the region are making progress in areas such as ecotourism, sustainable agriculture and infrastructure for climate change adaptation, and formalising the work of people who recycle household waste, which implies not only better jobs for parents but also healthier air and water for children. In December, Mexico hosted the 16th Conference of the Parties of the UNFCCC and the 6th Conference of the Parties to the Kyoto Protocol. In collaboration with DPP in New York, the Mexico CO promoted the participation of four child delegates from Belize, Bolivia, Haiti, and Mexico as Climate Ambassadors in several youth activities during the conference. UNICEF also organized several side events with other partners on topics such as environmental education and outreach, and promoting child and youth engagement in dealing with climate change.

Evaluation: With strong leadership from TACRO, the Regional Management Team continued to discuss the importance of strategic selection of studies, research and evaluations and the need to strengthen quality assurance mechanisms at the CO and RO levels. The February 2010 RMT endorsed a paper prepared by a TACRO Task Force that outlines nine themes for strategic knowledge generation in LAC and the quality assurance mechanisms required. The themes include sub-national capacity building, migration, violence and urban issues. Based on this paper, an analysis of the IMEP 2010 provided insights into opportunities for multi-country learning and approaches. This process will continue in 2011. In preparation of new country programmes and during mid-term

reviews, evaluation was identified as one of the areas requiring more attention. A dialogue has started to ensure that evaluation plays a stronger role in country programmes and that adequate financial and human resources are assigned to the evaluation function.

3.2 Overview of MTSP Focus Areas

Focus Area 1: Young Child Survival and Development

Major Initiatives: During 2010 TACRO finalised its Maternal, Neonatal and Child Health (MNCH) draft strategy, designed to address disparities affecting the most vulnerable children in the region in relation to health issues, nutrition and water, sanitation and hygiene (WASH). The new strategy calls for culturally appropriate, evidence-based interventions undertaken through social mobilisation, C4D initiatives and partnerships. It defines roles and responsibilities for different partners at the global, regional and local levels, including orientation for UNICEF COs and TACRO.

Work also commenced with an initiative promoting WASH in Schools; regional actors were convened and national alliances received support. COs in Nicaragua, Guatemala, Belize, Guyana and Brazil are supporting the governments to scale-up WASH in School interventions. TACRO continues to play a leading role in the application of WASH in emergencies through the WASH Cluster, convening partners in the region to develop a joint plan for capacity development and support for national coordination platforms.

With TACRO support, UNICEF COs have been incorporating the equity approach into programme implementation by focusing their YCSD interventions on combating inequities in access to maximum standards of health. The Argentina CO assessed health-related inequities affecting indigenous communities, while the Paraguay and Bolivia COs developed culturally sensitive intervention models to increase access to WASH services. Brazil, Guatemala and Nicaragua are implementing health, nutrition and WASH Joint Programmes targeted to indigenous populations.

Key Results: The MNCH draft strategy was completed and presented to the Alliance of Neonatal Health, chaired by PAHO/USAID, and the Task Force for the Reduction of Maternal Mortality, supported by several public and private entities (**KRA 2**). Both groups acknowledged the value of UNICEF's approach and will include disparity analysis in their working documents and initiatives. The new strategy will also be used by TACRO to guide multi-country and country-specific projects.

TACRO provided technical assistance to the Haiti CO to respond to the cholera outbreak, through health cluster coordination chaired by Haiti's Ministry of Health and PAHO-WHO. Coordination efforts also involved NGOs, such as Doctors without Borders and the Advisory Board of Vaccines for Haiti. In addition, all COs in the region undertook H1N1 prevention activities, in coordination with PAHO, UNAIDS and USAID. TACRO also participated in *Vaccination of the Americas* in border areas of Brazil/Suriname, La Mosquitia and Dominican Republic/Haiti, and provided support for the purchase of new POV vaccines in Honduras, Guyana and Nicaragua (**KRA2**).

A training workshop was held for health ministry staff from El Salvador, Guatemala, Honduras, Mexico and Nicaragua in Infant and Young Child Feeding practices, including a review of the Baby Friendly Initiative. In partnership with PAHO and WFP, a report was disseminated and the Latin American Neonatal Health Plan mapped (**KRA1**). A study on the impact of the climate change and proposed activities for Central American COs was also completed in 2010 (**KRA3**). Harmonisation of national policies on the use of micronutrient powders was undertaken in 12 countries with support from all levels of UNICEF and co-sponsorship by the US-CDC. In the Andean countries four reports on micronutrient status were finalised through collaboration with ministries of health. TACRO's health and policy units worked together to produce a report on the impact of the

global economic crisis on child nutrition in Andean countries and Panama, identifying potential risks for nutritional security in these countries (**KRA1**).

Major Partnerships: Through the GAVI Alliance Honduras, Guyana and Nicaragua received donations of oral pneumonia vaccine. The introduction of new vaccines in national vaccination schemes opens a window of opportunity to expand their introduction elsewhere in the region. TACRO worked with the Andean Health Organization and the six Andean countries to produce four studies geared to harmonise legislation, map public and private laboratory capacities and develop a proposal for nutrition surveillance systems. The RO has also been involved in a sub-regional forum (FOCARD-APS) covering Central American countries, carrying out activities in coordination with regional partners such as PAHO and the World Bank and calling for a focus on equity in WASH during regional meetings. TACRO is an active member of several regional alliances: Newborn Alliance, Working Group for Reduction of Maternal Mortality, and the Pan American Alliance on Nutrition and Development. It also plays a leading role in the WASH Cluster in LAC and the recently initiated WASH in schools regional alliance.

Common Constraints: A key constraint is the limited amount of disaggregated data available to identify the most disadvantaged communities and children. In addition, local governments lack the resources to invest in proven interventions, despite an overall increase in health budgets. Longstanding political obstacles constitute bottlenecks and barriers to improve the inter-sectoral coordination and collaboration of service provision to the poorest communities.

Validated good practices/ lessons learned: Peru's *Buen Inicio* (Good Start) nutrition programme is a good example of how to prioritise health care for vulnerable groups by using pilot projects to up-scale national programmes on nutrition, using local social mobilisation and partnerships to reduce stunting by reinforcing training and deployment of health professionals to the community, expanding or modernising existing infrastructure, and utilising social media to promote healthy practices. This experience was shared with Honduras through South/South cooperation.

UNICEF support to Paraguay's Ministry of Health for the creation of an implementation model for water and sanitation delivery in rural indigenous communities led the Ministry to mobilise international funds from MERCOSUR to scale up these interventions. In addition, the Ministry's General Rural and Indigenous Health Office received technical assistance on how to apply an inter-cultural approach that links health services and facilitates dialogue between the Ministry and indigenous communities. In Nicaragua, UNICEF has improved WASH delivery and sector governance in indigenous areas through an inter-agency project in the Atlantic Coast Autonomous Regions, aimed at strengthening the autonomous government's capacities to formulate and implement WASH projects. Regional governments are now negotiating an increase of investment and decentralised functions in these regions.

Value added by TACRO: Based on its programme experiences in Focus Area 1, UNICEF is adding value to CO support for achievement of national development priorities, MTSP targets and the CCCs on Health, Nutrition and WASH. TACRO is committed to reducing disparities in the region through: i) promotion of equity-based orientation in policies and plans; ii) support for the expansion of services to vulnerable groups; iii) reinforcement of participatory processes and social mobilisation; and iv) ensuring national and local leadership in the formulation and implementation of equity-based policies. The latest report on disparities analysis on health, nutrition and WASH is available to monitor inequities as a base line.

Special mention should be made of UNICEF's involvement in Joint Programmes for Health, Nutrition and WASH at the country level, which operate in Paraguay, Guatemala, Colombia, Honduras, Brazil, Nicaragua and Panama, and have indigenous populations as the main focus.

UNICEF initiatives in situations of emergency and crisis: In addition to support to the Haiti CO during both emergencies, described above, technical support from TACRO in Health, Nutrition and WASH was provided during the Chile earthquake; Guatemala droughts, floods and volcano eruption; Caribbean hurricanes and storms and floods in Colombia. In all cases, TACRO's YCSD unit provided technical support and quality assurance for emergency planning.

Focus Area 2: BASIC EDUCATION AND GENDER EQUALITY

Major Initiatives: UNICEF's alliance with the Organization of Ibero-American States in the framework of the 2021 Goals ("Metas 2021") is a major initiative that provides country offices with a foundation for long-term planning beyond the 2015 MDG and EFA timeframes. UNICEF is part of the "Meta 2021" Advisory Council to the Ministries of Education (MoEs). New CPDs and MTRs reflect related governments' commitments, agreed upon by LAC Heads of State at the Ibero-American Summit held in December 2010. In 2010, UNICEF contributed to raising the awareness of high-level decision-makers on the strategic relevance of investing in ECD and including this priority in political and development agendas. The Costa Rica, Honduras and Uruguay COs engaged high-level decision-makers in conferences and public debates focusing on ECD as a top national priority.

Key Results: Twenty-four COs reported the existence of a national policy on universal school readiness (**KRA 1**). COs in the Caribbean guided the revision and establishment of national ECD policies, exemplified by Jamaica's National Parenting and ECD Policies; Standards and Regulatory Frameworks were developed in four other Caribbean countries. Sixty percent of LAC countries are using national standards and assessment tools to monitor school readiness, compared with 49% in 2009. Five countries are implementing the MICS 4 ECD Module, which will provide crucial, disaggregated data on early childhood inequities.

In line with the equity agenda, several countries with indigenous populations are making ECD interventions more available and culturally relevant. For example, Bolivia is prepared to implement in 2011 Early Learning and Development Standards based on studies of positive child-rearing practices among indigenous peoples.

Thirty of 36 countries now have national sector plans to reduce relevant disparities (**KRA 2**), although only 21 are addressing gender. Significant efforts are underway to increase access to/reinsertion of out-of-school children and adolescents in 11 countries. The Colombia CO continues advocating for and raising awareness about free education, within the framework of the "Education: Everybody's Commitment" alliance. Support is being provided to local and/or national education authorities for the inclusion of children with disabilities in eight countries. The Mexico CO has targeted multiple disparities, developing a model for the inclusion of indigenous children with disabilities and migrant indigenous children, and is carrying out a joint UN programme initiative. Brazil, Colombia and Bolivia are actively involved in the global 'Out of School Children' Initiative.

To improve education quality (**KRA3**) almost all countries with indigenous populations received UNICEF support to implement Intercultural Bilingual Programmes. Peru, Paraguay, and Argentina strengthened their levels of intervention with indigenous children. Child Friendly School (CFS) initiatives were prioritised in several Caribbean countries, with a strong focus on ending school violence and promoting positive forms of discipline. CFS gained new impetus in Nicaragua, and expanded in Costa Rica. In Bolivia 73% of CFS intervention costs are covered by local governments. The Costa Rica CO supported the development of a law prohibiting physical punishment and a National Plan for Peaceful Coexistence. In Mexico the CO and government launched a public survey on gender violence in basic education. Nineteen LAC countries have a national policy against corporal

punishment in schools; 23 include environmental education in the secondary school curriculum.

During 2010, 14 LAC countries strengthened their emergency preparedness and response capacity in the Education sector (**KRA 4**), elaborating national policies to prevent the use of schools as shelters and promote rapid return to classes. Education in emergencies preparedness and response activities were carried out effectively in Guatemala and Colombia. The Dominican Republic CO and MoE provided key support for the emergency response in Haiti. MoEs in six countries developed, reviewed or modified their national plans/policies for DRR in the education sector. The Barbados and Jamaica COs were involved in DRR and climate change initiatives.

Major Partnerships: UNICEF has strongly positioned itself through the alliance with the Organisation of Ibero-American States, while strengthening important partnerships with the OAS, CARICOM, CECC/SICA, SISCA and related countries. Vital working relations continued with UNESCO, UN-ISDR, and NGOs such as Plan International, Wolfensohn Center, 'Fe y Alegria', CEAAL, Christian Children Fund, IFRC, OXFAM, CARE, Save the Children, and World Vision. Partnerships with the IDB and World Bank require further strengthening.

Common Constraints: Despite the verbal commitment and political will expressed across the region regarding ECD and Education, in concrete terms some countries still invest less than 3% of their GDP in Education.

Validated good practices and lessons learned: Several good practices and lessons learned were reported by COs, including: a) the inclusion of Early Childhood students in the education database in Bolivia, permitting future tracking of their progress; (b) the reinsertion of adolescents into the education system in one of El Salvador's most violent municipalities; (c) local-level public policies designed to include children with disabilities in Mexican rural communities with large indigenous populations.

Value added by TACRO: Building on a TACRO study of implementation of the Cuban ECD model in five countries, a meeting in Nicaragua permitted an exchange of experience that was crucial for identifying key recommendations for scaling-up ECD programs in Nicaragua and Costa Rica. Technical assistance to Honduras resulted in ECD being mainstreamed into the nation's Development Plan. TACRO has drafted additional CFS modules on disabilities and Intercultural Bilingual Education, which will form a part of the CFS training package. The former is intended for use globally. With NYHQ, TACRO rolled out a Spanish version of CFS in Central America. In alliance with Plan International, analysis of information on violence in schools is underway. To strengthen CO education staff capacity, the annual focal point meeting was completely centred around equity and education and the programmatic implications of this focus.

Analysis of UNICEF initiatives and experience in situations of emergency and crisis:

Seventeen experiences in DRR from five countries were selected and documented in an interactive tool. The Colombia experience was part of the Dutch-funded Progress Evaluation of Education in Emergencies and Post-Crisis Transition Programme, providing important learning on how to carry out policy work with governments to ensure the right to education during emergencies, which could be replicated.

Focus Area 3: HIV/AIDS and CHILDREN

Major initiatives: The *Elimination Initiative*, aimed at prevention of mother-to-child transmission (PMTCT) of HIV and eliminating congenital syphilis, took off in 2010, becoming one of the strongest AIDS prevention efforts in the region. The epidemic in LAC is driven by heterosexual unprotected sex and affects growing numbers of girls and women. Increased financial resources from international donors allowed LAC countries to

invest in PMTCT; more strategic and effective collaboration among major partners was also a key to this success.

Sustaining HIV-related services during the Haitian emergencies was another top priority, given the need for reliable service provision and continuity of access, which were severely constrained. Although two primary treatment providers in Haiti maintained clinic-based services, no entity was responsible for tracking down missing patients, improving prevention efforts, distributing condoms or providing information to people in the camps. AIDS was not sufficiently mainstreamed into the existing United Nations clusters guiding the emergency response.

Key results: Fifty-seven percent of pregnant women in LAC received an HIV test during their pregnancy in 2009 (**KRA1**). That figure is expected to rise slightly for 2010, in part due to increasing PMTCT coverage in Caribbean countries, some of which have no reported MTCT cases for three or four years. Seven LAC countries report coverage rates for HIV testing and counselling among pregnant women of over 80%. LAC countries are generally providing efficacious treatment regimens to most women receiving anti-retrovirals for PMTCT. Countries in the Andean and Southern Cone sub-regions have performed particularly well; efforts in Central America have encountered more obstacles. UNICEF, WHO/PAHO and others in the Elimination Initiative are implementing a strategy based on the most current global technical and programmatic guidance. UNICEF involvement focuses on supporting national efforts to coordinate and accelerate the expansion of coverage, sustained uptake and improved efficiency of PMTCT programmes.

The percentage of children in LAC who need antiretroviral therapy remains static at around 58% (**KRA1**). Governments in the region are accelerating access to HIV medicines and diagnostics by eliminating pricing, tariff and trade restrictions, introducing effective regulatory policies, and investing in research and development.

As more children survive due to improved results on KRA1, UNICEF's focus shifted in 2010 to increasing opportunities for adolescents living with AIDS (**KRA3**). Young people aged 15-24 account for about a half of all new HIV infections in LAC; however large data gaps persist. The limited information available suggests that less than 40% of adolescents have accurate knowledge about HIV and how it spreads. Key priorities are: expanding access to sexuality education and implementation of the Mexico Declaration on Prevention through Education; and increasing access to information and Behaviour Change Communications through mass media partnerships. In Brazil and Jamaica, UNICEF expanded partnerships with groups of people living with AIDS to reduce legal barriers to adolescent's access to HIV testing, prevention methods, and treatment. In Guyana and Peru, efforts are concentrated on breaking down the stigma and discrimination barriers that make programming difficult.

The number of countries with comprehensive HIV/AIDS prevention in secondary school remains stagnant at about 50%-60%. An increasing number of countries report that HIV/AIDS education is only "partially" integrated into the national secondary curriculum—a negative trend in Latin America. In the Caribbean, Health and Family Life Education has proven to be a solid platform for reaching the revised MTSP targets. UNICEF is actively promoting and supporting Health and Family Life Education (HFLE) initiatives throughout the Eastern Caribbean. An evaluation of HFLE efforts in Jamaica suggests that the initiative has contributed to more positive attitudes and knowledge and less risky behaviours among students. The evaluation provided very strong evidence for the first MTSP indicator (reducing young people's vulnerability to HIV), but there is little information elsewhere in the region about other key indicators, linked more to (safer) sexual activity.

Only six countries remain actively involved in care and protection for children orphaned or affected by AIDS (**KRA2**). Significantly increased access to anti-retroviral therapies in the region has reduced the number of infant deaths due to paediatric AIDS and the number of

children orphaned by AIDS. Most UNICEF work in this area has been concentrated on building the evidence base and measuring the effectiveness of interventions in specific countries; along with oversight of child protection work related to standards of care for children in institutions. The situation in Haiti, however, is an ongoing concern.

Major Partnerships: Key results in the area of PMTCT were achieved through a strong alliance with PAHO/WHO and the Pan Caribbean Partnership on AIDS of the CARICOM secretariat. The partnership with Harvard Medical School undertook operational research in the Dominican Republic, Nicaragua and Peru, with published research in two cases. The research enabled decision-makers to focus on the quality of care linked to maternal health and PMTCT services, guiding improvements in quality (going beyond coverage). The regional partnership with the Clinton Foundation in Latin America declined after they shut down operations in all countries except Haiti.

For KRA3, the second year of our partnership with Latin America Media Initiative (IMLAS, through Fundación Huésped in Argentina) was very productive. TV broadcasters aired more programming concerning key issues around AIDS and families. The alliance contributed to considerable progress toward the MTSP organizational target for this KRA, through “advocacy, communication and social mobilisation to promote a protective and enabling environment and strengthen measures to prevent or reduce stigma and discrimination.” IMLAS focuses on this target in over 15 Spanish-speaking countries.

Our partnership with NBA basketball enhances efforts on increased advocacy and awareness among young people, but it was less active in the region in 2010 (no Basketball Without Borders camp was held in LAC). Spanish-speaking NBA players (Pau Gasol and Al Horford) were active advocates on AIDS issues, participating in the NBA, US Fund and the Spanish National Committee for UNICEF’s activities related to the Children and AIDS campaign. NBA players and the league itself were also major allies and fundraisers on the Response to Haiti Emergency, led by its ally (and UNICEF donor) Sam Dalembert, the only Haitian in the NBA. The NBA is seen as a corporate alliance with the US Fund for UNICEF, and the RO continues to strengthen that dimension of the partnership.

Common Constraints: Some countries receive large-scale funding from the GFATM; these resources are displacing investment by UN agencies and key bilateral partners. Only 20% of the COs have one person working full-time on AIDS, so the focal points on the issue in the region are stretched thin.

Validated good practices and lessons learned: A strong alliance was developed with the MTV Networks to produce and broadcast a three-part drama aimed at fuelling an HIV/AIDS awareness campaign. ‘*Tribes*’ was broadcast in Trinidad and Tobago and the video and campaign were assessed through an evaluation led by Johns Hopkins University. The evaluation concluded that watching *Tribes* had a very strong impact on young people’s thinking about HIV testing, concurrent sexual relationships, and stigma. Key recommendations include employing new technology for future campaigns, especially through cell phones, mobile texting and social networks, and targeting more specific behaviours and measuring behaviour change.

Value added by TACRO: UNICEF continued leading the *Laços Sul-Sul* (LSS) Initiative, an innovative model of South-South inter-regional cooperation involving Brazil, Bolivia, Paraguay, and Nicaragua in LAC, as well as four Portuguese-speaking countries. LSS aims to maximize the Brazilian Government’s offer of universal access to anti-retroviral therapy by supporting national efforts to increase access to, demand for, and utilisation of testing and prevention services, ensuring that women, children and adolescents know their HIV status, and are thus able to enrol in a treatment or PMTCT programme. The 2010 highlight was the creation of a youth network from LSS member states, facilitating their full participation in the next LSS gathering and building a stronger platform for them to influence policies and programmes at home.

Focus Area 4: CHILD PROTECTION AND ADOLESCENT DEVELOPMENT

Major initiatives: TACRO and several COs were heavily involved in the emergency response in Haiti, promoting the identification, reunification and care of unaccompanied and separated children and providing a range of services to prevent violence against children, including psycho-social support.

The report on *Citizen Security and Human Rights*¹³ elaborated by the IACHR¹⁴ with the support of UNICEF and OHCHR¹⁵ was launched in seven¹⁶ countries with the participation of high-level local political authorities and experts. The report offered recommendations to the Organization of American States (OAS)'s member states for the formulation and implementation of rights-based policies on citizen security and juvenile justice.

The Global Forum on Migration and Development held in Mexico in 2010 provided an opportunity for the Regional Office to disseminate its report on the basic legal standards applicable to migrant children in irregular migratory situations. The report, produced with Lanus University,¹⁷ also contributed to UNICEF's internal discussion regarding its role and added value in relation to child migration in LAC.¹⁸

Many countries in the region are creatively using the UN International Year of Youth¹⁹ to implement awareness-raising activities on the situation of adolescents and youth. Indicators on adolescent well-being have been developed and successfully incorporated into the MICS4 Surveys to help strengthen interventions on adolescent development. The Mexico CO joined with UNDP, UNESCO, and the Mexican Ministry of Education to support its *Construye-T* project, which serves as a public policy for adolescent development in high schools.

Key results: TACRO, in collaboration with COs, is building a core set of indicators to monitor the situation in child protection in the region, especially in relation to violence against children and adolescents. Uruguay and Chile have developed indicators to measure the functioning of their respective juvenile justice systems. Some countries have reported progress in the creation of a national baseline on violence against children²⁰

Several countries also made progress in adapting their legal frameworks and public policies to international standards. In Guyana, with UNICEF support, a Sexual Offences Act was passed and the Juvenile Offender's Act was amended to ban corporal punishment for children in the juvenile justice system.

UNICEF succeeded in generating a new model for monitoring and supervision of the situation of adolescents in detention centres in Chile and successfully promoted policy changes to ensure that children were not tried under the Anti-Terrorist Law, but under the Juvenile Justice Law. In Uruguay, the Government and the opposition party established a special Parliament Commission that agreed to create a specialised institution for adolescents in conflict with the law, review the current legislation, and systematically collect reliable data on juvenile justice.

¹³ Citizen Security and Human Rights, IACHR, 2009. <http://cidh.org/countryrep/Seguridad.eng/citizenssecurity.toc.htm>

¹⁴ Inter-American Commission of Human Rights.

¹⁵ Office of the High Commissioner on Human Rights.

¹⁶ Argentina, Costa Rica, El Salvador, Guatemala, Panamá, Uruguay and Perú.

¹⁷ Lanus University, Buenos Aires, Argentina)

¹⁸ Estudio sobre los Estándares Jurídicos Básicos Aplicables a Niños y Niñas Migrantes en Situación Migratoria Irregular en América Latina y el Caribe (Study on Basic Applicable Juridical Standards on Migrant Children in Irregular Migratory Situation in LAC) University of Lanus and UNICEF, 2010.

¹⁹ Aug. 2010 – Aug. 2011

²⁰ Venezuela, Brazil, Mexico

Partnership with the UN Commission against Impunity in Guatemala (CICIG) led to important progress in the fight against child trafficking and illegal adoptions. UNICEF TACRO in partnership with ILO, SISCA, OEI, the Fondo Indígena (Indigenous Fund), AECID, CAN, the Permanent Forum on Indigenous Issues, and the Expert Mechanism on the Rights of Indigenous Peoples convened a Regional Meeting to Eradicate Indigenous Child Labour that was held in Cartagena in March 2011. As a result of the meeting, labor unions, employers, governments and indigenous organizations called for a plan under the title “From Declaration to Action” to eradicate child labor among indigenous children. **(KRA4)**

In Colombia, UNICEF supported the formulation of the National Policy on the Prevention of Recruitment and the Use of Children by Illegal Armed groups, and its subsequent implementation in 114 municipalities in 30 departments and six localities in Bogotá. **(KRA3)**

As a follow-up to the UN Study on Violence, UNICEF Paraguay launched a campaign, “Learning Improves without Violence”, aimed at raising awareness and changing attitudes towards corporal punishment and promoting positive discipline. Brazil and Peru²¹ took steps to ban corporal punishment in all settings. **(KRA2)**

A study on Child Sexual Abuse in the Eastern Caribbean was presented to the Cabinets, contributing to renewed emphasis on action for the adoption of protocols on child abuse and the strengthening of community-based initiatives to protect children and adolescents. The study also served as the basis for the development of the C4D campaign targeting mothers and males in the community.

In collaboration with a regional family care network²², TACRO worked to adapt and disseminate the UN Guidelines on the Protection of Children without Parental Care and train national and regional counterparts in its implementation. In Costa Rica, as a direct result of UNICEF support to the Child Protection System, the President signed an Executive Decree to make these entities compulsory in every municipality. Several countries worked to speed up efforts on universal birth registration. As a result, 90% of children under five are now registered, but important disparities still remain between rural (82%) and urban (92%) areas, affecting mostly indigenous, Afro-descendent and migrant children²³. UNICEF, UNFPA and the OAS held a conference on civil registration in Grenada in September to formulate a sub-regional plan of action for CARICOM countries and share best practices on birth registration. In Peru efforts are being made to increase birth registration of traditionally excluded children by strengthening capacity in local registration offices and training local and indigenous registrars.

Several COs are using social networks and their online presence to raise awareness on children’s issues. In Venezuela, a Community of Practice on Adolescent Development and Child Protection was created to galvanize support from allies within the country. In the Caribbean, COs launched the Secretary General’s Campaign on Violence against Women and continued to expand their successful HFLE model for adolescents in school.

Major Partnerships: TACRO has a strong partnership with the IACHR, its rapporteur on children’s rights, the SRSG on violence against children, and OCHCR, to better monitor and advocate for children’s rights through visits, reports elaboration, and compilation of information on rights violations. A strong alliance has been consolidated with the LAC Chapter of the Global Movement for Children to follow up on the implementation of the UNSVAC²⁴ recommendations.

²¹ In the last few years, Venezuela, Uruguay and Costa Rica have successfully banned corporal punishment in all settings.

²² Red Latinoamericana de Acogimiento Familiar (The Latin American Family Care Network)

²³ UNICEF, SOWC, 2009.

²⁴ UN Study on Violence Against Children

Academic institutions and centres of excellence in the region are increasingly collaborating with UNICEF in relation to child protection issues. UNICEF and the University Diego Portales from Chile, as part of their long standing relationship, organised for the first time two parallel courses²⁵ on the Protection of Children in the Justice System for professionals working in this area, thus creating an important network of experts and allies in LAC. UNICEF is collaborating with Lanus University to raise awareness on child migration. The RO is also partnering with OAS, IDB and Plan International to position birth registration as central to the equity agenda in order to accelerate efforts to achieve universal birth registration by 2015. UNICEF is working with other important partners, in particular SICA, to eradicate commercial sexual exploitation and trafficking. Lastly, UNICEF continued its partnership with ECLAC to document adolescent Social Innovations programmes in the region.

In the Emergency arena, UNICEF and UNHCR collaborated to develop terms of reference for a regional sub-working group on protection, and the Regional Office provided support to adapt the “Return to Happiness” tool for children’s post-disaster psychosocial recovery in Chile, Dominican Republic, Ecuador and Guatemala.

Common Constraints: The earthquake in Haiti highlighted the complicated situation with regard to international adoptions, and the weaknesses of child protection systems in situation of emergencies. Adolescents are stigmatised in many countries, due to false perceptions that they are responsible for the increased situation of violence, coupled with the media response to insecurity. This has led to repressive juvenile justice legal reforms and public policies that are not compliant with the CRC in Colombia, El Salvador, Guatemala, Panama and Uruguay. Insufficient data on some child protection issues—mainly trafficking and sexual exploitation—continues to hinder the measurement of progress and evidence-based advocacy. In response, TACRO is currently developing indicators specific to child protection.

Validated good practices and lessons learned: An agreement was signed with UNDP with the aim of identifying and documenting good practices on violence prevention at the community level and juvenile justice, in order to provide COs and governments with models for adapting their policies and programmes to CRC standards. Venezuela documented its experience in promoting integrated alliances in community initiatives for violence prevention and adolescent development taking place in slum communities in Caracas. Part of these innovations was the alliance with the director and producer of the film *Hermano*, which served as an effective tool for raising awareness and changing attitudes towards adolescents living in urban slums.

Value added by TACRO: TACRO organised a joint focal points meeting of child protection and adolescent development specialists in the region, providing an opportunity to share experiences and establish key priorities—violence prevention, child migration, birth registration and social protection—for the next few years. Throughout 2010, TACRO also worked to develop four regional approaches and strategies on priority areas, such as the prevention of violence against children, juvenile justice, child migration and the protection of children without parental care, to guide programming. TACRO also facilitated high-level advocacy and monitoring of child rights by providing information to important partners and facilitating visits to countries in LAC to raise awareness on protection issues affecting children and adolescents.

Focus Area 5: PUBLIC ADVOCACY AND PARTNERSHIPS FOR CHILDREN’S RIGHTS

Major initiatives: TACRO provided guidance to COs on the re-focus on equity, involving disparity analysis and the identification of the most disadvantaged children. Equity analysis has allowed the RO and COs to reflect on how UNICEF can most effectively go about improving the lives of the poorest and most disadvantaged children, sharpening our focus

²⁵ In Uruguay and Nicaragua

and re-thinking some of our strategies and alliances. The re-focus has also prompted COs to explore the different dimensions of disparities in more detail. While some are more advanced than others, they all have been identifying the various groups of children who are most disadvantaged and discriminated against. The RO is encouraging and supporting them to identify who comprises these groups of children, their numbers, and their location.

In collaboration with ECLAC, UNICEF has analysed all available evidence from household surveys on disparities along the most important axes of inequality: gender, ethnic, wealth, income, parental level of education, economic activity of the parents, and geographic location. This analysis was carried out for a large number of questions available in the surveys relating to child survival, access to education, and child labour. The information was compiled and distributed to all COs in the region, other ROs, and HQ, and will be used as a baseline for future work and inform regional strategies for reducing inequity.

Key Results: To effectively target our actions to the most excluded populations, UNICEF needs more and better data. **(KRA2)** To this end, TACRO continued efforts to obtain quality, disaggregated data on children and women through the new round of MICS initiated in seven countries last year, with technical support and quality assurance from TACRO and HQ. Extensive efforts were also made to influence national household surveys, for example by advocating for including specific MICS-modules, such as ECD. The IDB was a close ally for this purpose. In Haiti, a special effort was made to work with USAID, UNFPA and other agencies in the preparations of a DHS survey. Several countries (e.g. in the Eastern Caribbean) began to review administrative systems that could potentially provide a wealth of disaggregated data. ECLAC and PAHO are crucial partners for this purpose.

Both COs and TACRO have continued to work on social protection measures, fiscal analysis for children, and policy-making for children at the sub-national level. **(KRA2)** Several COs are making progress in measuring and analysing investment in children, including Argentina, Colombia, Ecuador, Guatemala, Mexico, Paraguay and Trinidad & Tobago. In addition, the Bolivia and Nicaragua COs are engaged in an interesting process of collaboration with the IMF and the World Bank on fiscal issues affecting children. A different approach is being taken in the Dominican Republic, where an office to monitor budgets for children within the national assembly is being created with UNICEF support. In Peru, as a result of the training of sub-national public sector officials on budget and planning, in collaboration with the Finance Ministry, 25 investment projects affecting children, worth almost US\$8 million, were redesigned.

The Venezuela CO is supporting a '*More Inclusion, Less Disparity*' initiative that promotes the positioning of children and adolescents at the centre of national and local public policies and budgets. It strongly emphasises equity in access to early childhood development and secondary education. Actions focusing on the most excluded communities will be implemented to generate best practices at the local level that can later be expanded nationwide. Other local level initiatives include the CO support to the Mexican government in programmes to include disabled, rural girls in schools and the Uruguay CO program to promote the integration of nutrition and social services in rural areas.

In addition, TACRO has begun to work on emerging issues, such as migration and the many different ways it affects children in different countries of the region, including collaboration with CEPAL on a document about the inclusion of children in migration debates, which was prepared for advocacy purposes at the world migration forum held in Mexico in November **(KRA3)**.

Major Partnerships: In re-thinking strategic partnerships, TACRO included the focus on equity as one of the criteria in its review of regional and sub-regional partnerships. As a result, we are in the process of strengthening our alliance with ECLAC at the regional level, and with the IDB through their Mesoamerican health programme.

Good practices/lessons learned: An interesting good practice that could be replicated in other countries in the area of social protection was the consolidation of the list of beneficiaries of social protection programmes in Paraguay, carried out within the framework of “Investing in Children”, a project of UNICEF’s tri-partite consortium with UNDP and UNFPA. Thanks to the Single Registry of Beneficiaries, now information is available on 400,000 students and their families, allowing the government to monitor school enrolment and facilitating the initiation of birth registration campaigns. In addition, the Health Ministry uses the information to monitor students’ health and nutritional status and the delivery of nutritional supplements (**KRA1**). Another, in Cuba, is the collaboration with other UN agencies to develop scenarios for analysing the potential impact of recent institutional reforms on children and women. With TACRO support, the Peru CO has carried out an stakeholder analysis as part of preparing the strategy of the new CPD. A similar exercise was carried out in Mexico.

Value Added by TACRO: TACRO provided technical advices and quality support to COs working on social protection, fiscal issues, and equity analysis. This took place both in person and via teleconferences and webinars. In addition, in collaboration with UNDP, the social policy section undertook mapping of post-graduate courses on public policies for child rights located in LAC to tap their resources for capacity building. Also in collaboration with UNDP, TACRO continued to support COs’ work on sub-national policy-making through ‘Municipal Seal’-type initiatives. In addition to Brazil, where the initiative started, and El Salvador, where this work is the most advanced, Belize, Bolivia, Costa Rica, Honduras, Nicaragua, and Panama were implementing some type of child-friendly municipality approach during 2010 (**KRA4**). Ongoing efforts are needed to document the positive results of these projects, as well as their limitations. In particular, it is important to ensure that UNICEF’s activities reach children in the poorest and most disadvantaged communities.

The Regional Office encouraged COs to develop advocacy strategies for use with governments in relation to fulfilling children’s rights in emergency situations, in line with the revised “CCCs”. Specific support was provided to the Brazil CO to work with the Government to adapt the CCCs into the national policy. Advocacy on DRR through national coordination platforms—especially ministries of education—enabled seven countries to engage in developing or revising their national plans/policies for education in emergencies and DRR. In addition, an inter-agency plan was developed to organise a high-level advocacy conference in 2011 to encourage ministries to endorse a ‘framework of action’ on Education and DRR.

4. Management and Operations

4.1 Overview of achievements against the Regional Office Management Plan (ROMP) and the Annual Work Plan

Function 2: Representation and advancement of the core mandate

- The Uruguay CPD was aligned with national priorities and the MTSP, and addresses the general observations and specific country reports of the CRC and CEDAW Committees. The CPD was formulated as a strategic contribution to the UNDAF 2011-2015, as agreed between the Government and the UN country team. The key results are designed to contribute to achieving the country’s national development priorities, particularly the “Estrategia Nacional de Infancia y Adolescencia”, which is the main policy framework on children’s rights. The application of gender mainstreaming is addressed in the CPD through disaggregated data in the SITAN. The Simplified

Structure of One ERP/Vision and RBM tool was used (in its pilot phase) to delineate the programmatic structure of the CPD, and is the foundation for the CPMP.

- ECD was included in the national development plan in Honduras and an ECD policy was established in Costa Rica.
- TACRO's support to and participation in the Ibero-American meeting in Argentina, which concluded with the adoption of the 2021 Goals for Education by 16 Heads of State, constitutes a major achievement that provides a common framework and roadmap, beyond the MDGs, for the region.
- To position critical issues affecting children in different forums and high-profile meetings, UNICEF participated in: the Vaccination Week of the Americas with PAHO/WHO; the European Union-Latin America and Caribbean forum on education, innovation and social inclusion in Madrid; the 12th Ibero-American Conference of Ministers and High Representatives for Children and Adolescents in Argentina, where the focus was on "education for social inclusion"; and the 5th Caribbean Child Research Conference in Jamaica, focusing on child protection as a sub-regional priority.
- The 'Transformative agenda for children in Haiti', prepared immediately after the earthquake, was adopted as a framework by major non-governmental organisations (Plan, Save the Children). Advocacy and close collaboration with PAHO was essential for organising support to address Haiti's cholera emergency.
- In partnership with nine other UN agencies and regional partners, TACRO convened a Regional Meeting to Eradicate Indigenous Child Labour. As a result, labour unions, employers, governments and indigenous groups called for a Plan of Action to eradicate child labour. This increased awareness is helping the Bolivia CO to advance efforts towards the progressive eradication of child labour through initiatives such as the Triple Seal, and the 'Score a Goal' campaign.
- Throughout 2010, and as a follow-up to results from previous studies, UNICEF advocated for the rights of indigenous Bolivian migrants in neighbouring countries (Argentina, Brazil and Chile), as well as for the rights of children left behind.
- The Sociolinguistic Atlas of Indigenous Peoples was launched in March 2010, with support from Agencia Española de Cooperación Internacional. Several indigenous organisations, government and academic institutions are using the Atlas as a practical tool for advocacy, capacity building and programming on indigenous issues. Throughout 2010 continued engagement took place with indigenous and Afro-descendent leaders and organisations to strengthen the child right agenda and the capacity of key partners to advocate for pro-child policies. As part of this process, TACRO continued to engage with the Inter-Agency Consultative Group of Indigenous Leaders, the Consultative Group of Afro-descendent Leaders, and Latin American members of the UN Permanent Forum on Indigenous Issues.

Function 3: Corporate Policy and Strategy Development, Planning and Guidance

- DevInfoLac reviewed databases with disaggregated statistical information on 18 countries for quality assurance.
- MICS4 survey processes began in seven countries, while technical support and advice was provided to another group of countries for obtaining standardised, adequately disaggregated statistics.
- Peer-reviews were conducted for nine CCAs, seven SITANs, eight MTRs, one CPD (Uruguay) and seven CPD pre-strategy papers. The Uruguay CPD was approved by the Executive Board. As part of these processes, draft documents were reviewed to ensure compliance with UNICEF's HRBA, gender and multi-cultural approach.

Function 4: Programme Guidance, Management and Oversight: (Technical Assistance, quality assurance and oversight)

- Technical assistance was provided to all 24 COs for the preparation of Risk Management Assessments. As a result, TACRO completed on time the organisational

target of 100% risk analysis in the region. A risk analysis was also conducted for the regional office.

- On-site technical assistance was provided to the Haiti CO in all Focus Areas and cross-cutting issues for both the earthquake emergency and the outbreak of cholera. TACRO prioritised programme and planning support for Haiti through the creation of a special post and support team. In relation to quality assurance, the focus of work in Haiti has been on feedback and review of Flash Appeals, CERF, and reports. Technical assistance was also provided for the MTR process and Strategic Moment of Reflection, conducted in line with the extension of the country programme for an additional year. Also, extensive inputs were provided for the conversion to ProMS 9.1 and the Simplified Results Structure. Support was also provided in monitoring, through technical support on sampling and survey design.
- TACRO and all COs collaborated to identify centres of excellence for the potential provision of technical assistance for programme implementation.
- TACRO and all COs identified South-South Cooperation initiatives in the region, with the aim of influencing the horizontal cooperation agenda of countries and governments and identifying opportunities for direct technical assistance between countries.
- The equity agenda was further embedded in programming through discussions of eight MTRs conducted in 2010 and the preparation of the Uruguay CPD. Support was provided to COs on the equity tracker and issues related to expanding and strengthening social protection systems (in Bolivia, Guatemala, Haiti, and Nicaragua).
- TACRO worked closely with COs to select studies, research and evaluations in LAC, with the aim of further positioning UNICEF as the knowledge leader for children in the region. Initial steps were also taken to establish in-country quality assurance mechanisms for studies, research and evaluation.
- At the sub-regional level, UNICEF, the World Bank and UNIFEM contributed to the evaluation of social safety-net schemes in six CARICOM and OECS countries, through a child- and gender- sensitive lens, and are assisting national reforms to better target the poorest and most marginalised children and their families, who often live in female-headed households. Similarly, technical support was provided for the development of a monitoring and evaluation framework for CARICOM's 'Regional Framework for Action for Children 2002-2015'.

Function 6: Emergency Management

- Technical assistance was provided to eleven COs in response to emergencies (Haiti, Chile, Guatemala, Barbados, Jamaica, Belize, Colombia, Venezuela, Dominican Republic, Bolivia and Panama). See Function No.4 above.
- Twenty of 24 COs have updated their emergency risk analysis and 17 have initiated key preparedness actions using the Early Warning/Early Action system.
- TACRO staff participated in the evaluation mission in Colombia carried out by the European Commission Humanitarian Aid Department.

Function 7: External Relations and Partnerships

- Local private sector fundraising (corporate + individuals) in nine country offices with PFP²⁶ operations achieved a gross income of US\$34 million,²⁷ of which US\$ 4.4 million was for the Haiti emergency. Net contributions to country programmes in these countries totalled US\$29 million²⁸.
- The RO stressed and promoted individual pledge donors to strengthen sustainable and predictable income streams. As a result, LAC countries have increased their individual donors' database to 304,000 pledge donors. For the first time ever in Country Offices, two countries (Argentina and Brazil) surpassed 100,000 pledge donors and one

²⁶ Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay and Venezuela.

²⁷ Source: Rounded figures from the Provisional RER 2010, Cognos.

²⁸ Brazil, Chile, Colombia, Dominican Republic, Ecuador, Mexico, Panama, Peru and Uruguay

(Uruguay) achieved one of the best ratios worldwide in terms of average pledge donors per capita.

- Partnerships with companies operating in the region were strengthened in terms of fundraising, and of nurturing engagement beyond fundraising. Several initiatives such as a ‘CSR Guide on Children’s Rights for Business,’ jointly developed with Save the Children and leading companies in Argentina; the alliance with Fundacion Sabritas, focused on advocating against child labour in Mexico; and an advocacy campaign for promoting breastfeeding supported by Tupperware in Venezuela are some examples of the activity in LAC that make this region a fruitful place for innovations in this field.
- A multi-country platform, “Huesped de Corazon,” specifically developed for working with the tourism industry to raise funds and address programme-related issues such as prevention of child sexual exploitation, was also strengthened, contributing to a long-term strategy that could benefit a broad spectrum of countries in the region.
- During 2010, LAC began to phase out the current in-house cards & gifts business model in nine countries. Country Offices have shown good results and evolution in terms of adopting the Licensing Business Model. By the end of 2010 and after only six months of activity, nine leading companies in LAC were approached as potential licensing partnering, including screening of their business models and social audits.

Function 10: Financial Management

- All 24 COs successfully adopted the Simplified Result Structure. All COs are on track regarding preparations for the full adoption of VISION and IPSAS in 2012. Training for conversion of existing CPDs to a simplified results structure (SRS) was conducted in Panama with the participation of 21 COs, and detailed follow-up was provided. Additionally, in-country orientation and support on the SRS was provided to 10 COs. RMT meetings included special sessions on the One ERP/VISION, with the participation of HQ’s Change Management Unit. Results-Based Management was identified as a key issue in the region that needed strengthening. Discussions with HQ were held on this issue at the RMT level. Special support was provided to COs preparing new CPDs.
- The regional office monitored compliance by country offices to UNICEF’s policy on cash optimisation, ensuring that all offices provide information on their cash forecasts on a regular basis. The utilisation of the support budget of each office was analysed in November 2010, and savings generated by each office that were not expected to be used locally were pooled into a regional contingency fund.

Summary of key results established in the 2010 RO Annual Work Plan, in the context of the MTSP, the Targets of the 2010-2011 ROMP and the Regional Office Accountabilities.

Expected results, 2010-2011	Key performance indicators			
	Indicator	Baseline 2009	Target 2011	Progress in 2010
<p>Function 1: Strategic Representation, Communication, External Relations and Partnerships</p> <p>UNICEF advocacy and partnerships strengthened and expanded with civil society organizations, religious leaders and faith-based organizations, youth organizations, sports organization, inter-regional and intergovernmental organizations and the Global Movement for Children</p> <p>Increased visibility for issues pertaining</p>	<p>1. # of MoUs, PCAs and Letters of Intent with NGOs and (sub) regional entities for advocacy efforts at regional level</p> <p>2. # of COs implementing actions within the framework of the Panamerican Alliance for Nutrition, Health and Development</p> <p>3. # of UNICEF LAC reference in other publications</p>	<p># Year 2008</p> <p>0</p> <p>TBD</p>	<p>10</p> <p>8</p> <p>TBD</p>	<p>New 16 Amend/ extension 5</p> <p>7</p> <p>36,249</p>

Expected results, 2010-2011	Key performance indicators			
	Indicator	Baseline 2009	Target 2011	Progress in 2010
to children in LAC in the region and beyond, with a focus on excluded children.	4. # of media reports on defined core results for children in LAC	TBD	TBD	19,183 ²⁹
	5. # of countries involved in multi countries initiatives	Year 2008	TBD	18 ³⁰
<p>Function 2: Programme Guidance, Management, Oversight and Quality Assurance</p> <p>All COs with enhanced knowledge, skills and tools for supporting the formulation of comprehensive policies and strategies that promote universal access to health, nutrition and WASH</p> <p>All Cos with enhanced knowledge, skills, networks and tools which allow proper support to national and sub-national entities to increase transition rates and learning achievements in pre-primary, primary and secondary education</p> <p>12 priority country programmes are implementing evidence based strategies and policies to achieve results in the 4 Ps</p> <p>All Cos with enhanced knowledge, skills and tools for supporting national and local level protection systems, addressing sexual exploitation, violence and negative consequences of migration</p> <p>All Cos with enhanced knowledge, skills and tools to promote and protect the rights of adolescent boys and girls</p> <p>All Cos with enhanced knowledge, skills and tools to support national and</p>	6. # of Priority countries up-scaling nutrition interventions	3	8	12
	7. # of countries with integrated health programmes	1	8	13
	8. # of countries with integrated adolescent health development programmes	TBD	5	0 ³¹
	9. % of countries with standardized tests for measuring learning achievement	77%	100%	N/A ³²
	10. % of countries with CFSI or similar standards for primary education	31%	60%	34% (& 43% in progress)
	11. Attendance rates for pre-primary, primary and secondary education	GER pre-primary: 65% NAR primary: 69% (boys), 74% (girls) NAR secondary: TBD	100% 100% 85% (boys) 85% (girls)	NAR: ³³ PP: 68%(B), 69%(G) P: 92%(B), 93%(G) S: 78%(B), 74%(G)
	12. # COs implementing WASH initiatives in schools	4	12	8 ³⁴
	13. # of country offices annually reporting on achieving results in the 4 Ps	TBD	12	9 ³⁵
	14. # of TACRO support missions to COs	TBD	All	57 ³⁶

²⁹ Child abuse, violence: 3,979, Emergency in Haiti: 10,595 and other emergencies including floods: 4,609

³⁰ DIPECHO (14 countries) and Protection funded by Italy (7 countries).

³¹ The preparation work place in 2010 and it will be implemented in 2011.

³² 60% (& 17% in progress) for % of countries with standardized test for measuring SCHOOL READINES.

³³ All data are as of 2009, reported in 2010/2011.

³⁴ There are other countries working around WASH in schools (e.g., Brazil) that engaged in an advocacy work rather than full implementation.

³⁵ As of 2009. The update in 2010 will be available in mid 2011.

³⁶ This is the number of TAs issued in 2010 related to the area of Function 2.

Expected results, 2010-2011	Key performance indicators			
	Indicator	Baseline 2009	Target 2011	Progress in 2010
<p>sub-national entities to analyse economic and social policies in terms of their impact on children and their wellbeing</p> <p>Regional oversight system and mechanisms implemented, running well and continually refined, for effective oversight of country Offices (including to preparation of 11 CPD/CPAPs and 8 MTRs)</p> <p>Policy Guidance documents (CCCs), Emergency preparedness and response tools (EPRP), documents in support of funding requests (EPF, Flash Appeals and CERF) commitments pertaining to the humanitarian reform (i.e. cluster approach) are effectively followed and implemented.</p> <p>Country offices implementing programmes following standard policies and guidance of the 30organization</p>	15. # of countries with recommendations of Rio Pact implemented	TBD	12	All partially ³⁷
	16. # of countries with functioning subnational child protection systems	TBD	All	11
	17. # of countries timely reporting to CRC and CEDAW	TBD	All	6
	18. # of country offices with integrated adolescent development programmes	6	All	Fully 8, partially 5
	19. # of country offices with child poverty analysis and/or publications	TBD	All	5
	20. # of country offices with local governance programmes	TBD	12(50%)	8
	21. # of country offices reporting satisfactory support of TACRO in CPD, CPAP, MTR and CCA-UNDAF processes	N/A	ALL	Final feedback pending
	22. # of countries with EPRP reviewed	0	24	1
	23. # of National Civil Defence or related institutions trained on (revised) CCC	TBD	2	1
	24. # of country offices with satisfactory audit ratings	N/A	TBD by NYHQ	Final rating for Bolivia not yet shared by HQ.
<p>Function 3: Advocacy, Social Mobilization and Technical Assistance</p> <p>The underlying social and economic determinants of health and nutrition addressed through policies and programmes that enhance health equity and integrated pro-poor gender responsive approaches</p> <p>Governments in LAC offering free pre-primary, primary and secondary education, free of violence and abuse.</p>	25. # of countries implementing policies targeting economic determinants of health and nutrition	TBD	8	12
	26. # of country offices implementing support to policies, plans and programs to improve nutrition of excluded children	TBD	5	12
	27. % of countries with free pre-primary education	N/A	50%	N/A
	28. % of countries with free primary education	N/A	50%	76%

³⁷ The Rio Pact contains more than 10 recommendations (ranging from legal reform to adoption of specific policies). It is hence difficult to assess the extent to which countries have implemented all the recommendations. The update is preferred as "partially".

Expected results, 2010-2011	Key performance indicators			
	Indicator	Baseline 2009	Target 2011	Progress in 2010
Knowledge and skills among regional colleagues, CO colleagues and the staff of different division enhanced with information and analysis on the impact of key emerging issues (FFF, migration)	29. % of countries with free secondary education	N/A	50%	N/A
	30. % of countries without corporal punishment in schools	N/A	All	11 fully, 1 partially
All countries in LAC reporting increased coverage of ARVs for women and children and counselling and testing for pregnant women and adolescents	31. # of countries reporting increased ARV coverage rates	All	All	All
	32. # of countries reporting increased HIV counselling and testing rates	N/A	All	4 ³⁸
Countries implementing national and local level protection systems, addressing sexual exploitation, violence and negative consequences of migration	33. # of countries implementing functioning national protection systems	N/A	12	23
	34. % of adolescent deaths compared to total deaths from of violence in LAC	>50%	<40%	N/A
	35. # of countries that have prohibited all forms of violence against children	3	12	3
Policies at national- and subnational level developed and supporting child poverty reduction Governments with knowledge on the importance of maintaining investment on children in times of (economic) crisis Disaggregated (e.g. gender, ethnicity, age) at national and local level statistics available and disseminated into databases in all countries in LAC Overall risk reduction of children and women against natural disasters or man made conflict is integrated into Government Public policies and COs plans Children and adolescents actively participating in policy discussions Country offices in LAC conducting gender assessments during the ROMP	36. # countries with sub-national initiatives for children	N/A	12	8
	37. # of countries with detailed analysis of government expenditures on children	N/A	12	7
	38. # of countries reporting sub-national disaggregated statistics	N/A	All	All
	39. # of countries with DevInfo databases in National Statistical Offices or National Planning Agencies	10	18	18
	40. # of governments having DRR and emergency response mainstreamed	0	4	N/A ⁴⁰
	41. # of country offices conducting gender assessments ³⁹	TBD	All COs prepare CPDs	1
42. % of country offices involved in CEDAW reporting	TBD	All	0%	

³⁸ As of 2009. The update in 2010 will be available in mid 2011.

³⁹ Originally it was “# of country offices conducting biannual gender assessments.” In 2010, only one CO prepared a new CPD.

⁴⁰ 14 COs implemented DRR and Emergency response, while 17 countries “implemented” DRR/ER with the ECHO funding.

Expected results, 2010-2011	Key performance indicators			
	Indicator	Baseline 2009	Target 2011	Progress in 2010
period				
Function 4: Resource Mobilization, Fundraising and Leveraging Country offices mainstreaming the Manual for Corporate Social Responsibility (CSR) and Children into their Country Programmes with the Private Sector becoming a relevant actor for programme delivery. Total gross proceeds from fundraising reaching USD 40.5 million Timely and high-quality donor reports	43. # of country offices trained for corporate engagement	0	15	0 ⁴¹
	44. % of multiyear partnerships with corporations established	50% of all corporate partnerships	60% of all corporate partnerships	N/A ⁴² (in process)
	45. # of pledge donors and individuals	150,000	250,000	304,000
	46. Median income of corporate partners	USD 290,000	USD 300,000	N/A (in process) ⁴³
	47. % of donor reports sent on time	80%	100%	73.6%
Function 5: Regional Office Support and Regional Management Regional Office performance improved and responding to country office demands/request timely and with quality Regional office staff provided with effective and timely administrative support Timely recruitment, development and retention of qualified staff with special attention to gender parity Ensure that all country offices have updated Business Continuity plans and security plans and are in compliance with MOSS COs satisfied with interagency	48. % of country offices reporting satisfactory rating of TACRO operational group support	N/A	100%	Non existent ⁴⁴
	49. % of service calls closed within 5 working days	N/A	100%	64.5%
	50. Average recruiting time for all staff	N/A	3 months	2.5 months
	51. % of vacant posts for > 3 months	N/A	10%	20%
	52. % of implementation of office learning plans	84%	96%	85%
	53. % of offices and sub-offices MOSS compliant	N/A	100%	100%
	54. % of 2008 audit recommendation closed	Year 2009	100%	97%

Analysis of the factors which supported the results achieved and discussion of the office management practices, systems and structures

TACRO's statutory committees are functioning well. Staff are more familiar with the mandate of each committee and conversant with the rules governing them. Some procedures related to the functioning of the contract review committee and the property survey board were streamlined in order to respond adequately to changing circumstances and needs. The review of work processes within the regional office and Panama Country Office started in late 2010 and will continue in 2011.

⁴¹ The training tools are currently being developed by HQs & Geneva.

⁴² The information on 2010 from COs will be gathered in early 2011.

⁴³ The information on 2010 from COs will be gathered in early 2011.

⁴⁴ A tool has been developed in 2010 and is planned to be available to COs in the first quarter of 2011.

Physical working conditions in the RO have generally improved with the renovations and redistribution of the office space. Major remodelling was done in late 2010 in order to prepare for the transfer of Panama CO to TACRO premises, including changes to communication, re-wiring and installation of new cables. The transfer, effective January 2011, should generate cost savings related to rental and other expenditures as a result of shared services. During 2010, TACRO implemented an “office clean up exercise” to remove excess unused documents and files and make the office cleaner and healthier, in preparation for the IPSAS implementation in regard to inventory of publications.

The roll-out of ePAS for international staff was implemented successfully. Briefings were provided to introduce the system, including a session at the APAC Annual meeting. The Regional Director met with Representatives during RMT meetings to discuss performance objectives and results.

TACRO’s Global Staff Survey results were monitored closely. APAC has presented follow-up reports at the RMTs that indicate ongoing improvement compared with previous years. Mini-surveys were applied in 70% of COs. All LAC COs have established improvement plans.

Implementation of the policy on gender and diversity has been strengthened through the recruitment process. It was ensured that the short list of candidates for senior positions included female candidates. Gender balance was also observed in the composition of interview panels. The new Staff Selection System has been implemented in TACRO. A regional CRB was created to ensure gender diversity. Fifty-two recruitment cases for National Officers were reviewed for approval by the Regional Director. Actions for quality assurance in the selection process included training of staff from 24 COs in Competency Based Interviewing. Regional Advisors were involved in the technical assessment of national professionals. A recruitment and selection kit is available on TACRO’s intranet to assist COs in the selection process.

The UN Care programme was strengthened by including HIV/AIDs in the workplace sessions during orientation of new staff. Brochures and posters were circulated to staff to raise awareness on prevention practices. 85% of COs have offered at least one session on HIV/AIDs in the workplace. Stress management actions continued to be an essential topic in COs improvement plans. Family friendly policies were promoted through TACRO’s intranet. Five flexible workplace requests were approved to managers in the region by the Regional Director. Ninety percent of COs implemented Learning and Development Plans approved by the Regional Human Resources Development Committee.

The emergency roster continued to be updated on a regular basis. Extensive support to Haiti capacity surge for the emergency was provided by TACRO, through use of a regional roster to identify suitable internal and external candidates. Thirty TACRO staff members were deployed in operations, human resources and programme areas.

With only two or three exceptions the supply component in LAC is insignificant. Therefore, Procurement Services as a strategy for leveraging additional resources for children is not generally used in the region. Support from the regional office in the area of supply procurement was limited to the Haiti emergency response and a few other purchases on behalf of other country offices.

Review of the supply management and logistics operations in Haiti CO

In view of the significant supply component of the Haiti country programme, the regional office supported during October to December 2010 an external review of the supply management and logistics operations of the Haiti CO. The objectives of the review were to assess the country office’s risk management practices related to supply planning; review the appropriateness of supply orders, and assess warehouses’ supply management. Key issues were identified and the regional office is monitoring the actions being taken by

the CO to implement the recommendations. Oversight and technical support in the area of operations will continue in 2011, as the Haiti CO has been scheduled for an internal audit.

4.2 Oversight Function and Related Accountabilities

As part of its oversight role, the RO strengthened its procedures for monitoring the performance of country offices by systematically using information provided in quarterly Office Management Reports on the Intranet. Offices with inadequate performance in any area were reminded of organisational standards and policies and were offered RO support. The RD provided regular feedback to Representatives on performance indicators. The implementation status of audit recommendations for COs and the RO was regularly monitored, followed up and reported to the TACRO Management Team. In December 2010, the RCO participated in the internal audit exit meeting in Bolivia and supported development of an office action plan for implementing the audit recommendations.

Overall, the new portal for annual reporting system facilitated RO review of a specific section across COs in the region – except for the Programme Component Analysis section. Strict space limits helped COARs to focus on critical issues, but often prevented them from fully reporting on results, analysis and evidence generated. The new format also failed to effectively accommodate reporting on multi-country programmes. As a result, COs will have to make substantial technical/analytical revisions to connect their annual accomplishments to their higher-level results. Finally, technical problems with the portal were experienced, which delayed the uploading of some COARs. Piloting of the portal should have taken place before the launch.

Priority support was provided to offices with performance issues (red flags), those scheduled for audit; and those with newly appointed Operations Managers. Attention was particularly focused on the offices' financial implementation rates and status of outstanding Direct Cash Transfers, to ensure compliance with relevant policies and procedures. Stronger RO oversight and technical support helped to improve CO performance in the operations area, as noted in the individual country offices' annual reports for 2010. Results-Based Management was identified as a key issue in the region that needed strengthening. Discussions with HQ were held on this issue at the RMT level. Special support was provided to COs preparing new CPDs. The COARs feedback letter from the RD pointed out initiatives that merit further documentation and dissemination as good practices. Where necessary, follow-up visits to country offices were made following TACRO's review of COARs.

The re-focus on equity agenda was given top priority by TACRO. A discussion at the RMT with the Executive Director led to a full discussion of the different dimensions of disparities and exclusion that exist in LAC. The equity focus has stimulated reflection on how best to sharpen our work and re-think strategies and alliances. Because disparities in LAC are rooted in longstanding structural inequalities, it is clear that strong alliances and effective advocacy will be required to address them, along with efforts to connect actions and policy implementation at the sub-national level to upstream policies; for example, linking the devolution of responsibility in social service provision with budget transfers across geographic regions to avoid exacerbating geographic disparities. Regular support and feedback on the equity tracker was given to COs by regional advisers and on issues related to expanding and strengthening social protection systems. COs were encouraged to review and update their equity matrix during the last quarter of the year. The equity agenda was further embedded in programming through discussions of eight MTRs conducted in 2010 and the preparation of the Uruguay CPD.

A Donor Report review (2009) and checklist was posted on the Intranet for feedback to COs. The relevance of Donor Report quality assurance was discussed with Representatives during the RMT, as part of a session with PARMO and Brussels office staff. Closed

monitoring mechanisms for donor report deadline compliance were followed. In addition, The TOR for TACRO's editorial committee was reviewed, and a new process for presenting proposed publication was launched. Representatives were informed that a more strategic approach must be taken towards publications in 2011 in the COAR feedback letter sent by the RD.

The office has strengthened its procedures and put in place a system for receiving feedback from country offices visited during the year. In 2010, a survey was sent to each office where support from TACRO was provided in any of the four key functions of the regional office (technical assistance, quality assurance, oversight and strategic representation). The objective of the survey was to assess the quality and timeliness of RO support and identify areas for improvement for consideration in future visits. The surveys are implemented in the programme, operations, human resources, PFP and ICT areas. TACRO will continue to strengthen feedback management through the use of quarterly web-based surveys in 2011.

In July 2010, the regional office supported an external evaluation of the Southern Cone Processing Centre (SCPC) in response to the key priority of achieving more effective use of resources through cost-savings initiatives. The evaluation provided an external opinion on the effectiveness and efficiency of SCPC operations, which the RO sees as a model for structure, staffing, systems and processes that could be established in other offices or sub-regions in the LAC or other regions in UNICEF. The recommendations were closely followed-up by the RO, and the three offices were provided support to develop implementation action plans. The evaluation provided valuable inputs for plans to establishing other similar centres in the region in the next biennium.

5. Studies, Surveys, Evaluations and Publications

1. "La Pobreza Infantil en America Latina y el Caribe"
2. "Mapping of Breastfeeding Centers of Excellence in Latin America and the Caribbean"
3. "Workshop Report on Scaling Up the Use of Micronutrient Powders to Improve the Quality of Complementary Foods for Young Children in Latin America and the Caribbean"
4. "Estudio sobre la Articulación de las políticas migratorias y los estándares de derechos humanos aplicables a la niñez en América Latina y el Caribe"
5. "Integracion de la Atencion Prenatal con los procesos de Deteccion y Manejo Clinico del VIH y de la Sifilis en Nicaragua"
6. "Integracion de la Atencion Prenatal con los procesos de Deteccion y Manejo Clinico del VIH y de la Sifilis en el Peru"
7. "Evaluation of the Southern Cone Processing Centre"
8. "Assessment of the Sub-Regional Advisor Function in the Caribbean"

6. Innovations and Lessons Learned

MTSP Focus Area or Cross-Cutting Strategy: <i>Knowledge Generation</i>
MTSP Focus Area or Cross-Cutting Strategy: <i>Knowledge Generation</i>
Country: <i>Latin America and The Caribbean</i>

Title: *Strategic Selection of Studies, Surveys and Evaluations*

Contact person: *Bastiaan van 't Hoff, Regional Chief of Monitoring & Evaluation, UNICEF Latin America & The Caribbean (bvanthoff@unicef.org)*

Abstract: Every year, country offices generate a significant amount of knowledge through studies, surveys and evaluations. Analysis of the Integrated Monitoring and Evaluation Plans (IMEP) of country offices in 2008 and 2009 demonstrated that there was very little coordination among country offices in the selection of themes for strategic knowledge generation at (sub-) regional- or multi-country level. Based on discussions in a number of Regional Management Team meetings, and in other regional meetings, it was acknowledged that strategic selection of studies, surveys and evaluations and seeking for more multi-country approaches around selected themes would be instrumental for further positioning UNICEF as the knowledge leader on children in the region while also making more strategic use of the financial resources available for knowledge generation.

Innovation or Lessons Learned: Analysis of the IMEP for 2008 and 2009 demonstrated the dispersion of the knowledge generation in the LAC-region. Based on an initial discussion in the Regional Management Team, a Task Force was established for enhancing the strategic selection of studies, surveys and evaluations in LAC for the coming years. This Task Force recommended to focus on filling knowledge gaps for current programming as well as for future challenges for children (i.e. post-MDG) and in total 9 themes were selected. These themes are: 1) Child poverty, disparity reduction and social investment in children; 2) Programming for children and adolescents in urban areas; 3) Addressing violence against children; 4) Migration and the impact on children; 5) Addressing climate change and the impact on children; 6) Ensuring improved access to- and participation in secondary education (including on out of school children; OOSC) and early childhood services; 7) Programming approaches for addressing decentralization and sub-national capacity building; 8) Social protection in LAC-countries, in particular Implementation cash transfer programmes; 9) Progress to adequate juvenile justice systems in LAC-countries. All country offices were requested to align the IMEPs as much as possible with this regional agenda and seeking opportunities for working in a more coordinated manner, facilitating joint learning. With significant involvement of the regional office, this process resulted into that almost half of all knowledge generated by UNICEF in LAC in 2011, will be aligned to the selected regional themes. At the same time, country offices will continue generating knowledge that is relevant to the country specific situation. With the process ongoing and only one year under implementation, it is expected that there will be many more multi-country approaches (ranging from similar Terms of Reference to multi-country studies) on these selected themes. The regional office is fulfilling a role for coordination and quality assurance, while country offices are also encouraged to further enhance their internal quality assurance mechanisms and to facilitate peer reviews of Terms of Reference and draft reports.

Potential application: Analysis of the IMEP of country offices in 2008 pointed out that initially 364 studies, surveys and evaluations were planned around a lot of different themes. Many of the planned studies and evaluations were very country specific. Analysis of the Country Office Annual Reports of 2008 demonstrated that 196 studies, surveys and evaluations were conducted and that only around half of the reported studies and evaluations were included in the original IMEP. This highlighted the need to improve strategic selection while at the same time seeking increased synergies between country

offices for joint learning and knowledge generation

Issue: Analysis of the IMEP of country offices in 2008 pointed out that initially 364 studies, surveys and evaluations were planned around a lot of different themes. Many of the planned studies and evaluations were very country specific. Analysis of the Country Office Annual Reports of 2008 demonstrated that 196 studies, surveys and evaluations were conducted and that only around half of the reported studies and evaluations were included in the original IMEP. This highlighted the need to improve strategic selection while at the same time seeking increased synergies between country offices for joint learning and knowledge generation

Strategy and Implementation: Based on the initial analysis of the IMEP of 2008 and the following Country Office Annual Report analysis a gradual, stepwise process was started. The following steps were taken:
Initial discussion on the findings of the IMEP analysis in the LAC Regional Management Team of October 2009. In this RMT, a Task Force was established to prepare a proposal for enhancing strategic selection of studies, surveys and evaluations.
Discussion of the findings in regional network meetings with Deputy Representatives and with Monitoring & Evaluation Specialists in the second half of 2009.
Consultations of the Task Force with country offices and selected headquarters divisions in preparation of a proposal for strategic themes for knowledge generation in LAC (October 2009 – January 2010).
Discussions in the LAC RMT of February 2010 on the proposal of the Task Force and adoption of the strategic themes for knowledge generation as well as a proposed framework for quality assurance.
Analysis of the IMEP 2010, providing feedback to all country offices on the IMEP content and providing opportunities for connecting country offices working on similar themes.
Discussion in the RMT of October 2010 on progress towards implementation of the approach.
Analysis of country office IMEP for 2011 and discussion in RMT on further connecting country offices for multi-country initiatives as well as on the role of the regional office in quality assurance and coordination.

Progress and Results: The analysis of the country office IMEP for 2011 points out that nearly half of all studies, surveys and evaluations planned by UNICEF offices in LAC are linked to the 9 strategic themes. Coordinated approaches are already ongoing in relation to out-of-school children and sub-national programming.
To bring this agenda forward, a systematic process was implemented (as outlined above), ensuring agreement and buy-in from country offices and in the regional office. Such a process is time consuming and requires adequate and continued attention at technical and managerial level

Next steps: The next steps include further coordination of multi-country office initiatives by the regional office and country offices while gradually moving the agenda to enhancing quality assurance, ensuring full use of the knowledge generated, including where feasible the preparation of management responses to evaluations and selected studies.

7. Special Report: South-South Cooperation

The LAC region has actively promoted and supported South-South cooperation (SSC) activities within and outside the region, as well as disseminating best practices through exchanges among country offices and partners. There is recognition across the region that South-South cooperation can play a very important role not only in achieving the MDGs with equity, but also for promoting children's rights on emerging and structural issues, as reported by several COs in their annual reports. A 2010 review of SSC experiences signalled a need to further understand the different approaches and scope of South-South cooperation and UNICEF's specific role. A mapping of existing modalities of South-South cooperation is planned by COs and TACRO in 2011.

The status of migrant populations is an increasingly hot-button issue in LAC. UNICEF promoted a cooperation framework for the governments of Bolivia and Argentina to protect Bolivian migrant children from trafficking and exploitation, and to promote their rights in Argentina. The study of indigenous migration, supported by TACRO and FLACSO was presented in La Paz during "Migrant Week" and a project was launched to support Bolivian Consulates in Argentina to install a record system to monitor the situation of Bolivian children in Argentina, including advocacy strategies and the promotion of their rights. UNICEF Mexico worked closely with the Mexican government to develop modules for the training of migration officials and related child protection personnel to detect trafficking, respond to the needs of children in crisis and raise awareness of children's rights. Training was delivered to officials in El Salvador and Guatemala (2009) and Honduras and the Dominican Republic (2010); Mexico's Institute on Migration is prepared to deliver five courses every year.

Another manifestation of SSC is the Laços Sul-Sul initiative on HIV/AIDS, launched by Brazil in 2004 with seven countries, three of which are in LAC. The purpose of the Brazilian pledge was to contribute to the strengthening of national policies and efforts to support universal access to antiretroviral treatment (ART). TACRO plays a key management and oversight role, and has provided technical and financial support to incorporate a special focus on pregnant women, adolescents and children. During 2010 Laços Sul-Sul placed special emphasis on involving youth in national programmes to fight HIV/AIDS.

To promote social development and integrated protection of the rights of children and adolescents in El Salvador, the Governments of Brazil and El Salvador signed a Memorandum of Understanding in August, following the cooperation initiated and facilitated by UNICEF.

Technical exchanges between Peru and Honduras resulted in the elaboration of a strategic plan for the reduction of chronic malnutrition in Honduras. At the request of the Honduras office, UNICEF Peru provided technical support to strengthen advocacy efforts with the government of Honduras in relation to tackling malnutrition in that country. UNICEF staff visited Honduras and made presentations to government, UN and other partners on Peru's CRECER strategy. In the second phase, three Honduran government ministers visited Peru to participate in a South American regional conference on 'Inter-sectoral and Geographical Integration to Reduce Chronic Malnutrition and Poverty in Latin America.' The success of these steps is reflected in the decision by the Government of Honduras to request technical assistance from the Government of Peru on planning and budgeting for reducing malnutrition. TACRO and Andean COs have also partnered with the Andean Health Organization on strategies for reducing chronic malnutrition.

UNICEF supported the Argentine National Human Rights Secretariat in two technical seminars, held in Paraguay and Uruguay, on the Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography and on child labour. Government authorities and NGOs from the two countries participated in these meetings. Cooperation will be closely linked to the interest of MERCOSUR governments in promoting a third optional protocol of

the CRC that would allow for individual petitions to be brought before the Committee of the Rights of the Child.

Through the Intercultural Bilingual Education programme, the Peru CO provided technical assistance for strengthening the Bureau of Indigenous Education in Paraguay, highlighting the importance of the IBE model.

8. Report on UN Reform and Inter-Agency Collaboration

The number of UN coherence-related activities (UNCT meetings, joint programmes, etc.) in LAC increased during 2010. This reflects substantial involvement of UN agencies, particularly UNICEF, with other ExCom agencies in the continuing process of improving information exchange, coordination and collaboration on development issues of priority interest to the UN. Discussions on system-wide coherence are more frequent, and play a greater role in both daily business and ongoing interactions among UN agencies. This is particularly the case in relation to producing situation analyses (CCAs) and UNDAFs, but also applies to the growing number of joint programmes and projects.

Stronger and more frequent interactions among UN agencies have facilitated increased reflection on, and identification of, priority issues for UN system support in programme countries. UNICEF plays an active role in all UNCT discussions and activities, often driving initiatives and leading working groups. During 2010 UNICEF Representatives temporarily (and sometimes for extended periods) served as UNRC (e.g., Brazil and Honduras), and have been instrumental in moving UN system work forward.

The information provided on UN Coherence in 2010 LAC Country Office Annual Reports indicates that there is progress in closer collaboration among UN agencies in areas such as common premises and services. During 2010, more work in LAC seems to have been done in other areas under the Operations (Human Resources, HACT, etc.), but with varying degrees of involvement and success.

There was a notable increase in the number of joint programme and projects in the region during 2010 —some of which would be evaluated as they could potentially serve as models for UN engagement in other countries— in key development areas, such as malnutrition, promotion of gender and ethnic equality and water, sanitation and hygiene.

Cooperation with the World Bank and IDB will be pursued on a potential area for greater collaboration to increase the number and impact of joint interventions for the benefit of host countries' development (i.e., ECD and birth registration).

Some LAC countries appear to be making better and faster progress in UN Coherence related areas of coordination, cooperation and joint programming than the region's only pilot country. In LAC, Uruguay is a One-UN pilot country and the use of UNDAF Action Plan is of increasing interest for UNCT (i.e., Suriname).

The current investment in UN reform involves substantial transaction costs for all UN agencies in terms of time, staff participation and other resources. An evaluation of what has been achieved to date as a result of UN coherence efforts would help to determine the value-added of this new delivery mode and how it translates into greater effectiveness for all those intended to benefit from the enormous efforts being undertaken, including governments, NGOs, civil society and other partners, but most importantly the people in need of development assistance.

The work of UNDG LAC also focused on UNRC assessment on providing support to UNDAF roll-outs and the Secretary General's campaign on violence against women. With

UNICEF initiative, the group also engaged on mapping and assessing UN structure and organization in the Caribbean.