Executive summary

Brazil continued to face a political and economic crisis throughout 2017. Several high-level officials, including the current and former presidents, face corruption charges and a significant number of politicians have been sentenced to jail. After one of its worst recessions in history, Brazil is showing the first signs of recovery; economic growth was estimated by the World Bank at 1.0 per cent and forecast to reach 2.0 per cent in 2018. This crisis – which led to a decrease in per capita GDP from US$13,416 in 2011 to US$8,650 in 2016 – in conjunction with rigid budget restrictions, could hamper social development and related programmes.

Brazil also faces extremely high rates of crime and violence, with an estimated 60,000 homicide victims in 2017, including more than 10,000 adolescents. UNICEF Brazil launched the global report "A familiar face: Violence in the lives of children and adolescents" and two local reports to highlight that Brazil has the highest absolute number of adolescent homicides in the world (7th in relative terms) and to shed light on the fact that the majority of young victims are out-of-school Afro-descendant males living in marginalized urban neighbourhoods. This evidence was key to raising awareness on violence against adolescents, showing that they are more victims than perpetrators of homicides and to advocate against a legal reform attempt to reduce the age of criminal responsibility from 18 to 16 years.

As the main strategies to implement the country programme (CP) at the local level, reduce inequalities and reach the most vulnerable, in 2017 UNICEF launched a new four-year cycle of the Urban Centres Platform (PCU) and the UNICEF Municipal Seal of Approval. Cities participating in the PCU commit to focusing on four major priorities, while a record number of municipalities (1,902) in the Amazon and semi-arid regions began work on intersectoral public policies to improve key indicators on children and adolescents.

To facilitate access and the reintegration of out-of-school children and adolescents into the education system, UNICEF Brazil developed the ‘active school search’ strategy, which uses modern technology, including a mobile application, to enable local authorities and field workers to facilitate the re-enrolment of out-of-school children and adolescents on a case-by-case basis. The initiative involved over 3,500 municipal managers and professionals from education, social assistance and health, as well as adolescents, resulting in start-ups in 470 municipalities.

As part of UNICEF’s global campaign #EarlyMomentsMatter, the Waiting Matters campaign was launched in Brazil to raise awareness about the risk of unnecessary C-sections and the importance of spontaneous vaginal delivery (SVD). Brazil has the second highest C-section rate worldwide, (57 per cent of all births), compared to the World Health Organization (WHO) recommended maximum rate of 15 per cent. Five million people were reached and 830,000 people were directly engaged through UNICEF Brazil’s social networks.

The Country Office used the global World Children’s Day commemoration to facilitate
opportunities for children and adolescents to speak up on violence and abuse, both on national media and in meetings with government authorities, opening doors for more systematic participation in local development processes.

UNICEF Brazil reached millions of people through TV, print and online media and 2.71 million individual users engaged with its social media content. The reports on adolescent homicides, World Children’s Day, Waiting Matters and other advocacy and engagement campaigns were broadly covered by the Globo network and other media outlets, and served to initiate or strengthen collaboration with other key media outlets.

The Country Office supported the Brazilian Government in South-South cooperation through ongoing exchanges with Ethiopia, Jamaica and São Tome & Príncipe. It facilitated the country’s first participation in the International Seminar on Social Investment, providing an important opportunity for the Government to exchange experiences with other countries on public budgeting and social protection for children.

Private sector fundraising (PSFR) increased around 30 per cent, reaching US$12,753,625. This growth was mainly generated by a 7.9 per cent increase in the number of regular pledge donors (reaching 259,000) and a 92.2 per cent increase in contributions from private companies.

The transition to a new country programme, recruitment for 46 positions, induction of new staff, strengthening of coordination mechanisms were management priorities, as well as emphasis on staff well-being through special provisions for staff on abolished posts, comprehensive training activities and the development of an action plan to follow up on the Global Staff Survey. Even with the increase in income from private sector fundraising, shortage of funds was the main challenge faced in 2017.

**Humanitarian assistance**

UNICEF Brazil continued to support Government efforts to prevent the spread of the Zika virus among newborns, especially in the most affected areas of the semi-arid region. UNICEF joined forces with WHO/Pan American Health Organization (WHO/PAHO), civil society organizations (CSOs), and research centres to support families whose children were suffering from microcephaly and other neurological disorders. This work also involved developing guidelines for home-based care on how to stimulate children with developmental delays. In addition, the Country Office developed a methodology for training health professionals, early childhood educators and social workers to implement these strategies with affected children at home and in schools.

WHO/PAHO, in partnership with UNICEF, developed guidance on psychosocial support, adapted to the Brazilian context, for pregnant women, families, and caregivers of children with the Zika virus congenital syndrome and other disabilities. UNICEF Brazil also designed a multisensory kit and distributed it to all families supported by the project in the two most affected municipalities in Pernambuco state (northeast).

In May 2017, the Ministry of Health (MoH) declared the end of the emergency, but maintained actions to eliminate Aedes Aegypti breeding sites and assist affected children and families.

Additionally, UNICEF Brazil monitored the ongoing refugee crisis caused by an influx of Venezuelans entering northern Brazil. In coordination with UNHCR, the Office provided input related to the refugees’ needs in terms of social services such as education and health.
**Equity in practice**

Equity-based and human rights approaches are at the centre of the new country programme, which is organized around four components focused on specific groups of vulnerable children and adolescents and other audiences. In 2017, UNICEF Brazil used the equity approach in all activities developed under the four programme components, which target:

1. Children excluded from public policies and programmes, a group that includes: indigenous populations, children living in marginalized areas of large cities, children with disabilities and children in Afro-descendant communities;
2. Vulnerable children living in poverty with access only to poor quality basic services;
3. Children and adolescents affected by extreme forms of violence, who mainly live on the periphery of urban centres; and
4. The general public, to promote engagement for children’s rights and facilitate participation by children and adolescents on issues that affect their lives.

By mobilizing key segments of the Brazilian public in support of child rights in general and UNICEF Brazil’s strategic initiatives and campaigns specifically, these activities are closely related to the other programme components that seek to raise awareness about the need to narrow the equity gap amongst different group of the population.

UNICEF Brazil focuses on geographic areas generally inhabited by vulnerable groups: marginal areas of large cities and the semi-arid and Amazon regions. Generating evidence and data is key to identifying the most vulnerable children and adolescents, and determining and better understanding their specific needs. During 2017 the Office invested in an analysis of disparities between states and municipalities with regard to key indicators including: birth registration; exclusion from education and age-distortion at school; malnutrition, including stunting amongst indigenous children and obesity; early pregnancy among children aged 10–14 and adolescents aged 15–19; as well as homicides of adolescents.

Based on the findings of an analysis of acts of extreme violence against children in parts of the Ceará state, UNICEF raised awareness amongst the general public of the fact that the majority of adolescent homicide victims were male, of Afro-descent, lived in marginalized areas and had left school. It also used these results in meetings with Government and private sector partners to advocate for more inclusive policies and to argue against efforts to reduce the age of criminal responsibility from 18 to 16 years.

**Emerging areas of importance**

**The second decade.** The importance of the adolescent years in a person’s development is fully reflected in the new country programme, in line with the global priority of increased focus on the second decade of life. Each programme component includes a specific focus on adolescents, targeting particularly adolescents who: are excluded from public policies and services; have access only to poor quality services; are victims of violence, including homicides, discrimination, exploitation, neglect and abuse; as well as those who are vulnerable to disasters.

UNICEF Brazil facilitated the participation of adolescents in the planning of public policies related to education (focusing on out-of-school children), apprenticeship legislation and health services for indigenous as well as the lesbian, gay, bisexual, and transgender (LGBT) community and adolescents living in remote areas.
As a result of UNICEF support and intervention, strategies focusing on girls’ empowerment and the development of special curricula in response to age-grade distortion and preventing pregnancies amongst adolescents were included in public policies and programmes.

UNICEF Brazil also launched the results of a study demonstrating that 43,000 adolescents could be assassinated between 2015 and 2021 in the 300 largest municipalities if current trends prevail. The Office advocated for integrated prevention efforts and targeted outreach to address the risks of vulnerable adolescents.

In addition, UNICEF facilitated adolescent participation in development processes aimed at strengthening networks, promoting empowerment and facilitating dialogue with decision makers. In 1,902 municipalities enrolled in the UNICEF Seal, the Country Office supported the public sector to promote the engagement of adolescents and the civil society on issues such as healthy lifestyles, access to quality education, child protection and sports for development (S4D).

UNICEF Brazil also supported initiatives to ensure children’s and adolescents’ right to play and to practice sports as an educational and inclusionary tool. Over 2,000 teachers were trained and 1,500 participants from 16 municipalities exchanged best practices on inclusive sports and play.

Addressing the specific needs of children and adolescents in cities, UNICEF Brazil launched a new cycle of its urban centres platform (PCU) strategy, with ten capital cities joining. For the PCU agenda, baselines were consolidated with disaggregated data on promoting early childhood rights, preventing school exclusion, promoting sexual and reproductive rights and reducing teenage homicides. In seven cities, intersectoral thematic dialogues were held, leading to a collective impact plan. In addition, the PCU gained international visibility as a good practice for the child-friendly cities initiative at a workshop in Budapest.

Moreover, the Country Office supported civil society movements advocating against efforts in Parliament to reduce the age of penal majority from 18 to 16 years. It also supported the MoH to identify and strengthen efforts to expand sexual and reproductive health and child rights-related activities by faith-based organizations. In addition, UNICEF mobilized community agents to prevent violence and promote birth registration for children in poor neighbourhoods.

Together with the Electoral Court and other partners, UNICEF Brazil organized a national meeting on citizen participation to foster participation by adolescents aged 16 and 17 years in elections.

**Integrated early childhood development (ECD).** UNICEF supported Government efforts to promote integrated early childhood development (ECD). Home visitors were trained to monitor the situation of children aged 0-3 benefitting from a cash transfer programme for poor families and of children up to six years from poor families with children with disabilities.

UNICEF Brazil, the UNICEF Regional Office, PAHO and the Belize MoH participated in capacity building for government officials on the Care for Child Development methodology to support families. This methodology was developed by UNICEF Brazil and partners, and adopted by the Government. Across the country, 2,624 municipalities joined the programme that integrates health, social assistance, culture, education and the guarantee of rights. More than 5,500 home visitors from the Government-led ECD programme started working in 1,371 municipalities, reaching more than 120,000 people.
Summary notes and acronyms

ABC – Brazilian Cooperation Agency
AMP – annual management plan
AWP – annual work plan
BOS – business operation strategy
C4D – communication for development
CBI – competency-based interview
CMT – country management team
CP – country programme
CPMP – country programme management plan
CPTP – Corporate Pathway To Pledge
CRBP - Children's Rights and Business Principles
CRC – Convention on the Rights of the Child
CSO – civil society organization
DCT – direct cash transfer
ECA – Statute of the Child and Adolescent
ECD – early childhood development
FSSS – facility safety and security survey
GDP - Gross domestic product
GSSC – Global Shared Services Centre
HACT – harmonized approach to cash transactions
HIV/AIDS – Human immunodeficiency virus/acquired immune deficiency syndrome
HR – human resources
ICT – Information and communication technology
ICU – Intensive care unit
KAP – Knowledge, attitudes and practices
LAC – Latin America and Caribbean
LGBT – Lesbian, gay, bisexual and transgender
LTA – Long-term agreement
M&E – Monitoring and evaluation
MoE – Ministry of Education
MoH – Ministry of Health
MoHR – Ministry of Human Rights
MoJ – Ministry of Justice
MoSD – Ministry of Social Development
MOSS – Minimum operational security standards
NGO – non-governmental organization
OR – Other Resources
PCU – Urban centres platform
PNAD – National household sample survey
PSB – property survey board
PSFR – private sector fundraising
PSV – Peer support volunteers
RR – Regular Resources
S4D – Sports for Development
SDG – Sustainable Development Goals
SPM&E – Social policy, monitoring and evaluation
SSAFE – safe and secure approach to field environments
Capacity development

Brazil made significant progress in the provision of public services. However, capacities at the sub-national level vary greatly, with significant differences between municipalities and states. UNICEF Brazil worked to build capacity at both the national and state levels and one third of the country’s municipalities, through the UNICEF Seal programme.

UNICEF collaborated with 18 civil society organizations (CSOs) to build the capacity of counterparts at the state and municipal levels on issues related to nutrition, child protection, juvenile justice, adolescent participation, out-of-school children, prevention of HIV/AIDS, and human rights. Skills were strengthened in governance, communication and leadership, reaching 1,902 municipalities at the sub-national level.

In response to the Zika virus outbreak, UNICEF Brazil engaged with education authorities in eight capitals to train 800 adolescents using a training of trainers approach. The adolescents were trained to share their knowledge with another 10,000 children, thereby acting as social mobilization agents in their communities.

UNICEF Brazil also collaborated with the national Parliament, providing technical assistance on draft bills related to juvenile justice, prevention of sexual violence and against impunity for acts of violence against children, promoting and ensuring compliance with international standards.

As part of its partnership with the Globo media outlet, UNICEF Brazil contributed to regular information sessions with journalists on topics related to education, which were fed into a variety of Globo platforms and formats.

As part of its engagement with the general public, UNICEF Brazil used its digital platforms to strengthen knowledge about child rights and related issues, particularly: preventing malnutrition and obesity, Zika, violence and the importance of reintegrating out-of-school children into the education system.

Evidence generation, policy dialogue and advocacy

A 2017 UNICEF study of adolescent homicides in Ceará State (northeast) shed light on homicide’s determinants and showed that the majority of victims were black male school drop-outs living in disadvantaged urban neighbourhoods. This data was complemented by the global study on violence that revealed that Brazil has the highest absolute number of adolescent homicides in the world. This evidence was key to raising awareness about violence against adolescents, showing that they are more victim than perpetrator, and advocating against a legal
reform project to reduce the age of criminal responsibility from 18 to 16 years.

UNICEF Brazil documented the ‘inclusion networks’ intervention, providing support services for children living with microcephaly and other disabilities, and presented the report at the International Seminar on Childhood in the Era of Zika. It was used to advocate for a broad policy dialogue on children with all types of disabilities, not just Zika, and also led to discussions with the telecom provider Claro Brazil on the potential development of an epidemiological surveillance system using big data, in conjunction with the office Innovation team.

The generation of disaggregated data that illustrate disparities and exclusion also fed into the new methodology of the UNICEF Seal and urban centres platform strategies, ensuring that they focus on the most vulnerable municipalities and urban areas with the aim of reducing disparities.

**Partnerships**

UNICEF Brazil maintained effective cooperation with the Brazilian Cooperation Agency (ABC) in the areas of coordination and South-South cooperation, and built effective relationships with the MOH, Ministry of Education (MoE), Ministry of Social Development (MSD), Ministry of Justice (MoJ), Ministry of Human Rights (MoHR) and with Congress. UNICEF Brazil also re-established its partnership with the Brazilian Institute of Geography and Statistics, focused on monitoring progress toward the Sustainable Development Goals (SDGs) and generating other child-related data.

At the decentralized level, UNICEF Brazil strengthened cooperation with governors in 18 states in the semi-arid and Amazon regions and with 1,902 municipalities.

UNICEF partnered with civil society and religious groups, adolescent movements and other actors. Alliances with 18 CSOs were key to producing new approaches on social policy, promoting capacity building and generating evidence.

The Country Office focused on broadening its engagement with critical media actors. Key among them was the Globo Network, one of the world’s largest media conglomerates. Further to its collaboration with the initiative Globo Education, the office engaged with Globo’s news and entertainment programmes to convey key messages on violence against children and World Children’s Day.

UNICEF Brazil ambassadors contributed to raising awareness on key topics, using their digital platforms with millions of followers. Many of these activities benefitted from first-class audio-visual material produced pro-bono by creative partners such as Ogilvy, McGarry Bowen and Plural Filmes. Google Brazil contributed to internet safety initiatives and, in collaboration with Facebook Brazil, UNICEF developed an innovative approach to engaging adolescents on preventing cyberbullying.

The Office expanded alliances with the private sector and currently has eight partnerships that generate US$1.9 million per year, representing a 90 per cent increase over 2016.


**External communication and public advocacy**
In line with its communication roadmap for 2017, UNICEF Brazil’s public outreach focused on localizing the cause framework priorities and on mobilizing for its subnational strategies. UNICEF Brazil worked on developing a comprehensive communication and public advocacy strategy, involving all sections and field offices.

In response to the large number of adolescent homicides, UNICEF launched studies to raise awareness about the fact that up to 43,000 minors might be killed between 2015 and 2021 if current conditions prevail, and that the victims are mainly male and of African descent. These were picked up broadly by the media; Brazil achieved the second-highest online coverage (15 per cent of all mentions) on the global report ‘A Familiar Face’.

UNICEF Brazil also launched a campaign related to ECD (Waiting Matters) to promote natural childbirth, tackling Brazil’s very high C-section rates. Some 1.8 million people engaged through digital platforms.

Communication and public engagement were key to ensuring the highest-ever participation in the UNICEF Seal strategy; 1,902 municipalities committed to developing results-based action plans for children. UNICEF Brazil also built public awareness for its urban centres platform in 10 large cities.

Eight cities joined the ‘child takeover’ around World Children’s Day. The Globo Network, UNICEF ambassador Mônica (a cartoon figure) and the industry association FIESP joined the campaign.

To influence adolescents’ awareness and attitudes about the risks of cyberbullying, UNICEF partnered with Facebook Brazil to develop and test robot-animated dialogues through the Messenger platform, attracting thousands of young people within a few days. Fundraising efforts for UNICEF Brazil’s response to earthquakes and hurricane emergencies in Mexico and the Caribbean were also supported.

South-South cooperation and triangular cooperation

UNICEF Brazil supported South-South cooperation as part of its social policy and monitoring and evaluation (M&E) programme. In the context of its partnership with the ABC on triangular cooperation for child-rights, UNICEF Brazil sought to identify key practices and partners, broker government-to-government dialogue and provide technical support through planning, implementation and follow-up. In addition, UNICEF Brazil engaged with the Government to advocate for a results-based and child rights-focused South-South cooperation agenda in Brazil and globally, including during international events such as the 2017 Global SSC Development Expo in Turkey, organized by the United Nations Office for South-South cooperation.

The Office also backed formal arrangements with São Tomé & Príncipe, in support of the country’s social protection and child protection policies, and Jamaica, with a focus on strengthening a child-sensitive and child rights-oriented national justice system.

During 2017 the triangular South-South cooperation in Ethiopia on water, sanitation and hygiene (WASH) was in its second year of implementation, during which a pilot condominium sewage system was finalized. One positive spill-over effect of this cooperation was a recently launched complementary learning experience involving Brazil, entailing promotion of a sustainable, government-led approach to WASH services in Ethiopia’s refugee settlements.
UNICEF Brazil also advocated successfully for Brazilian Government participation in the 5th International Seminar on Social Investment, held in Argentina. This was the first time that Brazil participated in this annual event, which provided an opportunity for exchanges of experience with other countries and strengthening of partnerships on public budgeting and social protection. It also paved the way for possible TSSC on these and social policy-related issues with several countries, including Argentina, Colombia, Mexico and Peru.

**Identification and promotion of innovation**

The Office made use of BOT (artificial intelligence) technology to raise awareness among adolescents about the risks of cyberbullying, specifically relayed to ‘sexting’ (sharing intimate photos online either their own photos or those of others without the knowledge or agreement of the person portrayed). UNICEF partnered with Facebook, using the company’s mobile application Messenger to implement a project called Caretas, which was piloted several times at a local school and then with a limited number of anonymous Internet users. Participants engaged with a fictitious person called Fabi who shared her story of betrayal and invited her audience to start a conversation. During the anonymous online trial, a total of 7,353 adolescents joined the conversation with the robot and exchanged around 1.5 million messages. After three days, awareness about the risks of sexting had increased from 39.7 per cent to 90.5 per cent, and around 90 per cent of participants considered the experience with the project either good or very good. UNICEF Brazil plans to scale up the initiative to touch on other priority topics, such as HIV prevention and early pregnancy.

UNICEF also launched the ‘active school search’ initiative, an innovative national platform to support municipalities in identifying out-of-school children and ensuring that they have access to school and can complete their education. The Country Office capitalizes on recent technological progress to connect managers from different government departments (education, health, social assistance) and encourages them to create inter-sectoral teams to analyse the reasons why a child or adolescent is out-of-school. The goal is to overcome barriers and ultimately reintegrate the child or adolescent into school. The platform allows the population to send information on out-of-school children via Internet, an application or SMS. The local inter-sectoral team can then take action.

**Support to integration and cross-sectoral linkages**

The country programme is implemented at the state and municipal levels, mainly through two cross-cutting strategies: the UNICEF Seal and PCU.

Through the UNICEF Seal, UNICEF Brazil works in approximately 1,902 municipalities in the semi-arid and Amazon regions, reaching (direct and indirectly) approximately 22 million children and adolescents living in 18 states. The UNICEF Seal is a healthy competition between municipalities over a four-year cycle (aligned with mayors’ terms of office) that aims to monitor the improvement of selected indicators measuring the fulfilment of children’s rights. The methodology mobilizes municipalities to put children and adolescents at the heart of public policies, through cross-sectoral coordination and approaches. It enables UNICEF and partners to strengthen the capacity of municipal authorities, service providers, communities, adolescents and civil society to promote enforcement of the Convention on the Rights of the Child and to advance toward the SDGs. The 2017 Seal competition focused on: access to and completion of at least basic education; violence against children and adolescents; child mortality, infant malnutrition and obesity; and adolescent participation and empowerment.

The urban centres platform (PCU) aims to put children and adolescents at the heart of public
policies in the urban centres of 10 large state capitals, reaching (direct and indirectly) approximately 9 million children. Involving ten major cities (São Paulo, Rio de Janeiro, Vitoria, Salvador, Fortaleza, Maceió, Recife, São Luis, Manaus and Belém), the PCU approaches internal inequities in the cities by bringing together public policy managers, non-governmental organizations (NGOs), civil society, adolescents and families from marginalized communities to discuss solutions in four cross-sectoral areas: ECD and infant mortality; out-of-school children and adolescents and adolescent pregnancy; and adolescent homicide.

**Human rights-based approach to cooperation**

The new country programme takes a human rights-based approach, with equity promotion and the rights of children and adolescents at its centre. It addresses the root causes of inequality that hinder the realization of those rights, such as poverty and harmful social norms and cultural practices. It also tackles structural barriers, including lack of cross-sectoral cooperation and low capacity at the sub-national level to reduce equity gaps. The work targets four groups: excluded children, vulnerable children, children affected by extreme forms of violence and the public, which is encouraged to engage for children. The approach also includes promoting and mainstreaming gender and gender-sensitive interventions.

In response to extremely high rates of violence against children and homicides of adolescents, UNICEF engaged with duty-bearers to strengthen accountability mechanisms within the juvenile justice system. Following the launch of a publication on juvenile justice indicators, local stakeholders committed to monitor and review the conditions in incarceration facilities in Recife, Pernambuco state. UNICEF Brazil provided technical assistance, promoted the exchange of experiences between international and national experts, and advocated for improvements in existing legislation. It also worked closely with the Congress and other UN agencies to monitor attempts to lower the age of criminal responsibility from 18 to 16 years.

Facilitating adolescent participation in public discussion of issues that affect them is a key component of the country programme. UNICEF Brazil mobilized adolescents from the poorest communities, indigenous groups, LGBT youth and Afro-descendants through online consultations and meetings on civic and political participation and secondary education. As a result, adolescents’ demands were considered by public policy managers.

UNICEF further supported implementation of the recommendations to Brazil on violence against children, as part of the Universal Periodic Review framework, as well as preparing the country report to the Committee on the Rights of the Child and the Optional Protocol on the sale of children, child prostitution and child pornography. It also supported the Office of the Resident Coordinator to obtain commitments by the UN country team to implement the SDGs on violence and discrimination.

**Gender equality**

By applying a ‘gender lens’ to its programmatic agenda, UNICEF Brazil contributed to a better understanding of how gender influences the realization of children’s and adolescents’ rights. It also helped to tailor public policies aiming to include gender priorities.

UNICEF Brazil provided training on gender-responsive adolescent health to public servants and to girls in three municipalities. Civil society and the three municipal governments began developing a local gender action plan focused on girls’ empowerment.

The active school search strategy supported inter-sectoral actions in 450 municipalities to
identify out-of-school boys and girls and to address school dropout. To prevent girls from abandoning school due to pregnancy, municipalities were encouraged to work on sex education and to implement educational mechanisms allowing pregnant girls and/or young mothers to continue their studies.

UNICEF also guided health professionals to provide adequate treatment and counselling for pregnant adolescent girls aged 15–19 on how to prevent congenital syphilis. LGBT youth received support to implement a peer-education programme focused on HIV-testing and treatment. The HIV detection rate among young men 15–19 who have sex with men has tripled over the last decade. Adolescent networks with girls in leadership roles, particularly the National LGBT Adolescent Network and the National Network of Adolescents and Youth Living with HIV/AIDS, addressed the LGBT and girls’ empowerment agenda.

The Country Office invested in research and advocacy to raise public awareness about gender-related aspects of violence. Male adolescents are 13.52 times more at risk of becoming a victim of homicide than female adolescents.

Another result of UNICEF’s work was improved enforcement of a new Law (13.431/2017), which establishes additional rights and guarantees, with a relevant gender approach, to child victims of or witnesses to violence. According to the law, for example, child and adolescent victims of sexual violence must be heard by a specialized professional in an appropriate, child-friendly environment.

UNICEF Brazil’s work in S4D in 2017 involved engaging girls and boys in safe and inclusive sports and games, making it possible for them to play different sports together and improving teachers’ capacity to apply a gender-equity perspective.

**Environmental sustainability**

During 2017 UNICEF focused its environmental sustainability activities on WASH and waterborne and vector-borne diseases. Through implementation strategies at the sub-national level, UNICEF Brazil addressed environmental risks via community-based and participatory processes involving children and adolescents. For instance, in the Semi-arid and Amazon regions, the proliferation of the mosquito that carries the Zika, Chikungunya and dengue viruses was the greatest concern highlighted by municipal authorities. In the Amazon region, UNICEF Brazil trained a total of 699 authorities from 304 municipalities on social mobilization activities related to vector control and water and sanitation. Meetings with high-level officials in nine states helped to shape the WASH agenda to benefit the most excluded children.

In the semi-arid region, WASH issues were prioritized as part of the UNICEF Seal strategy, involving approximately 1,100 municipalities. Schools located in these areas are to incorporate learning about responsible water use and mobilize adolescents on this topic. More than 2,700 schools in more than 240 municipalities will be supported to build or improve existing water and sanitation conditions. Five municipalities were selected to share their experiences and encourage others regarding WASH. The information generated will be used to support participants in the current UNICEF Seal through 2020. In the Amazon region UNICEF organized technical discussions to define the content and methodology of WASH teaching materials.

As part of its South-South cooperation programme, UNICEF Brazil supported the Government of Ethiopia as it piloted a condominium sewage system in one city, work that is close to being finalized. Efforts to develop a regulatory framework for Ethiopia’s WASH services also
advanced, including an initial assessment of the current WASH situation in Ethiopia, which in turn contributes to initial efforts to design the proposed regulatory system for the country, which incorporates the Brazilian experience.

**Effective leadership**

The country management team (CMT) had three face-to-face meetings with field office coordinators.

Under the new CP, the country management team initially focused on reviewing and approving annual work plans (AWPs) and proposed funding allocations, to ensure smooth and timely implementation. The team also approved the annual management plan (AMP) to reflect the management dimensions of the country programme management plan (CPMP).

The country management team carefully reviewed, analysed, approved and monitored implementation of the recruitment plan, as part of ensuring that the new office structure foreseen in the CPMP responds to the needs of the new CP. The team paid special attention to ensuring that the recruitment plan prioritized key positions, facilitated applications from staff on abolished posts and took into account staff on rotation or close to retirement.

The country management team closely monitored the financial situation to ensure availability of funds for new positions. In September, after careful review of actual income, the CMT concluded that all recruitments for OR-funded positions had to be put on hold, freezing 27 positions of the new structure. The CMT agreed that the recruitment plan will be implemented in phases, in accordance with available resources. This decision was taken in light of the economic and political context, which forced the office to reforecast its local income projection twice during the year.

UNICEF Brazil uses multiple mechanisms to track management indicators, audit recommendations and risk management. Indicators are updated regularly by all sections and circulated to country management team members for review as a standing item on the agenda. Performance areas that need special attention are highlighted and followed up. All external and internal audit recommendations were closed. The use of dashboards, score cards and management reports from InSight informed country office decisions and contributed to improve business workflows.

**Financial resources management**

UNICEF Brazil implemented US$14,950,732 as follows: Institutional Budget: US$576,969; Regular Resources: US$916,798; Other Resources: US$13,156,283; Other Resources-Emergency:US$185,029; FAF (Greening Fund): US$8,694 and FGF (Greening Fund): US$6,959.

As UNICEF Brazil strongly relies on private-sector fundraising income to implement its country programme, it is key that income projections are realistic and closely monitored by the country management team to ensure appropriate decisions and timely adjustments. In September, the team had to readjust overly optimistic earlier calculations, and decided that fund commitments will be based only on already guaranteed funding rather than unconfirmed projections. Agreements under negotiation/prospection are now reflected under a different scenario, allowing for adjustments without financial implications for the office. Meanwhile, in order to adjust expenditures to available financial resources, UNICEF Brazil put part of its recruitment plan on hold.
The CMT closely monitored management indicators ensuring: high implementation rates, full utilization of expiring grants, timely submission of donor reports, and no outstanding DCT advances for over six months. The dissemination of regular reports ensured timely follow up and corrections to ensure that targets are met.

The harmonized approach to cash transactions (HA) implementation plan is on track; six programmatic visits, two micro-assessments and three spot-checks were undertaken in 2017. A training session on e-ZHACT was conducted with all programme assistants to ensure smooth roll-out.

Adequate optimization of bank balances and positive interaction and support from the Global Shared Services Centre (GSSC) ensured timely processing of payments. In 2017, 2,081 invoice payments and 447 MDM requests were submitted and processed. The electronic payments modality (BCMS) process was fully implemented in the office when the payroll migrated to this modality in July 2017.

Both internal and external audit recommendations were closed by the end of 2016. Standard operating procedures and workflows were issued to ensure ongoing compliance.

**Fundraising and donor relations**

During 2017 UNICEF Brazil raised US$15,494,874.91 for OR. Local PSFR represented 82.3 per cent of the total income mix, followed by funds from national committees (11.4 per cent) and governments (6.3 per cent).

Funds raised through PSFR increased from US$9,849,171 to US$12,753,625 between 2016 and 2017, representing an increase of 19.8 per cent in local currency and 29.5 per cent in US dollars.

Local fundraising was driven by regular individual pledge donors who generated 82.1 per cent of the local income share. UNICEF Brazil received 8,000 one-off donations and the number of pledge donors increased from 240,000 to 259,000 (8 per cent), representing a predictable and sustainable funding basis for 2018 and providing a hopeful perspective for future contributions to Regular Resources as part of the new private sector partnership plan for 2018-2021. Most of UNICEF’s pledge donors are through alliances with nine electricity companies that enable UNICEF to invite their customers to become pledge donors (Corporate Pathway to Pledge – CPTP). New partnerships were established with two banks and one telecommunication company to expand CPTP.

Despite Brazil’s economic instability, the team managed to expand the number of partnerships with private companies for direct funding. New partnerships were established with seven new companies (Caixa, Amil, Sanofi, Samsung, CELPE, BNDES, and Instituto Cyrela). Alliances with 13 companies generated an income of US$2,247,767 compared to US$1,107,451 in 2016, representing a 92.2 per cent increase in local currency and 103 per cent increase in US dollars.

UNICEF Brazil maintained and strengthened partnerships with UNICEF National Committees (German, Italian, Japanese, Norwegian, Spanish, Swiss and the US Fund), which provided US$1,765,472 to cover key programmes and initiatives. The Brazilian Government also provided US$975,776 to support South-South cooperation and education activities.
Evaluation and research

Since 2017 was the first year of the country programme, UNICEF Brazil did not plan any formal evaluations. Instead, UNICEF Brazil undertook two external comprehensive assessments of the UNICEF Seal and PCU strategies. The purpose of these assessments was to obtain lessons learned and recommendations for the design of the new iterations of both strategies. These quantitative and qualitative assessments were carried out through interviews with key stakeholders, questionnaires, focus groups, field visits and analysis of UNICEF Seal and PCU data, which generated a wealth of knowledge on the processes and results of both strategies, which have been key to the design of current methodologies.

UNICEF Brazil also undertook a major knowledge, attitudes and practices (KAP) survey to provide a baseline for the CP, particularly for programme components 3 and 4 (prevention of and response to extreme forms of violence and engaged citizenry and participation, respectively). The survey assessed the population’s knowledge, attitudes and practices related to violence against children, children’s rights and UNICEF’s work. It was conducted by one of the most renowned polling institutes in Brazil (Datafolha), with a representative sample of 2,015 interviewees.

The survey confirmed the assumption of the country programme that prevailing social norms, misconceptions about adolescent’s behaviour and cultural practices contribute to the acceptance of violence, racism and discrimination. It further showed high levels of awareness and knowledge about the Statute on Children and Adolescents (ECA) - Brazil’s legal framework for children’s rights, based on the Convention on the Rights of the Child. The survey results demonstrated a strong potential for engaging key audiences and the general public to take action for children.

Efficiency gains and cost savings

As part of ongoing efforts to achieve efficiency gains and cost savings, UNICEF Brazil conducted a new bidding process for Internet services that reduced the total yearly cost from US$127,660 to US$43,180 (66.2 per cent reduction), representing a significant saving of US$ 84,480.

UNICEF Brazil also renegotiated the terms of the contract with its mobile phone service provider, generating an estimated cost reduction of 8 per cent, or an approximate cost savings of US$ 7,500 for 2017.

During 2017, three property survey board (PSB) meetings took place to review eight cases. UNICEF Brazil sold 27 air conditioning devices as well as a former official vehicle. The sale of 16 old mobile phones is pending, despite efforts to advertise the devices on the OLX website. Renewed efforts will be made in 2018.

UNICEF Brazil continued to participate actively in the establishment of UN joint long-term agreements (LTA) for common services. PAHO is the lead agency for the bidding process for provision of travel services. The Joint Operating Facility is conducting two common services bidding processes: one for translation and interpretation services and one for taxi services.

UNICEF Brazil served as chair of the operations management team from July 2016 to October 2017 and led the development and partial implementation of the business operation strategy (BOS) roadmap and the 2017 AWP for common operations.
Supply management

In 2017 UNICEF Brazil implemented US$5,116,247 through procurements, mostly services (93 per cent) with a small proportion of supplies (7 per cent). Services were mainly related to private sector fundraising activities (65 per cent). All procurements were local.

UNICEF Brazil had conducted 47 bidding processes by end-November: 26 requests for quotation, 18 requests for proposal, two invitations to bid and one expression of interest. During the year, 35 purchases orders, 85 institutional contracts and 21 individual contracts were issued.

Seven contracts review committee meetings took place in 2017 to review 10 cases, all of which were recommended for approval by the Representative.

Table 1. Total value of procurements for 2017

<table>
<thead>
<tr>
<th>Procurement value by sector in US$</th>
<th>Supplies (US$)</th>
<th>Services (US$)</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health-HIV</td>
<td>24,031.59</td>
<td>19,254.66</td>
<td>43,286.25</td>
</tr>
<tr>
<td>Education</td>
<td>25,310.56</td>
<td>18,609.01</td>
<td>43,919.57</td>
</tr>
<tr>
<td>Child protection</td>
<td>0.00</td>
<td>8,385.09</td>
<td>8,385.09</td>
</tr>
<tr>
<td>Sports for Development</td>
<td>0.00</td>
<td>14,920.22</td>
<td>14,920.22</td>
</tr>
<tr>
<td>Monitoring &amp; evaluation</td>
<td>0.00</td>
<td>4,626.15</td>
<td>4,626.15</td>
</tr>
<tr>
<td>Communication &amp; partnerships</td>
<td>0.00</td>
<td>793,183.63</td>
<td>793,183.63</td>
</tr>
<tr>
<td>Resource Mobilization &amp; Partnerships</td>
<td>97,526.38</td>
<td>3,101,993.61</td>
<td>3,199,519.99</td>
</tr>
<tr>
<td>Operations</td>
<td>190,826.32</td>
<td>612,071.01</td>
<td>802,897.33</td>
</tr>
<tr>
<td>Field Offices</td>
<td>0.00</td>
<td>205,509.00</td>
<td>205,509.00</td>
</tr>
<tr>
<td>Total</td>
<td>337,694.85</td>
<td>4,778,552.38</td>
<td>5,116,247.23</td>
</tr>
</tbody>
</table>

UNICEF Brazil does not have any construction project in progress with implementing partners.

Security for staff and premises

The United Nations Department of Safety and Security (UNDSS) general threat assessment is ‘low’ (level 2) for all of Brazil except Rio de Janeiro, where the threat is ‘moderate’ (level 3). But the threat assessment for crime is rated as ‘high’ country-wide, and civil unrest and hazards are rated as ‘substantial’ nationally and ‘moderate’ in Rio de Janeiro. UN staff and properties were not targeted directly by the violent crime, but common criminal activity resulted in a worrying number of security incidents affecting UN staff and/or dependents.

In coordination with UNDSS, UNICEF Brazil closely monitors the security situation in the nine offices and takes preventive measure whenever required. UNDSS Brazil conducted facility safety and security surveys (FSSS) at its field offices; all field offices and the Brasilia office comply with minimum operational security standards (MOSS).

UNDSS provided security awareness training sessions at UNICEF Brazil, and the office
supported staff participation in several security-related trainings: five staff members from Brasilia attended a training on safe and secure approach to field environments (SSAFE) training in Brasilia (18–20 October 2017); eight staff members from field offices attended a SSAFE training in Rio de Janeiro (5–7 December 2017); two staff members attended a Warden training (20–21 November 2017); and four staff members attended a pre-hospital care training (11 December 2017).

**Human resources**

The priority in 2017 was to strengthen UNICEF Brazil’s structure in line with the new CPMP. The approved structure, requiring 62 recruitments (a net increase of 37 posts), is being established in phases to match available funding, ensure full induction of new staff and allow mitigation plans for staff at abolished posts. UNICEF Brazil strengthened the HR team with short-term resources and used a diversified set of tools to identify good candidates through social media, multiple batch recruitments and talent groups. To date, 46 recruitment processes (new positions and other vacancies) were completed, while 27 positions were placed on hold or not opened due to budgetary restrictions.

Staff at abolished posts received special attention, including competency-based interview training, career and individual counselling and outplacement programmes. UNICEF Brazil promoted a workshop on ‘Building Resiliency for Change’ and nominated two additional peer support volunteers to participate in the regional training along with existing volunteers. All new staff participated in an introduction programme to ensure effective and timely integration.

As part of a comprehensive learning plan, UNICEF Brazil offered group language classes to all interested staff as well as training on specific areas of expertise, and monitored completion of mandatory global training courses.

The shift in culture to ongoing performance management is progressing, with support and coaching from human resources. Consistent follow-up with staff and supervisors ensured 99 per cent completion of performance appraisal system requirements by the deadline. HR also supported staff and managers to address poor performance, and offered a tailored matrix management webinar with the Division of Human Resources.

In close coordination with the local staff association and HR, UNICEF Brazil developed an action plan to address the main concerns expressed in the Global Staff Survey.

**Effective use of information and communication technology**

The acquisition of new equipment and software improved efficiency by reducing equipment downtime for maintenance and troubleshooting, and freeing information and communication technology (ICT) staff to work on other office priorities. The Light Office modality is fully operational in all field offices. Staff members are using Cloud-based office automation tools (Office 365, Outlook, Skype for Business, OneDrive and SharePoint). ICT will finish installing Windows 10 image in all UNICEF Brazil computers by 31 January 2018. UNICEF Brazil conducted a bidding process for data communication service providers that will generate a yearly savings around US$84,480 compared to the previous contract. This amount represents a 66.2 per cent reduction in the cost of Internet services.

The active school search strategy, developed by UNICEF Brazil and the TIM Institute, is part of the out-of-school children initiative launched in June 2017. The strategy is built around an app that facilitates: identification of out-of-school children and adolescents, management of each
case until re-enrolment and follow-up on their attendance for one year. UNICEF Brazil and partners mobilized over 3,500 managers and professionals from the education and social assistance sectors to implement the initiative in their municipalities. Over 470 towns already joined the initiative, using this innovative approach to identify out-of-school children using ICT.

UNICEF Brazil continued to expand its presence on social media, securing almost 1.2 million followers on Facebook, Twitter, Instagram, LinkedIn, and YouTube. UNICEF Brazil’s Twitter account has over 620,000 followers, second only to the global UNICEF account. The office’s Facebook fan page has more than 460,000 followers; the Instagram profile has over 58,000. YouTube and LinkedIn have been developing social channels for UNICEF Brazil with 4,600 and 850 followers, respectively.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By 2021, the most excluded boys and girls benefit from enhanced and inclusive public policies and services and actively participate in decision making processes.*Children most expected to benefit: Afro-descendant, Quilombolas, indigenous people, children with disabilities, with HIV/AIDS, in rural areas and in vulnerable urban territories, LGBT youth.

Analytical statement of progress
UNICEF Brazil focused on ensuring that mechanisms were in place to guarantee a smooth transition for implementation of the new CP. Three major management results were: (i) efficient and effective governance systems, (ii) effective and efficient management of human resources and (iii) effective and strategic management of financial resources.

UNICEF Brazil strengthened coordination among its offices and areas as well as governance mechanisms, and reviewed advisory and oversight bodies and committees such as the country management team, contracts review committee, joint consultative committee, learning committee, local staff association and property survey board among others.

Considering that UNICEF Brazil is mostly funded through local private-sector fundraising, UNICEF Brazil reviewed the methodology used for income projections and put in place mechanisms to ensure that the CMT has a sufficient picture of the situation to enable proper decision making.

UNICEF Brazil closely monitored management indicators, guaranteeing a good level of implementation, full utilization of expiring grants, timely submission of donor reports, zero direct cash transfers(DCTs) outstanding for more than six months and HACT implementation with a smooth implementation of eZHACT (related to cash transfer to CSOs and corresponding programme and financial assurance measures).

Transition to the GSSC was completed smoothly with the transfer of the payroll to the electronic modality. More than 2,000 payment requests were uploaded to MyCase and processed by GSSC; more than 400 new vendors were registered during the year.

Another management priority was implementation of the recruitment plan to respond to the needs of the new CP as per the approved CPMP. UNICEF Brazil filled 46 positions, but had to put 27 on hold; these will be filled gradually, as funds become available. Staff at abolished posts
received special attention, including competency-based interview training, career and individual counseling and outplacement programmes. Additionally, UNICEF Brazil initiated an induction programme to facilitate effective and timely integration of newcomers and continued to closely monitor performance management. As part of its comprehensive learning plan, UNICEF Brazil also offered group language classes to all interested staff.

In close coordination with the local staff association and HR section, UNICEF Brazil developed an action plan to address the main concerns expressed in the Global Staff Survey (GSS).

**OUTPUT 1** Increased evidence on the causes of exclusion of boys and girls.

**Analytical statement of progress**

A major survey was undertaken to provide a baseline for UNICEF Brazil's programme and advocacy agenda. With a representative sample of 2,015 interviewees, the survey assessed the general population's knowledge, attitudes and practices related to violence against children, children's rights and UNICEF's work. It highlighted that the Brazilian population is mainly concerned about violence, lack of quality education and drugs. Results also showed that most interviewees believe that the Statute of the Child and Adolescent is rarely respected.

A new UNICEF Brazil study on adolescent homicides in Ceará State shed light on homicide determinants and showed that the majority of victims are black males living in disadvantaged neighbourhoods of urban centres, who had dropped out of school. This data was complemented by the global study on violence that revealed that Brazil has the highest absolute number of adolescent homicides in the world. This evidence was key to raising awareness on violence against adolescents, showing that they are more victims than perpetrators of homicides, and advocating against a legal reform that would reduce the age of criminal responsibility from 18 to 16 years.

Following implementation of its 'inclusion networks' intervention, UNICEF Brazil documented the results and presented them at an international seminar held in Recife, one of the most affected areas. Participants included representatives from various sectors (health, education, social services) CSOs, academics and participants from four other countries (Cape Verde, Dominican Republic, Guatemala and Honduras). The evidence generated was also used to advocate for a broad policy dialogue on children with all types of disabilities, including Zika-related. As part of these efforts, the Minister of Human Rights attended the closing ceremony and signed a manifesto on integral care and social inclusion of children and adolescents with disabilities. This work also led to an initial dialogue, in coordination with the UNICEF Innovation team, with Claro Brazil (a private sector telecom) for the development of an epidemiological surveillance system using big data.

**OUTPUT 2** Boys, girls and families from excluded populations with increased participation in institutional fora, knowledge and skills to demand their rights.

**Analytical statement of progress**

Involvement and active participation by girls, boys and families from excluded populations is essential for demanding their rights and to participating in institutional fora with increased knowledge and skills on children's rights.

As part of the planning phase of UNICEF's Brazil two major implementing strategies(UNICEF
Seal and PCU, in 2017 focus was placed on mobilizing the 1,902 priority municipalities and 10 urban centres to adhere to those strategies as a first strategic step toward participation by communities and families and children and adolescents to claim fulfilment of their rights. As part of these efforts, UNICEF Brazil and CSOs provided technical assistance, guidelines and orientation to local governments on how to organize participatory processes for excluded children and adolescents and implement active search methodologies to reach the most excluded populations.

One of the bottlenecks has been low participation by families, children and adolescents, especially those from rural areas and indigenous and poor settings. UNICEF Brazil thus initiated dialogue with local public policy managers and representatives of local councils of child rights, health, education and social assistance. One key result was the creation by the National Council for Children’s Rights of a channel for adolescent participation. Through efforts to identify, consult with and organize excluded children, UNICEF Brazil helped to ensure the representation of particularly excluded groups of adolescents, including LGBT, Afro-descendants and indigenous populations. These efforts will continue and be strengthened.

**OUTPUT 3** Specialized programmes for the most excluded boys and girls implemented at national and subnational levels.

**Analytical statement of progress**

This output aims to reach and benefit children and adolescents who are currently excluded from public policies (primarily, Afro-descendants, Quilombolas, indigenous, children with disabilities, with HIV/AIDS, living in rural and urban areas and LGBT youth).

UNICEF Brazil and partners launched the active school search strategy in 2017. A multi-stakeholder national steering committee was also created, along with guidelines, methodologies, and technological tools, such as an online management system, exclusive free short-message-service (SMS) channel, applications for Android and iOS, and a 0800-phone service.

The strategy seeks to support active searches for out-of-school children and adolescents, stimulating communication, mobilization and exchange of experiences among municipalities and states enrolled in the UNICEF Seal. Over 3,500 municipal managers and professionals from education, social assistance and health, as well as adolescents, were mobilized to implement the strategy locally. It had extensive media coverage, which served to raise public awareness. By end-201, over 470 municipalities had begun to implement the initiative as part of their local public policies.

One of the main bottlenecks for this initiative is funding for the development and implementation of training programmes for managers and social actors involved in active school search efforts, as well as for a KAP study among the Brazilian population, including adolescents.

Regarding children with disabilities, the implementation of the Inclusion Networks intervention, in the municipalities of Paraíba and Pernambuco states, came to an end, resulting in training and certification of 664 professionals from the health, education and social assistance sectors.

Five publications were produced and distributed to professionals and families (https://www.unicef.org/brazil/pt/resources.html), four videos on stimulation techniques for children with developmental impairment and guidance for parents on how to use a multisensory
kit at home were produced and broadcast (https://www.youtube.com/watch?v=ZmhBZRIDQI&list=PLg5IhsOi5bLW7bjJeNxviqFf3GVvbiQDF). Multisensory kits were also delivered to the 380 families participating in the intervention. The MoH has committed to disseminating and expanding the methodology of the intervention throughout 35 municipalities in six states.

In conjunction with the MoH, UNICEF Brazil promoted six seminars in some of the most vulnerable Special Indigenous Sanitary Districts to address the high rates of infant mortality and low nutritional status of indigenous children. Around 50 participants were present at each seminar, including managers and technicians from the federal, state and municipal levels, as well as representatives of NGOs and indigenous leaders, including women. Discussions on infant mortality, indigenous stunting, education and birth registration, led to the identification of key determinants related to health, culture, and environment. This information is expected to lead to action around healthy nutritional habits and reduced stunting among indigenous children.

OUTCOME 2 By 2021 boys and girls have increased access to quality and responsive health, education and social protection programmes, and actively participate in the design, implementation and monitoring of these services.

Analytical statement of progress
Public policies for children were affected by Brazil’s economic and political crisis. Changes at different levels of government and budget limitations reduced investments, resulting in slow programme implementation. New national programmes were launched on ECD, adolescent health and social protection for families, and reforms were begun in the areas of upper-secondary school, cash transfer programmes and macro policies (e.g., labour law and pension funds for public workers). The impact of these changes and implementation status of the CP demanded intense dialogue and cooperation with municipal decision makers, local CSOs and religious groups on the UNICEF Seal and the PCU. These key UNICEF implementation strategies aim to encourage municipalities to implement inter-sectoral public policies to reduce inequalities and guarantee children’s and adolescents’ rights and are being implemented by UNICEF Brazil and its partners in the Amazon and semi-arid regions and 10 large urban centres.

As 2017 was the first year of the new CP and the new version of these implementing strategies, intensive efforts were required to prepare: methodology, capacity building materials and monitoring and communication instruments. An evaluation of the former version of the UNICEF Seal was also carried out, and lessons learned were taken into consideration. As a result, 1,902 municipalities were mobilized and signed letters of commitment to carry out the new strategy. Ten pre-selected large cities also committed to participate in the PCU, which aims also to reduce inequalities and guarantee child rights in large urban centres. Participation surpassed planned levels for both initiatives: 81 per cent of eligible municipalities signed up for the UNICEF Seal (target 60 per cent); and many of the eligible urban centres committed to participate in the PCU (target 60 per cent).

Key results were achieved in health, ECD and HIV/AIDS in relation to increasing knowledge on gender-responsive health practices. As part of UNICEF’s global campaign #EarlyMomentsMatter, the Waiting Matters campaign (see programme component 4 - Engaged Citizenry and Participation) raised awareness among women and their families about the
importance of SVD; provided information on women in labour; and humanized childbirth, altering perceptions and attitudes of women and the general public. The importance of preventing HIV/AIDS among youth age 15-19 was disseminated (especially in the 10 municipalities with the worst indicators) by implementing the *Youth Aware* strategy, in collaboration with local CSOs. Two specific tools, a guideline and an e-learning course, developed in partnership with the MoH as a mean to reinforce activities related to congenital syphilis, were also used. Although the national rate of adolescent pregnancy is stable, disaggregated data reveal that the Amazon and semi-arid regions present serous challenges. UNICEF Brazil is developing specific methodologies and approaches based on the national public health policy, Care & Protect.

To contribute to reducing age-grade distortion, in 2017 UNICEF Brazil began a partnership with the Federal Institute of Education, Science and Technology to discuss secondary education and its integration into professional education. The impact will be visible next year when results of ongoing partnership with the Federal District Secretary of Education in Brasília – aimed at helping 15–17 year old adolescents with a delayed school trajectory – will be replicated in other states of Brazil. To increase retention in basic education, UNICEF Brazil engaged in the global initiative Accessible Textbook for All, and in partnership with the CSO Rodrigo Mendes Institute designed a massive open online course to be offered in municipalities involved in the fifth iteration of the UNICEF Seal and PCU initiatives. The course incorporated lessons learned from earlier versions of Open Doors for Inclusion (inclusion of children and adolescents with disabilities in schools through physical education).

The main constraint for this programme component and respective outputs was lack of funding for implementation and a related lack of qualified human resources.

**OUTPUT 1** Families, communities and civil society have increased knowledge on health practices, and government agencies and health professionals provide culturally, and age and gender responsive health services

**Analytical statement of progress**

In 2017 an intergovernmental dialogue strategy was used to increase awareness about the importance of breastfeeding, complementary feeding and healthy eating, to reduce obesity from childhood throughout adolescence. Health agents received materials to be used with families and adolescents. The MoH led implementation of the adolescent health strategy, and together with UNICEF Brazil prepared a tool to monitor adolescent health. The Health in School Programme developed and employed didactic and mobilization materials for use in the 1,902 municipalities participating in the UNICEF Seal. The programme has the potential to influence public policies for vulnerable children over the next three years.

UNICEF Brazil and CSO partners worked together to implement the *Youth Aware* strategy to accelerate the response to the HIV/AIDS epidemic among adolescents and youth, especially those living in poverty in large urban areas. UNICEF Brazil supported municipal governments to establish protocols to ensure access to HIV testing, immediate initiation of anti-retroviral treatment (ART) and treatment retention. The strategy was launched in São Luís (northeast) and Rio de Janeiro (southeast), in partnership with local governments and specialized NGOs in each city, to carry out capacity building sessions and ensure adolescent participation in municipal advisory groups, HIV testing activities and retention groups.

The MoH, in partnership with UNICEF Brazil, PAHO and CSOs, launched the 2017–2019 agenda of strategic actions to reduce syphilis. The effort prioritizes improved diagnoses and treatment, capacity building for health professionals, quality antenatal care and communication
campaigns. Activities will be implemented by UNICEF Brazil in 1,902 priority municipalities in the Amazon and semi-arid regions.

Brazil occupies second place in the list of countries with the highest percentage of C-sections (57 per cent), most of which are elective. To raise public awareness on the importance of spontaneous vaginal delivery, UNICEF Brazil launched the campaign Waiting Matters. Its main goal was to raise awareness and sensitise women and their families on the importance of SVD. The campaign comprised a series of informative videos about the importance of SVD and humanized childbirth, which were widely disseminated on social networks, TV and outdoor media. The digital platform quemesperaespera.org.br also played an important part of the campaign by providing information on women in labour and humanized childbirth. This platform also allowed interaction with society at large by permitting people to submit testimonials about their own childbirth experiences and to plan their own child's birth (see Programme Component 4 for outreach and impact details).

To promote ECD, the Baby Week mobilization strategy was used to mobilize society, families, the private sector and health workers. Seven cities participated, which had an impact on the preparation of their municipal health plans for 2018/2021, which include: breastfeeding, healthy food, early stimulation and violence prevention.

OUTPUT 2 Girls and boys have increased permanence in the basic education system, based on intersectoral policies addressing diversity, including contextualized education.

Analytical statement of progress

To address inclusive education, Brazil engaged in the global initiative Accessible Textbook for All. A partnership was established with the ministries of Education (MoE) and Human Rights (MoDH), allowing UNICEF to participate in the initiative's response and implementation. In addition, UNICEF Brazil used S4D programming to maximise initiatives designed to ensure children’s and adolescents’ right to play and practice sports and use sports as an educational and inclusivity tool. UNICEF and its partners in the Sports Caravan strategy trained 2,000 teachers on educational sports, improving their capacity to use sports to educate for citizenship, promote gender equity and fight discrimination, leading to mobilization in 11 vulnerable communities to promote educational sports and access to safe and inclusive play for every adolescent. Focusing on children and adolescents with disabilities, UNICEF Brazil supported the Open Doors for Inclusion strategy—physical education for all. It trained teachers, school managers and technical staff from municipal education secretariats to develop inclusion initiatives, which were implemented by over 1,500 participants from 16 municipalities.

Secondary education has the highest age-for-grade distortion rate. To address the issue, UNICEF Brazil and the Federal Institutes of Education, Science and Technology initiated discussions on integrating secondary education into professional education. As a result, a national seminar was held in which students presented their recommendations for preventing school dropout. In addition, a partnership with the Federal District Secretary of Education in Brasília was established, resulting in the development of a strategy to support adolescents aged 15–17 whose school trajectory is delayed and a training programme for teachers in the 10 schools where the strategy was implemented.

To address the inter-sectoral response to age-grade distortion in lower secondary education, UNICEF, the MoE and key NGOs held a national seminar on challenges and
opportunities. Participants developed proposals to reduce age-grade distortion, which were disseminated at both municipal and state levels (http://porvir.org/propostas-para-os-anos-finais-ensino-fundamental/). Additionally, UNICEF Brazil supported a national seminar on education in the juvenile justice system.

An agreement was signed with the Juiz de Fora Federal University to develop education standards, which will allow UNICEF to provide evidence on learning opportunities for children and adolescents in areas such as teacher training and school infrastructure among others.

A long-time partnership with the private sector involved conducting the 12th Itaú Bank-UNICEF Award, selecting from 1,917 projects presented jointly by CSOs and schools nation-wide. This important initiative highlights the need for comprehensive, contextualised education to reduce inequalities and guarantee the right to quality education to the most excluded children and adolescents.

As a result of UNICEF’s advocacy efforts, municipal education council members publicly committed to address the culture of school exclusion using an inter-sectoral policy approach during a national seminar of the National Union of Municipal Education Councils.

**OUTPUT 3** Government at national and subnational levels has improved capacity to implement intersectoral policies for social protection with emphasis on the most vulnerable children.

**Analytical statement of progress**

The UNICEF Seal and PCU are the main strategies employed by UNICEF Brazil to encourage municipalities to implement inter-sectoral public policies to reduce inequalities and guarantee the rights of children and adolescents—particularly those most vulnerable living in the geographic areas with more challenges. These programme strategies were agreed with the Government and are included in the CP.

The UNICEF Seal is a healthy competition between municipalities over a four-year cycle (in line with the Mayor’s term) to monitor the fulfilment of child and adolescent rights. UNICEF Brazil works in partnerships with CSOs to encourage municipal authorities to put children and adolescents at the heart of public policies in the semi-arid and Amazon regions, home to the largest numbers of excluded and disadvantaged children and adolescents. The Seal focuses on: promoting access to and completion of basic education, reducing violence against children and adolescents, reducing child mortality and infant malnutrition and strengthening adolescent participation and empowerment.

Working together with local governments, civil society and the private sector, the PCU aims to address the specific needs of the 9 million vulnerable and disadvantaged children and adolescents living in Brazil’s 10 largest cities. The PCU prioritizes: promoting ECD and preventing infant deaths; guaranteeing that all children attend school and learn, from early childhood to the end of adolescence; reducing teenage pregnancies and promoting adolescents’ reproductive rights; reducing adolescent homicides.

The year under review was a period of preparation for re-launching the two strategies, involving reviews and revisions to: methodology, capacity building materials and monitoring and communication modalities. A total of 1,902 municipalities were mobilized and signed a letter of commitment to join the UNICEF Seal, 2017–2020). Ten large cities (São Paulo, Rio de Janeiro,
Vitória, Salvador, Maceió, Recife, Fortaleza, São Luis, Manaus and Belém) committed to participate in the PCU. Levels of participation significantly surpassed target levels for both strategies. Participating municipalities in the semi-arid and Amazon regions were trained in the new methodology during 25 sessions, involving more than 3,000 local public policy managers in nine states.

To develop specific, integrated adolescent policies, UNICEF Brazil promoted best practices on gender-responsive adolescent health and girl's empowerment through implementation of the pilot project Today Girl, Tomorrow Woman, funded by US Embassy. Implemented in three cities in collaboration with local CSOs, training materials on health, education and social protection based on a gender-equity and girls' empowerment approach, were prepared. Besides girl’s participation, the project organized and conducted workshops and training for public servants and decision-makers on how best to address gender-responsive adolescent health and empowerment. UNICEF and UNFPA disseminated information on adolescent pregnancy in urban centres, based on a study conducted with adolescent girls and health professionals.

OUTCOME 3 By 2021, Brazil's child protection system strengthened in its capacity to prevent and respond to violence against children.

Analytical statement of progress
In coordination with other key actors from government, CSOs, UN agencies, media and the private sector, UNICEF Brazil contributed to strengthening specific elements of Brazil’s child protection system to improve prevention and response to extreme forms of violence against children.

Brazilian society’s knowledge about the child protection system increased following widespread dissemination of data on the high level of adolescent homicides in Brazil. A study of adolescents homicides – published in 2017 in partnership with the Ministry for Human Rights, the CSO Observatory of Favelas and academia (Laboratory of Violence of the Rio de Janeiro State University) –collected data from 300 municipalities with more than 100,000 inhabitants, the highest adolescent homicide rates were in municipalities in the northeast region. Fortaleza, the capital of Ceará State, poses the highest risk of adolescent death, while Ceará is the most dangerous state. In the complementary study ‘Interrupted Trajectories’, conducted in seven of Ceará’s most violent cities, UNICEF Brazil and local partners analysed the profile and risk factors for adolescent victims of homicide. Several partners (justice, law enforcement, parliamentarians, health, education, experts etc.) agreed on a joint plan to improve the quality of services to prevent violence and support responsive services to assist families and friends of adolescent victims. A pilot programme is taking place in Fortaleza, includes: data monitoring, using epidemiological records and spatial observation of critical areas; development of an inter-sectoral protocol to assist families and friends of adolescent victims of homicides; and actions in favour of the approval of Bill no. 353/2017, which would increase the state budget for programmes to prevent adolescent homicide. Preliminary results of the pilot experience in Fortaleza –including practical tools– is serving as reference for the 10 urban centres participating in the PCU and UNICEF Seal initiatives.

UNICEF Brazil strengthened its presence and advocacy work with Parliament in 2017, at both the national and state levels, working with several CSOs, representatives of the justice system and renowned experts to maintain the alignment of national legislation to international standards for child rights. Among the main areas of advocacy by UNICEF Brazil and partners were recently approved legislation (Bill 13.431/2017) and related guidelines that recognize children's
right to be heard in civil and administrative proceedings about violence against children and establish mechanisms allowing for participation while avoiding re-victimization.

To strengthen the work of law enforcement agents during investigations of acts of violence against children, UNICEF Brazil and the CSO Childhood Brasil compiled a series of technical recommendations for the development of a standard operating procedure. In Rio de Janeiro, a smartphone application was developed and served as practical tool to support frontline police officers in contact with children. The app guides police officers to conduct their work based on a protective and human rights-based approach, and includes step-by-step operational procedures aiming at preventing the use of disproportionate or illegal force against children. The initiative is still being tested, but includes a training/mentoring phase for law enforcement agents in all police districts in Rio de Janeiro.

Regarding juvenile justice, UNICEF Brazil promoted an exchange of international experiences stressing actions to: reduce the number of adolescents incarcerated; expand options for non-custodial measures; limit deprivation of liberty as a last resort; prioritize access by adolescents in conflict with the law to education and improve data-collection systems, while ensuring that existing databases are aligned with international indicators on juvenile justice.

UNICEF Brazil reiterated the need for Brazil to adhere to its CRC commitments and joined other UN agencies in a public statement critiquing a constitutional amendment seeking to reduce the age of penal majority from 18 to 16. The office also engaged in a public movement with several civil society partners to prevent setbacks and strengthen existing legislation on protection of children rights.

Building on lessons learned from initiatives implemented with Colombian and Peruvian authorities in 2016, UNICEF Brazil advocated for stronger child protection action by Brazil’s Government in the Amazonian cross-border region. Using its convening power, UNICEF joined federal, state and municipal authorities (from government, security, justice and parliament) to hear directly from the local population and civil society their concerns and complaints about the frequent incidents of violence against children living at the border area. A case management mechanism and other procedures to increase local and international collaboration and respond violence against children were proposed by local authorities from Brazil, Colombia and Peru and was being tested in late 2017.

In coordination with UNHCR, UNICEF advocated for and supported partners in the development of a specific child protection agenda to protect the rights of Venezuelan children migrating to Roraima state as a result of an unexpected increase in humanitarian immigration.

The main constraint for this programme component and respective outputs was the lack of funding for implementation and related lack of qualified human resources.

**OUTPUT 1** Families, communities, civil society, private sector and governmental agents in prioritized states with increased knowledge on the impact of violence on the lives of children.

**Analytical statement of progress**
To increase knowledge and engagement by Brazilian society on the impact of violence on children’s lives, UNICEF first focused on understanding social perceptions on violence against children, and contracted the Datafolha Instituto to conduct a study. The study revealed low rates of public concern about adolescent homicides; public support for lowering the age of penal
majority; general distrust toward human-rights related issues; substantial concern about sexual violence, child labour and domestic violence. During the next four years, the main findings will be used to support social change processes.

In addition, evidence generated from other studies conducted by UNICEF Brazil and partners on juvenile justice, adolescent homicides and sexual violence were widely disseminated for advocacy purposes to support programmatic initiatives. The studies disseminated (Educate or Punish, Index on Adolescent Homicides, Trajectories Interrupted and Familiar Faces of Violence) achieved massive media attention and public support for child protection initiatives addressing sensitive issues. The coverage of 2014 IHA and A Familiar Faces of Violence reached approximately 180 million people on the impact of homicides in Brazilian society, as per media monitoring reports by the Jeffrey Group. UNICEF work in 10 large urban centres included homicide prevention as a main priority. A desk review and four events to conduct a determinant analysis of homicides were held in Brasília, Rio de Janeiro, Belém and Fortaleza. More than 350 participants represented the 10 large urban centres, including officials from the federal Government, parliamentarians, representatives from the justice system and experts on violence prevention (e.g., from the Institute for Applied Economic Research. The desk review and determinant analyses were useful tools to highlight challenges and ways to effectively reduce adolescent killings.

UNICEF Brazil also worked in partnership with Futura TV Channel and the CSO Childhood Brasil to develop an animated TV series on preventing sexual violence for children. The series introduced eight characters from a multi-racial family with five children of different ages, discovering their bodies and dealing with their sexuality. The series also addressed cross-cutting issues related to race and gender stereotypes. This initiative resulted from a collaboration among UNICEF’s child protection, adolescents, HIV and education sections. The launch is scheduled for early 2018.

OUTPUT 2 Gaps in the legal, political and institutional framework related to prevention, assistance and response to violence against children mapped and addressed.

Analytical statement of progress
In 2017 UNICEF Brazil strengthened its efforts to maintain a regular presence at Brazil’s federal and state parliaments, advocating and providing technical assistance to address gaps in domestic legislation and keep the legal framework in alignment with international human rights standards. The main priorities were to block attempts to change current legislation and advocate for maintaining current legislation on the age of consent for sexual relations, age of penal majority and age for permitting child labour. Important issues voted on during 2017 included: additional protections against gang rape, the design of a policy and development of procedures on missing children and updating regulations on adoption and alternative care. UNICEF Brazil also advocated for ratification of the 3rd Optional Protocol of the Convention on the Rights of the Child, which was incorporated in Brazil’s Legislative Decree 85/2017.

To achieve these results, UNICEF collaborated with several strategic partners, such as legislators from several political parties, members of the Parliamentarian’s Front for the Rights of Children and Adolescents; CSOs such as Childhood Brazil, INDICA, Abrinq Foundation and ICMEC, and worked side-by-side with high-level Government officials and several ministries. UNICEF Brazil also collaborated with academic experts and professional organizations such as IBDCRIA/ABMP (professionals of the child protection and juvenile justice systems), the National Council of Justice and the Association of the Magistrates of Brazil. During discussions on the
age of penal majority, the involvement of Marta Santos Paes, of the Office of the UN General Secretariat for Violence against Children was sought; this collaboration was vital to mobilizing Brazilian authorities against the proposed Constitutional Amendment n. 33/2012.

In the state of Rio de Janeiro, Resolution 1259/2017 established a working group to evaluate and monitor the local juvenile justice system in the framework of the Municipal Council of Children and Adolescents. A Parliamentary front was established by the local legislative assembly to prioritize and monitor draft laws, parliamentary amendments and public budgets regarding less restrictive social-educational measures and improvements to the juvenile justice system.

To address the large number of out-of-school adolescents in conflict with the law, UNICEF Brazil’s education and child protection programmes, in partnership with the University of Brasília and the MoDH, sponsored an event with 500 participants to share data and good practices at the national and international levels. A representative from Chile’s Diego Portales University presented findings of a Latin American regional study on access to education for adolescents in conflict with the law. Based on recommendations of UNICEF studies (Trajectories Interrupted and Educate or Punish) working groups were created to fill gaps related to aligning national databases of information of adolescents in conflict with the law and assisting family and friends of adolescent victims of homicide.

**OUTPUT 3** Improved cross-sectoral coordination and public services, at national and subnational levels, to benefit child witnesses, victims and perpetrators.

**Analytical statement of progress**
Programme priorities and indicators related to prevention and response to extreme forms of violence against children and adolescents were incorporated into the UNICEF Seal and the PCU through a participatory process involving Government counterparts and experts to ensure the necessary political commitment and achievement of sustainable results.

UNICEF Brazil signed a memorandum of understanding with the Public Ministry of Labour to support cross-sectoral coordination and quality of services as a way to end child labour in Brazil. The two agreed that both the PCU and UNICEF Seal are strategies to protect children from violence, prevent child labour and other situations of neglect, abuse, violence and exploitation. It is expected that members of the Public Ministry of Labour will join forces with UNICEF Brazil to strengthen activities at the sub-national level. This partnership is the result of a collaboration between UNICEF’s child protection and private fundraising and partnership (PFP) sections.

UNICEF Brazil also provided technical assistance to improve cross-sectoral coordination of services delivered to adolescents in conflict with the law in two main areas: cooperation between the justice system and social assistance programmes to prevent unnecessary incarceration and facilitate rehabilitation and prevent recidivism, and strengthening links between the MoE and the juvenile justice system, ensuring that adolescents in conflict with the law are attending regular schools and have access to vocational training while serving their sentences (see Output 2.2 - Education for all).

In Ceará State, UNICEF Brazil and partners are developing and testing a multi-sectoral protocol to assist families and friends of adolescent homicide victims. The protocol aims to integrate service delivery from various Government areas (health, labour, social assistance and justice) to address risks and put in place prevention strategies. The process of elaboration and testing of
the protocol is being enriched with the experiences and contributions of specialists and Government counterparts of the 10 cities that adhered to the PCU. At the same time, the experience was used as a reference for the design and implementation of multi-sectoral strategies to prevent homicides of adolescents in those cities, and will also serve as a reference for municipalities participating in the UNICEF Seal.

Due to its contribution to prevention of adolescents' homicides, UNICEF Brazil was invited to participate in the executive committee managing the new version of the Youth Alive Plan, which aims to reduce the high level of violence. The new version of the plan incorporates data from studies conducted by UNICEF Brazil, and will implement initiatives to address some of the challenges facing adolescents in relation to homicide prevention.

OUTCOME 4 By 2021, engaged citizens, including boys, girls and families, millennials, individual donors and private sector partners, are driving public action for the realization of children’s rights.

Analytical statement of progress
Building on the popularity and widespread use of digital and social media, the new CP introduced a specific component focused on achieving and facilitating citizen participation on issues related to child rights. The goal is to deliver UNICEF advocacy messages to as many people as possible and drive action aimed at reducing disparities and the exclusion of children from social services. UNICEF Brazil effectively used external communication, behaviour change communication (C4D) and public advocacy to: pursue its programme goals, strengthen awareness amongst the Brazilian population of challenges related to children’s rights and increase the visibility of UNICEF’s work, reaching millions of people through the organization’s own online and offline communication platforms and through media outlets.

According to a baseline study by the research institute Datafolha, 31 per cent of Brazilians aged 16 and older are willing to become active for children and adolescents, by signing a petition related to their rights, doing volunteer work, sharing an organization’s content or making a financial contribution. The goal is to further strengthen people’s commitment to engage for children by 2021.

During 2017 UNICEF Brazil designed and implemented campaigns and other activities aimed at mobilizing different groups of society for children’s rights. Their engagement contributed to increased public awareness about local and global priorities, such as reducing and preventing violence and the importance of ECD, as reflected in solid engagement with UNICEF activities, online and offline.

The launch of three reports on violence against children contributed to improving public understanding that male adolescents of Afro-descent are most at risk of being murdered. The reports attracted massive media attention and were featured broadly by all relevant outlets, including through high-profile interviews with the Representative and programme specialists.

As part of the global Cause Framework priority on ECD, UNICEF Brazil developed a multi-media campaign (Waiting Matters) to raise awareness about the risks of unnecessary C-sections and to inform pregnant women of the advantages of natural childbirth. Brazil has one of the highest C-section rates in the world: 57 per cent of all births.

World Children’s Day provided an important opportunity to organize Child Takeover activities.
UNICEF Brazil involved children and adolescents at the national and local levels through media and communication platforms, and facilitated direct engagement with the Government and other institutions in large urban centres. The aim was to achieve concrete results for children, including enabling them to contribute to decisions that affect their lives. Eight of the 10 cities participating in the PCU joined, and several cities formally institutionalized an annual ‘child takeover’ to enhance children’s opportunities to participate in the development of their communities.

In Rio de Janeiro, adolescents from poor neighbourhoods discussed the high homicide rates with the Federal State’s Attorney General and state prosecutors. Two adolescents took over a board meeting of the Federation of Industries of São Paulo State to discuss their pressing issues and how to involve the private sector in finding a solution. The Globo network participated in various platforms (including radio and TV) and Mauricio de Sousa, the mastermind of Brazil’s most popular children’s cartoon “Mônica” – a UNICEF Ambassador for 10 years – opened the doors of his production studio to let a group of children develop one episode of the “Mônica” magazine on children’s rights.

Moreover, UNICEF Brazil broadened its collaboration with private sector partners to take advantage of their reach, influence and capacity for innovation to achieve concrete results for children and adolescents. In close coordination with UNICEF Brazil, Facebook Brazil and the private company Caretas designed an online activity aimed at influencing adolescent awareness of and attitudes towards cyberbullying, specifically sexting. The Caretas programme is built around robot-animated dialogues with a fictitious victim, using the Messenger platform. During the pilot phase, 7,353 adolescents joined conversations with the robot and around 1.6 million messages were exchanged, and awareness about the risks of sexting rose from 40 per cent to 90 per cent.

To foster adolescent participation in elections (particularly 16- and 17-year-olds who can vote), UNICEF Brazil held a national meeting on citizen participation, in partnership with the Supreme Electoral Court and the Regional Electoral Court of Rio de Janeiro. Over 100 adolescents from all Brazilian regions and the most vulnerable population groups (including Afro-descendant, indigenous, LGBT, HIV+) presented their demands to the Government and civil society. During the event, UNICEF Brazil and partners launched the #Let’s change it initiative, which includes a national campaign on the importance of voting and a related online platform.

The TIM Institute (of the telecom company TIM Brasil) developed a digital platform that allows municipalities to identify out-of-school children and produce evidence on the causes of their exclusion. This tool is now an integral part of UNICEF Brazil’s active school search strategy, developed in partnership with the national unions of municipal secretariats for education and social protection. The platform provides local governments with the tools to follow up on a case-by-case basis. According to the 2015 National Household Survey, 2.8 million children aged 4–17 are out-of-school. Exclusion affects mostly adolescents, and particularly Afro-descendant children and adolescents living in rural areas.

**OUTPUT 1** Citizen engagement is increased to support the realization of boys’ and girls’ rights.

**Analytical statement of progress**

UNICEF Brazil used external communication, C4D, engagement and public advocacy effectively to pursue its programme goals, to strengthen awareness amongst the Brazilian population of challenges related to children’s rights and to create visibility for UNICEF’s work.
During 2017 UNICEF Brazil engaged with online and offline media and launched a number of campaigns and reports to raise awareness about the challenges faced by children and adolescents in Brazil and produced materials to enhance the visibility of UNICEF’s work.

UNICEF’s media content was covered by at least 83 news programmes on the four main TV networks, potentially reaching 330 million people. Further, UNICEF Brazil potentially reached 69 million people through digital platforms. A total of 2.71 million individual users engaged with UNICEF Brazil social media content by commenting or sharing content or by viewing UNICEF’s video material.

The number of individual UNICEF Brazil online and offline supporters further increased to 1,334,537 by end-2017. These active supporters are registered by name, gender and location.

UNICEF Brazil implemented the global UNICEF ‘Child Takeover’ initiative on World Children’s Day. In eight of the 10 cities participating in its PCU strategy UNICEF organized ‘child takeovers’ involving local governments, public prosecutors’ offices and public defenders and private sector institutions. Children and adolescents, including from poor neighbourhoods in Rio de Janeiro, Fortaleza and other cities discussed pressing issues such as high levels of violence and homicide.

The country’s largest media group (O Globo) joined the activities both on national radio and during the highly popular TV show “Caldeirão de Huck”. Maurício de Sousa, the mastermind of Brazil’s most popular children’s cartoon “Mônica” opened the doors of his production studio, allowing a group of eight children to develop an episode of “Mônica” on children’s rights. In São Paulo, adolescents took over a board meeting of the Federation of Industries of São Paulo State. Supported by the UNICEF Representative, they discussed problems in their communities with managers of big companies, and the potential role of the private sector in strengthening the realization of children’s rights.

UNICEF Brazil launched a public awareness campaign (Waiting Matters) to promote natural and humanized birth in response to Brazil’s very high C-section rates. According to a digital post-campaign survey, 7,000 people changed their opinion about how best to give birth.

In collaboration with Facebook, UNICEF Brazil started an innovative engagement/behaviour change project (Caretas), the first fictional piece developed for a chat platform using BOT technology. More than 7,000 adolescents participated in the pilot. Caretas is a fictitious chat through Facebook Messenger with a robot who pretends to be a teenage girl victimized by sexting. It allows interaction with the pre-defined target audience to influence their attitudes and behaviours. Knowledge and awareness of sexting increased by 128 per cent, rising from 39.7 to 90.5 per cent).

**OUTPUT 2** Increased non-financial contributions from individual donors, private and public sector partners for the realization of boys’ and girls’ rights.

**Analytical statement of progress**

With the beginning of the new CP, UNICEF Brazil broadened its engagement with existing corporate partners by promoting the children’s rights and business agenda as a non-financial contribution to UNICEF’s mandate. It commissioned a baseline study covering these companies to obtain detailed information about their level of knowledge and awareness Children’s Rights and Business Principles (CRBP), as well as their engagement in corporate social responsibility.
The Country Office also joined a regional marketing study to assess awareness and implementation of children’s rights among retailers. This study will generate evidence on preventing child obesity by addressing how supermarkets (retailers) impact food environments, and thus consumer choices and children’s nutrition. The results of both studies are expected to be available in 2018. UNICEF is already negotiating with one company (Petrobras) on how to integrate children’s rights in its management policies and practices. A CRBP proposal was submitted and is under review for implementation starting in 2018.

In April 2017 UNICEF Brazil organized a Global Child Forum in São Paulo, in partnership with the Swedish Royal Family and the NGO Childhood Brazil. Some 350 leaders from the private sector, government, academia and civil society participated, enabling UNICEF Brazil to encourage private sector engagement in core business investments related to ECD at the workplace, in the marketplace and in the community. It also began disseminating CRBP messages to participants in its donation programme for small- and medium-size enterprises, comprising 55 companies as of end-2017. A UNICEF speech delivered at the 2017 International Administration Forum on Children's Rights at the Workplace reached more than 400 participants from business and academic circles. The office also held its annual event with around 50 corporate partners and other business organizations in São Paulo to present the new country programme, encouraging companies to broaden their engagement in coming years.

**OUTPUT 3**
Adolescents mobilized and with increased knowledge and opportunities to participate in public forums of decision-making processes.

**Analytical statement of progress**
Adolescents and youth are not simply beneficiaries of UNICEF’s work. Under programme component 4 (Engaged Citizenry and Participation), they are viewed as major actors for engaging other youth and adolescents and participants in processes led by other social actors.

The 1,902 municipalities (622 in the Amazon region and 1,280 in the semi-arid region) enrolled in the new UNICEF Seal four-year cycle (2017 – 2020) received guidance for the appointment of an adolescent & youth mobilizer – a professional from the municipal public sector responsible for creating and supporting adolescent citizen centres to guarantee that 12-17 years-old boys and girls are engaged in the development of their communities, in line with the goals of the UNICEF Seal.

The appointment of the adolescent & youth mobilizers is an innovation of the current version of the Seal strategy. Municipal governments, local CSOs and UNICEF Brazil collaborated in the preparation of a specific guide and planned training sessions, to be conducted in early 2018.

Ten Brazilian cities enrolled in the 2017-2020 PCU programme, which addresses issues facing adolescents and youth in urban areas. Of the 10, nine cities worked with local CSOs to hold capacity-building sessions focused on girls' empowerment, rapid HIV testing, juvenile justice, sexual and reproductive rights and school exclusion. Adolescents also ‘took control’ of government institutions in eight capital cities on World Children’s Day.

The main bottlenecks affecting adolescent and youth participation and engagement were the lack of and/or quality of channels for participation, as well as a low level of familiarity among rights-holders about how to effectively contribute to public debate on issues that affect fulfilment of their rights.
OUTCOME 5 By 2021, engaged citizens, including boys, girls and families, millennials, individual donors and private sector partners, are driving public action for the realization of children’s rights.

Analytical statement of progress
Despite a difficult economic context, the office continued to expand private sector fundraising generating US$12.7 million; an increase of around 30 per cent compared to 2016. This growth resulted from increased numbers of regular pledge donors, a net increase of 19,000 new donors and seven additional partnerships with private companies.

Regarding UNICEF premises in Brasilia, despite some indications that the building used by UNICEF might have to be returned to the MoH, this did not occur. UNICEF liaised with the Government to maintain the same office space with adequate maintenance and security services.

To improve accessibility, the office installed two new accessible toilets with UNOPS technical support. Other refurbishments, related to electrical and Internet networks, were carried out to improve the work environment and accommodate new staff.

Operations visited two field offices to review space requirements following a substantial reduction of staff. Discussions with local governments to accommodate UNICEF within their premises, to reduce cleaning and maintenance costs, were begun and will continue in 2018.

UNICEF Brazil was able to reduce its greening surcharge by 1 per cent, as part of its efforts to reduce the impact of travel expenses on the environment.

OUTPUT 1 Greening Surcharge

Analytical statement of progress
UNICEF Brazil occupies a building that belongs to the MoH; ministry staff were relocated to other premises, leaving it occupied only by UNICEF. The MoH indicated that as of January 2018 the building would have to be returned, but no follow-up had occurred as of end-2017. Management will continue to negotiate to ensure that UNICEF Brazil can maintain the same space with maintenance and security provided by the Government.

Meanwhile the office’s administration and finance unit led a process of refurbishing the Brasilia office to accommodate the new units and staff foreseen in the new CPMP, as well as building two accessible toilets. Funds were obtained from NY (Greening & Accessibility Fund) to cover these costs. Refurbishment will be completed in January 2018.

Visits to field offices in Salvador (UN House), Fortaleza and São Luis were undertaken to review space requirements, due to reduced staffing structures. Options are also being discussed with local governments to accommodate these offices within their premises in order to reduce cleaning and maintenance costs. All nine offices are MOSS-compliant and at least one UNDSS visit to each location took place in 2017.

UNDSS Brazil conducted facility safety and security surveys at all UNICEF Brazil offices and conducted security awareness training sessions for personnel. Five staff members from Brasilia
attended training on safe and secure approach to field environments in Brasilia (18–20 October, 2017). Eight field office staff attended the same training in Rio de Janeiro (5–7 December 2017). Beyond that, two staff members attended a Warden training (20–21 November 2018) and four attended a pre-hospital care training (11 December 2017).

OUTPUT 2 Greening Surcharge

Analytical statement of progress

Funds raised through PSFR increased from US$9,849,171 to US$12,753,625 between 2016 and 2017, an increase of 29.5 per cent.

Local fundraising was mainly driven by regular individual pledge donors, generating 82.1 per cent of the share from local income. A total of 8,000 one-off donations were mobilized and the number of pledge donors rose from 240,000 to 259,000, representing a predictable and sustainable funding base for 2018 and potential for future regular resources contributions as part of the new private sector partnership plan for 2018-2021. The majority of pledge donors are through alliances with nine electricity companies; new partnerships were established in 2017 with two banks and one telecommunication company.

Despite Brazil’s difficult economic situation, the team managed to expand the number of partnerships with companies. New partnerships were established with Caixa, Amil, Sanofi, Samsung, CELPE BNDES, and Instituto Cyrela. Alliances with 13 companies generated an income of US$2,248,000 representing a 103 per cent increase over 2016.

The 2017 income for individual programmes grew by 23.4 per cent, leading to a strong year-end performance of US$10,469,020. PFP reviewed the implementation strategy, worked together with key stakeholders, office staff, Geneva and the Regional Office, and invested more in telemarketing activities linked to CPTP, which were key in driving growth for 2017. In addition, office funds rose by 8 per cent from investment funds and 19 per cent from reinvestment. This growth, combined with a reinforced team, enabled PFP to achieve this growth.

One highlight of 2017 year-end performance was the doubling income by the corporate team, which raised just over US$2.2 million, after developing several new strategies: i) restructured the team to have a new business and account management team, which helped to keep track of responsibilities and income performance; ii) devised a strong pipeline that delivered strong performance in 2017 and an 8 per cent success rate in negotiating new deals (vs. the global target of 6 per cent); iii) the CRBP function supported the Global Child Forum in São Paulo, helping to raise UNICEF’s the profile in the country’s business sector and facilitate conversations with prospective partners; iv) internal processes and structures were created, defining roles, responsibilities and accountability; v) the first corporate breakfast event was organized to present the new country programme, to help consolidate UNICEF Brazil’s relationship with the private sector.

Lessons learned included: i) work closely with PFP regional and global offices to expedite the disbursement of investment funds; ii) solidify telemarketing channels and focus on CPTP as a means to generate more income; iii) continue to strengthen the corporate pipeline and negotiate even bigger deals with business; iv) continue with both a business and account management team; v) continue to track financial performance on a quarterly basis.
OUTPUT 3 Greening Surcharge

Analytical statement of progress
UNICEF Brazil reviewed standard of procedures related to travel in 2017. The review began in 2016, with the issuance of the new policy and involved most staff members, especially programme assistants, who made major contributions.

Despite a reduction in the total number of TAs issued (735), during 2017 the total spent on air travel reached US$387,172 generating a carbon offset of US$7,743.

UNICEF Brazil reduced the number of trips by 16 per cent, but the greening surcharge reduction reached only 1 per cent, which can be partially explained by the increased cost of air tickets and variation in exchange rates.

OUTCOME 6 The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in the country.

Analytical statement of progress
UNICEF Brazil focused on ensuring that mechanisms were in place to guarantee a smooth transition to the new CP. Three major management results were: efficient and effective governance systems; effective and efficient management of human resources and effective and strategic management of financial resources.

The Country Office strengthened coordination amongst offices and areas, as well as governance mechanisms, and revised the advisory and oversight bodies and committees such as the CMT, contracts review committee, joint consultative committee, learning committee, local staff association and PSB among others.

Considering that UNICEF Brazil is mostly funded through local private sector fundraising, the office reviewed the methodology used for income projections and put in place mechanisms to ensure that the CMT could see the full picture, to facilitate decision-making.

The office closely monitored management indicators, guaranteeing robust implementation, full utilization of expiring grants, timely submission of donor reports, zero level of DCTs outstanding for more than six months and HACT plan implementation, as well as smooth implementation of eZHACT (related to cash transfers to CSOs) and corresponding programme and financial assurance measures.

Transition to the GSSC was completed smoothly through transfer of the payroll to the electronic modality. More than 2,000 payment requests were uploaded to MyCase and processed by the GSSC; more than 400 new vendors were registered during 2017.

Another management priority was implementation of the recruitment plan, tied to the needs of the new CP. UNICEF filled 46 positions but had to put 27 positions on hold, to be filled gradually as funds permit. Staff at abolished posts received special attention, including competency-based interview training and career and individual counselling and outplacement programmes. Additionally, UNICEF Brazil initiated an induction programme to facilitate effective and timely integration of newcomers, and continued to closely monitor performance management. As part of the comprehensive learning plan, UNICEF Brazil also offered group language classes to all...
interested staff.

In close coordination with the local staff association and HR section, UNICEF Brazil developed an action plan to address the main concerns expressed in the Global Staff Survey.

OUTPUT 1 Governance and Systems exist to support the direction of country operations.

Analytical statement of progress
During this first year of new CP implementation, a two-year AMP was developed by CMT members and approved in April. It focuses on three main management results: efficient and effective governance systems and management of human resources, effective and strategic management of financial resources, define how decisions are being made at the various levels of management. Changes were made to advisory and oversight bodies and committees, and reviewed and updated when needed due to staff or other major changes.

Meetings of the senior management team, CMT and programme, communications and operations teams were held, allowing effective monitoring and feedback on planned outputs and results.

The CMT reviewed and approved AWPs and proposed funding allocation to ensure smooth and timely implementation. The CMT also approved the AMP, reflecting the management dimension of the CPMP.

The CMT monitored implementation of the recruitment plan to develop the new office structure foreseen in the CPMP, responding to the needs of the new CP. The CMT closely monitored the financial situation to ensure that new positions were filled in when funds were available. In September, after a careful review of income, the CMT concluded that recruitment for positions funded by other resources had to be placed temporarily on hold, and agreed that the recruitment plan will be implemented in phases, in accordance with available resources. This decision was taken in light of the economic and political context, which forced the office to reforecast its local income projection twice during the year.

OUTPUT 2 Stewardship of Financial Resources creates the conditions to pursue country operations.

Analytical statement of progress

As UNICEF Brazil strongly relies on private sector fundraising income to implement its CP, it is vital that income projections are realistic and closely monitored by the CMT to ensure appropriate decisions and timely adjustments. Faced with overestimates during the first semester of the year, in September the CMT reviewed the methodology for calculating projections and decided to ensure that funding commitments are only made when funding is guaranteed. Agreements under discussion are now reflected in such a way as to allow adjustments without financial implications for the office. Meanwhile, to adjust expenditures to available financial resources, the office placed part of the recruitment plan on hold.
The CMT closely monitored management indicators ensuring high implementation rates, full utilization of expiring grants, timely submission of donor reports and no outstanding DCT advances for over six months. The dissemination of regular reports ensured timely follow up and corrections to ensure that targets are met.

HACT implementation is on track; six programmatic visits, two micro-assessments and three spot-checks were undertaken in 2017. A training session on e-ZHACT was conducted with all programme assistants to ensure smooth roll-out.

Adequate optimization of bank balances and effective interaction and support from the GSSC ensured timely processing of payments. In 2017, a total of 2,081 invoice payments and 447 MDM requests were submitted and processed. The BCMS (electronic payments modality) was fully implemented in the office with the migration of the payroll to this modality in July 2017.

Both internal and external audit recommendations were closed by the end of 2016. Standard operating procedures and workflows were issued to ensure ongoing compliance.

**OUTPUT 3** Human resources have the capacities, skills, morale and motivation to support country operations.

**Analytical statement of progress**

The 2017 priority was to strengthen the office structure in line with the new CPMP. The initial recruitment plan was for 62 new positions; however, due to staff movement throughout the year, this number rose to 77. At the end of 2017, the status of the recruitment plan was: 46 positions filled, recruitment for 18 posts begun but not finalized and 13 posts on hold due to budgetary limitations.

Staff whose posts were abolished received special attention, including competency-based interview training, career and individual counselling and outplacement programmes. Additionally, UNICEF Brazil promoted a workshop on “building resiliency for change” and nominated two additional PSV to participate in the regional training, along with existing PSV. All new staff participated in a comprehensive, standard induction programme to ensure effective, timely integration. The on-boarding process was improved by standardizing and detailing the induction programme, creating a package of documents and information to systematically share with new staff and nominating new ‘buddies’ to help ensure smooth inductions and that newcomers are fully informed and feel part of the team.

UNICEF Brazil collaborates in the Rapid Response Roster and quickly released staff to support other UNICEF offices’ emergency response.

In close collaboration with the local staff association, UNICEF Brazil prepared an action plan to address the main concerns expressed in the global staff survey.

As part of a comprehensive learning plan, UNICEF offered group language classes as well as training on specific areas of expertise and monitored completion of mandatory global training courses.

The shift in culture to ongoing performance management is progressing, with regular support and coaching from HR. A follow-up with staff and supervisors ensured 99 per cent completion of
performance appraisal system requirements by the deadline. HR also supported staff and managers to address poor performance and offered a tailored matrix management webinar with UNICEF’s Division of Human Resources.

UNICEF monitored annual leave to ensure that no staff lost any days and to promote the recommendation that everyone take at least 22 days of leave per year.

OUTCOME 7 Country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children

Analytical statement of progress
UNICEF Brazil experienced a high level of rotation in key positions, including Representative, communication, operations, and PFP posts. Additionally, the new social policy and M&E positions were filled. These changes and the first year of implementation of the new CP posed a challenge to the whole office, compounded by the failure of expected funding to arrive, leading in August to a freeze on recruitment for new positions approved by the PBR.

The Country Office prepared AWPs, which were approved by the CMT. Adjustments were made during the second-semester, given available financial and human resources, to deliver results with quality standards. Close coordination with key government counterparts at all levels was guaranteed. Participation in the main debates held in the Parliament continued. UNICEF Brazil also maintained its presence in the press/media on key issues that affect the fulfilment of children’s rights and its working relationships with CSOs, as well as close collaboration with UN agencies.

Marking the beginning of the new programme cycle, UNICEF Brazil initiated a participatory process involving all sections and field offices to develop a powerful communication and public advocacy strategy to guide its work in these areas in the coming years. The strategy builds on lessons learned from the global UNICEF communication and public advocacy strategy 2014–2017, and incorporates guidance provided by the UNICEF Strategic Plan 2018–2021 and the related PFP impact plan.

In line with the new CP, UNICEF Brazil produced compelling new communications material including press releases, flyers, fact sheets and presentations to illustrate data and evidence related to children and to mobilize support and resources to promote the fulfilment of their rights. Through its website and various social media accounts UNICEF Brazil attracted millions of visitors and followers who shared texts, photos and videos.

UNICEF Brazil Ambassadors and other key partners such as major media outlets, supported outreach and campaigns through videos, public statements and digital platforms. These communication tools and techniques allowed UNICEF Brazil to strengthen public awareness of children’s rights and to create massive visibility for priority topics and the organization’s work, contributing to overall brand awareness, financial contributions and direct engagement for children.

Under supervision by the social policy officer, in 2017 South-South cooperation focussed on discussions with the ABC aimed at increasing the focus on child rights, which includes formal TSSC arrangements with Ethiopia, Jamaica and São Tome & Principe and initial dialogues with
Argentina, Colombia, Mexico and Peru. The ABC invited UNICEF Brazil to share the Brazil/UNICEF TSSC model at the Global SSC Development Expo, held in Turkey and organized by the United Nations Office for South-South Cooperation. The ABC also provided additional funding for South-South cooperation to UNICEF Brazil.

**OUTPUT 1** UNICEF utilizes guidance, tools and resources to effectively design and manage programmes.

**Analytical statement of progress**
The first year of the new Country Programme (CP) required significant efforts in coordination and preparatory work. The new CP has four components: (i) enhanced policies for excluded children, (ii) improved quality of social policies for vulnerable children, (iii) prevention of and response to extreme forms of violence, and (iv) engaged citizenry and participation. It is organized around population groups, not thematic areas, making good internal communication, close coordination and inter-sectoral work essential.

UNICEF Brazil concentrated on: strengthening internal coordination and governance mechanisms in Brasilia and eight field offices; recruiting for new positions in key programme areas; ensuring timely induction of all new staff; preparing bi-annual work plans (2017-2018 AWPs); preparing mid-year qualitative inputs for all programme components, among other areas. These coordination activities guaranteed a smooth transition from the previous CP to the current one.

Available institutional tools, such as InSight reports and monitoring of institutional KPIs was conducted, resulting in the expected level of budget implementation for regular resources, other resources and other emergency resources; zero DCTs were over 6-9 months; 95 per cent donor reports were sent before the deadline, all grants were fully spent before the end of the agreement with the donor. [https://insiight.unicef.org/apps01/officedash/Pages/OfficeDash_Office_View.aspx](https://insiight.unicef.org/apps01/officedash/Pages/OfficeDash_Office_View.aspx)

Regarding preparation for emergencies, Brazil is under the category of low-risk country. In the first trimester, the ten key actions of the early warning/early action were updated.

**OUTPUT 2** UNICEF utilizes guidance, tools and resources for effective communication, advocacy and partnerships on child rights.

**Analytical statement of progress**
In 2017 UNICEF Brazil worked on developing a communication and public advocacy strategy to guide the organization’s work in this area over the coming years. Aiming for full integration of communication and advocacy with programme and fundraising priorities, UNICEF Brazil held a retreat with all sections and field offices to define priorities and the communication techniques and tools to be used achieve the intended programme outcomes and outputs.

Building on the lessons learned from its previous strategy, UNICEF Brazil strengthened its engagement with main media houses to ensure an effective use of traditional and digital media. The approach proved to be highly effective with TV Globo News, the most influential newspaper Folha de São Paulo and the online portal UOL that covered the launches of UNICEF Brazil’s reports broadly. These key media players also agreed to engage further with UNICEF on priority
child rights topics in the years to come, ensuring effective implementation of the communication and public advocacy strategy.

UNICEF Brazil Ambassadors confirmed their role as strong allies, using various communication channels to engage their respective audiences for children’s rights. UNICEF Brazil also collaborated with other key influencers such as Luciano Huck, one of Brazil’s most famous TV presenters, to pursue its advocacy and programme goals.

As an active member of the UN Communication Group, UNICEF Brazil joined the campaign Black Lives, launched by the UN country team to highlight racism and discrimination faced by many people of colour in Brazil. The UN Information Centre proved to be an important partner throughout the year, using its social media channels to create additional visibility for UNICEF campaigns and facilitating video coverage during the child takeover activities on World Children’s Day.

For its campaigns, engagement with partners and media outreach, UNICEF Brazil produced communication material—including infographics, flyers and fact sheets, as well as press releases, statements and presentations—to illustrate the challenges faced by many Brazilian children and to convey key advocacy messages. UNICEF Brazil used its website and social media channels to share global and national information about children. Its stories, photos and videos were shared and commented on strongly by the more than 1.1 million followers of its media platforms. UNICEF Brazil also disseminated its communication products to UNICEF national committees and potential donors in Brazil. The office benefitted from the support of creative agencies such as Ogilvy, McGarry Bowen and Plural Filmes, which produced high-quality pro bono material.

UNICEF began to develop an online platform to support the 1,902 municipalities from the Amazon and semi-arid regions enrolled in the UNCEF Seal, to enable them to share experiences and access key information needed to promote positive changes in the lives of their children. Through this digital tool the municipalities will be able to report on and assess progress toward programme goals. It also will serve as a strategy for disseminating UNICEF’s messages.

**OUTPUT 3** UNICEF utilizes guidance, tools and resources to effectively influence the design, implementation, monitoring, evaluation and dissemination of development policies and programmes that promote, guarantee and impact children’s rights.

**Analytical statement of progress**

While 2017 offered its fair share of challenges for the M&E unit, due to high staff turnover, it also offered many opportunities - as part of the newly created Social Policy and M&E (SPM&E) area, which also includes South-South cooperation and public budgets— to start developing new partnerships capable of producing better evidence on the most excluded children.

In addition to supporting thematic areas (health, education, child protection and adolescent citizenship) and crosscutting areas (communication and PFP), the new CP includes important knowledge management, monitoring, evaluation and advocacy components, in which SPM&E plays a significant role.

Working closely with all areas, the SPM&E unit ensured that the CP results matrix and its indicators at output levels were revised, with more accurate and realistic baselines, targets and data.
The process of developing implementing strategies for the UNICEF Seal and PCU offered an opportunity to explore new ways to encourage municipalities to produce better results for children by planning new M&E mechanisms – such as databases and virtual platforms – that are likely to allow to measure progress more accurately, more frequently and more sustainably.

The direct involvement of the SPM&E section in the planning, design, development, revision and launch of various studies and publications was important to producing new and better knowledge and evidence. Studies such as: the KAP survey on violence and children’s rights, the Interrupted Trajectories Study of adolescent homicides in Fortaleza; the fifth volume of the Index of Adolescent Homicide –along with reports on A Familiar Face, Documenting the Zika Experience, Administrative Data Review of Civil Registration and Vital Statistics (CRVS) for births and marriages and the report on Child Labour Trends– will all be used widely in UNICEF’s advocacy work in the next few years.

SPM&E’s technical support for designing and reviewing terms of references, proposals, contracts, presentations and reports – including the production of new data, maps and graphs – contributed to UNICEF Brazil’s reporting, including the results assessment module and this annual report.

**OUTPUT 4** Increased number of countries engaged with Brazil and UNICEF in South-South cooperation initiatives to improve the situation of children in their country and in Brazil.

**Analytical statement of progress**

UNICEF Brazil remains a highly valued strategic SSC partner of the Brazilian Government, as witnessed by the formal interest of the ABC to expand its TSSC partnership with UNICEF globally and the showcasing of the Brazil/UNICEF TSSC model at the recent Global SSC Development Expo.

UNICEF Brazil is currently supporting formal SSC exchanges with Ethiopia, Jamaica and São Tome & Principe. These three countries correspond to approximately one third of the countries included in the joint work plan for 2017-18. Whereas some TSSC plans have not advanced as planned (due to changes at UNICEF and the Government of Brazil), others have been halted as a result of either governmental changes or changing priorities in the countries at stake.

In Ethiopia, the TSSC on WASH, involving a pilot condominum sewage system in the town of Wukro, is being finalized. The development of a regulatory framework for Ethiopia’s WASH services has also progressed. It includes an assessment of the current situation in Ethiopia, which contributed to initial efforts to design a proposed regulatory system for the country, building on the Brazilian experience. Positive spill-over effects have also been witnessed; a complementary learning experience with Brazil recently commenced, also in the context of Ethiopia’s refugee settlements, to promote a sustainable and Government-led approach to WASH services for such settlements.

Building on technical exchanges between Brazil and São Tome & Principe in 2016, a formal TSSC is currently being developed between the two countries and UNICEF Brazil, to support the country’s social protection and child protection policies and corresponding national plans of action.
The TSSC between Brazil, Jamaica and UNICEF Brazil is advancing toward a formal TSSC arrangement, focused on a strengthened, child-sensitive and child rights-centred justice system in Jamaica. Key partners in both countries have been identified and mobilized, with a mutual commitment to engage in a medium-term TSSC jointly with UNICEF Brazil.

UNICEF encouraged the Government of Brazil to participate in the fifth International Seminar on Social Investment, held in Argentina. This was the first time that Brazil participated in this yearly event, and served as an opportunity for exchange of country experience and a strengthened partnership with the Brazilian Government on the issues of public budgeting and social protection. It also opened opportunities for possible TSSC on these and other social policy issues with several countries, including Argentina, Colombia, Mexico and Peru.

UNICEF Brazil also facilitated, jointly with UNICEF HQ, the participation of Cetic.br in the Global SSC Development Expo to present the Global Kids Online initiative, showcasing a solid programme of international scope with concrete results for children. Cetic.br is a Brazil-based NGO and a strategic UNICEF partner in the area of online child protection. This joint action is expected to serve as a first step towards a further expansion of the Global Kids Online initiative through SSC.

**OUTPUT 5 Operation Support Costs**

**Analytical statement of progress**

In January 2017, after consultation with the Regional Office regarding how to allocate operational costs in the outputs of the new CP, UNICEF Brazil was instructed that non-staff costs should be distributed among the other outputs, since Operations was supposed to facilitate implementation of the programme. Since it was not possible, at that time, to establish how much of operational expenses could be charged to each programme component or activity, and since this logic was not followed during the construction of the CP 2017-2021, after an internal discussion, the Operations section concluded that developing this methodology would take a long time and intensive planning to achieve a result that could be considered consistent. Considering that the definition of reliable numbers would take long and that the office needed to issue POs and cover operational expenses, after consulting with the Head of the Office, UNICEF decided to create Output 800.5 – Operational Support Costs.

During 2017 the administrative and finance unit was able to regularly allocate the funds necessary to cover expenses related to this output, keeping an average of 14.3 per cent between operational costs and total office implementation–15.7 per cent lower than the average for the 2012–2016 CP and 15.5 per cent lower than the target for the current CP.

**Document center**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicídios na Adolescência no Brasil: IHA 2014</td>
<td>2017/001</td>
<td>Research</td>
</tr>
</tbody>
</table>

**Other publications**
<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estratégias para o Enfrentamento da Epidemia de HIV/aids entre Adolescentes e Jovens</td>
</tr>
<tr>
<td>Cenário da Exclusão Escolar no Brasil</td>
</tr>
<tr>
<td>Guidelines for Trilateral South-South Cooperation Initiatives</td>
</tr>
<tr>
<td>Trajetórias interrompidas: homicídios na adolescência em Fortaleza e em seis municípios do Ceará</td>
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<tr>
<td>Homicídios na Adolescência no Brasil – IHA 2014</td>
</tr>
<tr>
<td>Orientações às famílias e aos cuidadores de crianças com alterações no desenvolvimento</td>
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<tr>
<td>Kit Multissensorial: Orientações para utilização no ambiente domiciliar</td>
</tr>
<tr>
<td>Metodologia para multiplicadores: Estimulação de crianças com alterações no desenvolvimento no ambiente domiciliar e escolar – Curso para a qualificação de profissionais de saúde, educação e assistência social</td>
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<tr>
<td>Redes de Inclusão: Garantindo direitos das famílias e das crianças com Síndrome Congênita do Zika vírus e outras deficiências</td>
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**Lessons learned**

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<td>Active School Search for out-of-school children and adolescents</td>
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<tr>
<td>Lesson Learned</td>
<td>Waiting Matters Campaign</td>
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**Programme documents**

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