UNICEF Annual Report 2014

Brazil

Executive Summary

2014 was shaped by two critical events: the 2014 FIFA World Cup, hosted by Brazil for the first time since 1950, and the national elections for President, Congress, state governors and state legislatures. UNICEF seized both opportunities to bring children and adolescents’ rights to the forefront through coordinated programmatic, communication and public advocacy actions.

UNICEF Brazil saw the World Cup as a key moment to raise awareness about and take action to protect children and adolescents from violence. UNICEF Brazil supported coordination among federal, state and municipal levels that strengthened the child protection system, leading to the mobilization of 2,500 professionals involved in preventing violence against children. UNICEF and partners also promoted the application for smartphones "Proteja Brasil" (Protect Brazil) to encourage Brazilians and visitors to report cases of violence. The app was downloaded more than 37,000 times and more than 3,220 calls to child protection institutions were placed through the app. The support of UNICEF’s partner the International Centre for Sport Security made possible the dissemination of the app and of awareness raising messages about child protection.

Brazil held national and state elections in October. In the early months of the campaign, UNICEF detected that issues related to children were not visible. In response, UNICEF deployed an advocacy strategy to position children’s rights in the public arena and on the candidates’ agendas. The "Agenda pela Infância" (Agenda for Children), an advocacy document released by UNICEF containing seven priorities to realize children’s rights, was widely used with and by candidates, voters and the media. More than 100 media stories mentioned the Agenda’s contents.

The UNICEF publication "Children Enter the Playing Arena: Risks and Opportunities for Children and Adolescents in Football" brought to light many risks affecting children in professional sports practice. UNICEF began building capacity of sports coaches and other professionals to be better equipped to ensure safe and inclusive sports. UNICEF also led a coalition of government authorities and key stakeholders to improve legal instruments toward efficient monitoring of professional sports clubs and academies. More than 5,000 professionals of the justice and sports sector were impacted by UNICEF’s advocacy materials.

In the Amazon and Semi-arid region, 1,745 municipalities have signed up to the current edition of UNICEF’s Municipal Seal of Approval, marking their commitment to reducing inequalities affecting children and adolescents. In 2014, 77 per cent of all municipalities enrolled in the Seal held their first Community Forum, which gathered children, adolescents, community leaders, families, teachers and others to develop plans of action that could potentially benefit more than 14,500,000 children and adolescents living in those municipalities. Approximately 7,600 children and adolescents participated in the community fora.

UNICEF Brazil’s engagement as broker and technical partner of Trilateral South-South Cooperation (SSC) contributed to results-based cooperation between Brazil and Algeria,
Armenia, Belize, Colombia, Ecuador, Ethiopia, Ghana, Guatemala, Jamaica, Kazakhstan, Mexico, Peru, Tunisia and Yemen. Seven countries are establishing trilateral SSC agreements with the Government of Brazil and UNICEF.

UNICEF and Globo Network, Brazil’s largest media conglomerate, continued their partnership and trained 60 journalists who produced qualified news stories on education that potentially reached 99 per cent of all Brazilian households. UNICEF also worked with Victor Civita Foundation, the social branch of Abril, the second largest media group in Brazil, to raise awareness about out of school children.

During the year, the UNICEF Brazil Facebook page increased its following from 27,000 to more than 133,000 people. UNICEF’s messages reached almost 60 million people on Facebook and led to 3.2 million engagement actions by those people. On Twitter, UNICEF Brazil now has 240,000 followers. UNICEF’s corporate partner Unilever produced videos about children in the Semi-arid that were viewed online more than 4.5 million times.

In October 2014, Congress revoked the presidential decree that established the National System of Social Participation. This decision postponed the implementation of a democratic tool that would have strengthened important participatory processes involving adolescents.

The lack of funding for programmatic activities, particularly those directed at homicide reduction, HIV/AIDS prevention and early childhood development, meant having to diminish planned activities, including by downsizing collaboration with implementing partners.

Humanitarian Assistance

Humanitarian assistance was not provided in 2014.

Equity Case Study

The UNICEF Municipal Seal of Approval is a social mobilization and capacity strengthening strategy spanning Brazil’s Semi-arid and Amazon regions, covering 19 states that include the poorest parts of the country, where many dimensions of inequity overlap and children are disproportionately vulnerable. The Seal assigns priority to children and adolescents in public policies to guarantee all rights of the estimated 16 million people from 0 to 17 years old in those states, reducing intraregional inequalities and the gap between their social indicators and national averages. It is an equity-focused strategy to support the most deprived regions in Brazil – and the most vulnerable children within these regions – to make progress towards achieving the Millennium Development Goals.

Launched in 1998 in Ceará state, and further expanded to the broader Semi-arid and Amazon regions, the Seal is a certification process that stimulates healthy competition among municipalities and rewards success with visibility for their efforts and achievements to ensure child and adolescent. It focuses on three types of change: change in the lives of children (social impact); change in public policy formulation, decision-making, management, monitoring and evaluation; and change in social participation. A city wins the Seal only if it achieves a minimum predefined score in each of these three areas. For the ongoing 2013-2016 edition, 1,745 municipalities out of a total of 2,307 in the Semi-arid and Amazon regions -- 76 per cent -- are enrolled.

Results to date show that municipalities with a high level of success in implementing the Seal methodology have seen faster improvements in social indicators such as infant mortality, child…
malnutrition, age-grade distortion and school dropout compared to municipalities that don’t participate in the Seal.

The Seal's strategy relies on each municipality mobilizing managers and technical experts to develop and implement public policies designed to ensure the full development and citizenship of children and adolescents. UNICEF provides technical assistance to the municipalities, and contributes to mobilizing social actors to plan, implement and monitor policies and actions to ensure that children's rights are at the core of the public policy agenda.

The methodology builds on several equity-focused principles. It identifies the most vulnerable regions in the country and the most vulnerable children within those regions. The use of disaggregated data is essential for the Seal process. Indicators disaggregated by geographical regions have helped UNICEF determine the focus on the Semi-arid and Amazon municipalities. Within these regions, municipalities are further grouped according to their size, conditions, issues and challenges they face.

Municipalities, in turn, are required to promote participatory community fora at the onset of each edition of the programme. In these fora, civil society and policy-makers jointly examine and discuss the baseline of key social indicators provided by UNICEF to them. Through participatory mapping exercises, they are able to identify where the most vulnerable children are within their municipalities.

The methodology works to overcome bottlenecks and barriers. The community forum provides a starting point for municipal managers and community members to understand the situation of children and adolescents, as well as the barriers and bottlenecks to promote and guarantee their rights. With participatory techniques, they analyse the underlying reasons why access to rights and services can be undermined. The current edition of the Seal has expanded this aspect, including several elements of Monitoring Results for Equity System (MoRES) in the fora’s methodology.

The methodology builds on proven, cost-effective interventions to address key challenges facing children and adolescents in the municipalities. As a result of the community fora, municipalities prepare action plans to address the issues and challenges identified. The plans establish concrete actions to maximize the reach and results of existing public policies and of other methodologies tested and disseminated by UNICEF and partners. Capacity building opportunities to implement these strategic actions and policies are offered throughout the four years of the programme. A final participatory forum at the end of the Seal edition promotes the discussion of progress and results.

The methodology establishes an effective partnership with communities. Social participation is a highly successful element of the Seal methodology, with strategies that include strengthening of community fora and of community mobilization groups, particularly adolescents’ groups and networks. Equal participation of girls and boys and other vulnerable social groups in thematic discussions is key to the process. As communities are empowered to understand their situations, to discuss indicators and to propose actions, the Seal becomes an important form of social participation.

The methodology works to maximize the impact of available resources. At state and federal levels, UNICEF advocates for political commitment to support the Seal. State governments and line ministries actively support the initiative with their own investments for children. UNICEF’s role in brokering partnerships among the various parties has been noted as significant, and as a
key support for implementation of national policies at local level.

An independent evaluation carried out in 2014 confirmed that, several important actions were underlying the faster improvements in social indicators observed among Seal’s participants, including:
- Supporting municipalities to implement decentralized public policies and national programmes;
- Fostering local collaboration among sectors with key roles in the promotion and guarantee of children’s and adolescents’ rights, such as health, education and social assistance;
- Promoting social participation and capacity development of rights-holders and duty-bearers to understand inequalities and vulnerabilities, as well as to claim, protect and guarantee rights for all children and adolescents; and
- Increasing knowledge and promoting better use of social services for children and adolescents.

The Seal, in isolation, cannot be deemed responsible for promoting better quality of life for children and adolescents – that level of impact results from a combination of factors and policies. On the other hand, the programme is recognized as a catalyst, creating a set of conditions for the development and strengthening of local capacities in the long run. These conditions allow municipalities to improve the quality of public policy management, to empower local societies and to promote equitable practices to achieve equality.

Summary Notes and Acronyms

Acronyms
AIDS - Acquired Immunodeficiency Syndrome
BCP - Business Continuity Plan
BOS - Business Operations Strategy
CEDAW - Convention on the Elimination of All Forms of Discrimination against Women
CMT - Country Management Team
CNJ - National Council of Justice
CPD - Country Programme Document
CPMP - Country Programme Management Plan
CRC - Convention on the Rights of the Child
DCT - Direct Cash Transfer
DOC - UNICEF’s Department of Communications
FIFA - International Federation for Football Association (French acronym – “Fédération Internationale de Football Association”)
FSSS - Facility Safety and Security Survey
GBV - Gender-Based Violence
GL - General Ledger
GSSC - Global Support Service Centre
HACT - Harmonised Approach to Cash Transfers
HIV - Human Immunodeficiency Virus
HQ - UNICEF Headquarters
HR - Human Resources
IADB - Inter-American Development Bank
IB - Institutional Budget
ICSS - International Centre for Sport Security
ICT - Information and Communication Technology
IMEP - Integrated Monitoring and Evaluation Plan
JD - Job Description
Capacity Development

Brazil has a strongly decentralized structure, with significant child rights responsibilities devolved to states and municipalities. Under the Municipal Seal of Approval in the Amazon and Semi-arid, and the Urban Centres Platform (PCU), UNICEF and its partners invested in capacity development of municipal teams to improve public services, particularly in health, education and child protection. In the Amazon and Semi-arid, workshops and training sessions strengthened capacities of teams from more than 1,700 municipalities (76 per cent of total in those regions) on results-based planning, providing them data – including baselines of key social indicators – and tools to design evidence-based policies and address violations such as child labour and school exclusion. Municipalities have carried out consultations and work plans to improve their indicators by 2016.

In targeting challenges faced by vulnerable groups, UNICEF engaged with the Special Secretariat of Indigenous Health, through a partnership highly praised by the Ministry of Health, to train 191 health teams working in regions with high indigenous child mortality, potentially benefiting almost 20,000 children under five and more than 1,800 pregnant women. These teams were trained on the assessment, classification and protocol for childhood illnesses. In the city of Fortaleza (Northeast), UNICEF and partners trained 52 health professionals on clinical management of adolescents and youth living with HIV/AIDS, and 40 professionals from youth detention facilities were trained on sexuality, Sexually Transmitted Disease (STDs) and AIDS prevention. These activities contributed to a 55 per cent increase in the level of HIV/STDs testing and an 83 per cent increase in the treatment to adolescents and youths, particularly those most at risk.
UNICEF engaged with national government partners through training sessions on gender equality and disabilities that promoted the focus on equity and child rights within the South-South Cooperation agenda, with support from UNICEF's Regional Office for Latin America and the Caribbean (LACRO), UNICEF Headquarters (HQ) and various UN agencies.

On the occasion of the 2014 FIFA World Cup, a capacity building project in the 12 host cities trained 234 teachers, school managers and technicians of education secretariats on inclusive physical education.

**Evidence Generation, Policy Dialogue and Advocacy**

Based on out-of-school research gleaned from official data, UNICEF and partners prepared an online geo-referenced map of school exclusion in Brazil, indicating numbers, location, sex, age and race of the 3.8 million of out-of-school children and adolescents. More than 1,500 municipal education officials participating in the UNICEF Seal of Approval now have easy access to this personalized data, helping them design tailor-made services for school inclusion.

Findings from focal groups conducted as part of the Out-Of-School Initiative indicated lack of interest as a key factor driving adolescent dropouts from school, thus informing UNICEF’s advocacy efforts with the Ministry of Education. This, along with other actions promoted jointly with UNICEF-supported adolescent networks, led the Ministry to publicly acknowledge UNICEF’s role in fostering adolescent participation in the current process of reforming secondary education. An event organized by the Ministry has been scheduled for 2015, and will include those adolescent networks in discussions about the reform.

Since 2010, UNICEF has worked closely with the Ministry of Health to prioritize indigenous children and improve health services available to them, particularly due to the high child mortality rates affecting this population (three times higher than the national average). As a direct result of UNICEF’s efforts, in 2014 the National Health Council approved the National Policy for Integrated Attention to Children’s Health, including specific strategies targeting indigenous children under nine, due to start in 2015.

UNICEF has ensured the involvement of all nine Amazon state governments in the Municipal Seal's implementation, with formal appointments being made in all states for focal points to support the process. The backing of state governments to municipalities participating in the Seal has been critical to the success of this initiative.

In collaboration with partners, UNICEF Brazil conducted a situation analysis on violence against children and prepared the "Adolescents Homicides Index" 2012 (one Brazilian adolescent is killed every hour). The information served as input for an advocacy strategy against adolescent homicides targeting voters and candidates during the national elections.

**Partnerships**

UNICEF and Pastoral da Criança, the religious organization with the highest number of activists working directly with families with children, reached 1,000,000 families in 3,900 municipalities with information on child violence prevention and to promote the "Proteja Brasil" (Protect Brazil) smartphone application.

Google and UNICEF have agreed to develop the first-ever campaign on the safe use of Internet among adolescents in Brazil. Besides donating funds for training adolescents as campaign mediators and producing some of the campaign communication outputs, Google also committed
to offer its team’s expertise and tools needed to implement the campaign.

Financial support from the International Centre for Sport Security (ICSS) was critical in the implementation of a campaign for children and adolescents protection during the 2014 FIFA World Cup. Through the campaign, UNICEF Brazil contributed to national efforts to improve local coordination and to strengthen the local child protection system in favour of all children, and actively promoted the use of the "Proteja Brasil" app.

As a result of the regional Vamos Jogar initiative, of which UNICEF Brazil is an integral part, an agreement was signed between LACRO and Mercociudades to foster South-South Cooperation around the right to safe and inclusive sports, play and leisure of children and adolescents throughout 261 cities in 10 Latin American countries.

UNICEF collaborated with the government of Pará state (North) to improve the quality of education in that state, which shows some of the worst education indicators in the country. The newly elected government mobilized several partners in this effort, including the Inter-American Development Bank (IADB). UNICEF and the IADB are also collaborating in support of the education policy implemented in the city of Manaus (North).

UNICEF Brazil continued to collaborate closely with civil society organizations, allowing for a closer relationship with Seal municipalities and more direct technical support to them. Financial support from the private sector (including Petrobras, Fundação Telefônica, Unilever, various electric companies in the Semi-arid and the Northeast region) helped make the Seal’s ambitious goals a reality.

**External Communication and Public Advocacy**

In 2014, UNICEF Brazil began developing its Communication and Public Advocacy Strategy 2015-2016, integrating guidance and Key Performance Indicators (KPIs) from UNICEF’s global Department of Communications (DOC) strategy and the Private Fundraising and Partnerships (PFP) Communication Framework.

On occasion of the 2014 FIFA World Cup, UNICEF Brazil launched global campaigns about the rights of every child to safe and inclusive sports (#TeamUNICEF) and to be protected from violence (#ENDViolence) that were amplified by more than 40 Country Offices and National Committees and reached more than 110 million people. The ENDViolence campaign "It's in Your Hands" invited Brazilians and visitors to report cases of violence against children using the smartphone application "Proteja Brasil" (Protect Brazil). As a result, more than 3,220 calls to child protection institutions were placed.

UNICEF deployed an advocacy strategy around the October national elections for President, Congress and state governors. UNICEF released the "Agenda pela Infância" (Agenda for Children), a document with seven priorities to realize children’s rights in Brazil that was widely referred to by candidates, voters and the media. Information from the Agenda was quoted during two nationally televised debates. More than 100 media stories mentioned the Agenda.

During 2014, the UNICEF Brazil Facebook page increased its following from 27,000 to more than 133,000 people. UNICEF’s messages reached almost 60 million people on Facebook and led to 3.2 million engagement actions. On Twitter, UNICEF secured 50,000 new followers. Unilever and UNICEF produced online videos about children in the Semi-arid region whose schools have no running water or sanitation that were viewed more than 4.5 million times.
UNICEF and Globo Network continued their partnership and trained 60 journalists who produced 90 news stories on education. Those stories were featured by Globo’s media outlets including Globo TV, potentially reaching 99 per cent of households.

National Ambassador and Latin Grammy Award-winner Daniela Mercury performed live at the UN Assembly Hall in New York City on November 20, marking the launch of the #Imagine project and the CRC@25 celebrations. Brazilian footballer Neymar Jr. and Ms. Mercury performed in the #Imagine video released on December 31. Neymar Jr. posted about #Imagine on social media, where he has over 80 million followers.

**South-South Cooperation and Triangular Cooperation**

UNICEF Brazil led South-South cooperation (SSC) with Algeria, Armenia, Belize, Colombia, Ecuador, Ethiopia, Ghana, Guatemala, Jamaica, Kazakhstan, Mexico, Peru, Tunisia and Yemen in the areas of social protection, adolescents' health, education, early childhood development, disaster risk reduction, and nutrition.

UNICEF Brazil organized the II International Seminar on Girls’ Empowerment, which opened up dialogues and cooperation among policymakers and adolescent girls of Brazil, Guatemala, Mexico and Ecuador, with participation of 70 girls. UNICEF negotiated a commitment of the Brazilian Government to include the girls’ perspective in the Brazilian Sustainable Development Goals agenda.

New cooperation agreements with State Governments of Rio de Janeiro and São Paulo are due to be signed in early 2015 to foster cooperation between these strategically important Brazilian states and local governments of other countries. A city-to-city agreement between Kingston (Jamaica) and Salvador (Brazil) was signed in 2014.

UNICEF and the Government of Brazil jointly developed guidelines on how to engage in trilateral SSC to ensure that it is structured around results, child rights principles and equity, in line with national plans and cooperation frameworks. UNICEF is also developing an online tool to facilitate exchanges of knowledge among cooperating countries.

UNICEF launched a publication called “Civic Engagement of Adolescents and Youth – A Framework of Reference” that sets out a framework of international and national standards, norms and laws as well as a systematic outline of good practices. UNICEF is also systematizing the experience of the development and implementation of “Proteja Brasil” (Protect Brazil) application to be shared with interested countries.

UNICEF continued to disseminate the Brazilian experience of the National Protocol on Integral Protection of Children and Adolescents in Disasters, which is a national adaptation of UNICEF’s Core Commitments for Children in Emergencies, to incentivize and support countries to develop similar humanitarian policies. As a result, the Government of Panama recently launched a similar national protocol.

**Identification Promotion of Innovation**

In 2014, for the first time, UNICEF used highly-popular instant messaging to invite mayors, municipal officials, adolescents and other stakeholders to community fora in the Amazon, a key activity of the UNICEF Municipal Seal of Approval. This action, together with a higher visibility of the Seal itself, resulted in 461 municipalities (76 per cent of those enrolled) implementing the
fora, mobilizing more than 32,000 people to discuss child-centred public policies. In the previous Seal edition (2009-2012), 298 municipalities organized these fora (out of 555 enrolled, or 53 per cent).

A partnership between UNICEF and Ceará state Early Childhood Network (Northeast) tested a new methodology to protect small children from violence: organizing community networks that bring together government and civil society. A test in one of the two participating municipalities showed that community associations have taken increased accountability in child protection, challenging a common misperception that such responsibility remains solely with the government.

In 2014, UNICEF and partners promoted a digital game development contest. The project invited game design students to create “edutainment” games to strengthen literacy skills for 6-8 year olds. Five games were selected for testing in public schools of a municipality that participates in the Seal, involving 180 children. The test indicated that educational digital games, when applied as complementary tools for education, can positively impact school performance.

UNICEF and mobile operator TIM have agreed to test a smart device interface for RapidPro to actively seek out-of-school children. With innovation funding from HQ, UNICEF will also consolidate and expand a successful, innovative project on literacy at the right age.

Additional innovative experiences included protecting children against violence during the 2014 FIFA World Cup by using the smartphone application "Proteja Brasil" (Protect Brazil). As a result, 3,220 calls to child protection institutions were made through the app, which was downloaded more than 37,000 times as December 31.

UNICEF Brazil worked closely with the Global Innovation Unit to expand innovations at global level.

Support to Integration and cross-sectoral linkages

In Fortaleza and Recife (Northeast), UNICEF facilitated a strategic integration among the institutions responsible for detention facilities for adolescents in conflict with the law and the health secretariats. For the first time, voluntary HIV/AIDS testing was provided to adolescents in detention facilities. These actions have produced a very positive effect beyond HIV prevention itself, as they highlighted the importance of an articulated response in the health, sexual and reproductive rights of a particularly vulnerable group to government partners.

Throughout the implementation of the UNICEF Seal of Approval, UNICEF and partners brought together various stakeholders at the municipal level, including secretariats of education, health and social assistance, to discuss inequalities affecting children and adolescents, plan for ways to address these challenges, and to foster community participation. The key event to mark this participatory process is the community forum, where all stakeholders get together to plan actions to address specific challenges. More than 1,300 such fora took place in 2014 in the Semi-arid and the Amazon regions, mobilizing close to 60,000 people.

Under the Urban Centres Platform and as a result of UNICEF’s advocacy, governments in the cities of Maceio, Sao Luis (Northeast) and Manaus (Amazon) created committees with participants from different secretariats – such as health, education and social assistance – to jointly respond to the needs of children and adolescents in a more comprehensive manner, prioritizing public policies for their most vulnerable territories. In a similar format to the
community fora mentioned above, 19 territorial fora were carried out in six of the eight large urban centres, where more than 2,400 stakeholders worked together toward plans to reduce intra-urban inequalities.

The publication "Children Enter the Playing Arena: Risks and Opportunities for Children and Adolescents in Football" brought to light UNICEF and partners’ research on risks affecting children in professional sports practice. As a result, labour prosecutors and the Brazilian Football Confederation established two working groups to push for a national debate and advocate for more protective and child-oriented legislation. In addition to the prosecutors, the debate involved players, families and football clubs, stakeholders often seen as being on opposite sides.

**Human Rights-Based Approach to Cooperation**

UNICEF Brazil’s approach to programming is grounded on the realization of human rights, particularly those on education, health, protection and participation.

UNICEF’s work under the Municipal Seal of Approval in the Amazon, the Semi-arid and the Urban Centres Platform (PCU) utilised a methodology inspired by the Human Rights-Based Approach to Programming with an equity focus. UNICEF strengthened the capacities of right holders and duty bearers by providing participating municipalities with a baseline of disaggregated data on various sources of rights violations to assist in the process of problem diagnosis and strategic planning. In 2014, this initiative engaged with municipal managers and adolescents from more than 1,700 participating municipalities. In the Semi-arid (the region with the highest level of working children), UNICEF and partners organized trainings on child labour for more than 3,000 participants (including adolescents, social workers and managers). Training included information on child labour as a human rights violation, worst forms of child labour, the domestic legal framework, and implementation of human rights-based strategies against child labour, including initiatives to promote social and behaviours changes.

Also as a result of the Seal and PCU methodology, 13,885 adolescents from the Semi-arid, Amazon and low-income communities in large urban centres are now aware of their rights and are engaged in activities to improve their lives in dialogue with local authorities. In the Semi-arid, 400 centres for adolescent citizenship (mobilizing municipal secretariats of education, social assistance and health) have been established, offering the opportunity for 10,000 adolescents to develop life-skills and to participate in public debates related to their rights.

UNICEF also promoted specific initiatives to strengthen capacities on human rights instruments. UNICEF Brazil translated, printed and distributed an adolescent-friendly version of CEDAW in Portuguese. This material, together with the Beijing Declaration, was used to engage 70 girls participating in UNICEF-supported adolescent networks. Those girls are now elaborating an empowerment action plan to reach more than 700 of their peers from those adolescent groups. UNICEF also organized meetings with members of youth and adolescents networks, which resulted in an agenda for cooperation based on their demands and participation.

**Gender Mainstreaming and Equality**

UNICEF Brazil, with the support of the regional office and HQ, organized two seminars to strengthen the capacity of stakeholders to mainstream gender, disability and the focus on equity within their national and international programmes. UNICEF Brazil commenced the gender review of the programme and the development of UNICEF Brazil's Gender Action plan.
As a key strategy to address early union, adolescent pregnancy and sexual exploitation, UNICEF organized the II International Seminar on Girls’ Empowerment, which promoted dialogues between policymakers and adolescent girls of Brazil, Guatemala, Mexico and Ecuador, resulting in a series of commitments by policymakers of all participating countries, including increased dialogues and sharing of good practices and lessons learned. The seminar also led to a formal commitment by the Brazilian Government to include the girls’ perspective in the Brazilian Post-2015 agenda.

Under the Urban Centres Platform, UNICEF and a non-governmental partner launched a programme to empower girls within the urban communities in Salvador. The programme will work to develop skills, promote access to knowledge and foster citizenship of girls living in vulnerable environments.

To promote a child-friendly, gender sensitive and equitable Brazilian justice system, Childhood Foundation, the National Council of Justice (CNJ) and UNICEF developed an e-learning tool for employees of the Judiciary, addressing diversity issues, including race, ethnicity, gender and sexual orientation. This tool includes videos that address the impact of diversity on child victims of violence, especially those affected by sexual violence, and has been adopted as an integral part of the regular training activities of CNJ.

The Brazilian Government committed to officially translate the UNICEF/UNFPA "Manual on Gender Based Violence" and the LACRO "Gender Based Violence" (GBV) advocacy tool to Portuguese, both of which are to be launched in Brazil in the first quarter of 2015 and will be included in the formal training of the Civil Defence in 5,570 municipalities. GBV will be an integral focus within Brazil’s Humanitarian Cooperation agenda.

Environmental Sustainability

In the Amazon region, UNICEF and partners held a workshop in Belém do Pará to identify climate change threats, priorities and challenges for the region. Inhabitants of the Amazon region are very sensitive to climate conditions, so one of the main concerns is to strengthen stakeholders’ capacities to reduce children’s and adolescents’ vulnerabilities. As a result of the workshop, partners agreed to develop training and awareness raising materials on environmental sustainability and climate change. One of these materials is currently under preparation and shall give guidelines to train Amazon municipalities participating in the UNICEF Municipal Seal of Approval, as they are required to include climate change mitigating measures in their municipal action plans.

UNICEF Brazil signed an agreement with Fundação Amazonas Sustentável, one of the main environmental organizations in the region, to work together to develop educational programs on sustainable livelihoods for people living in the forest, supporting stakeholders to help lower risks and tackle challenges.

UNICEF continued to support community-led initiatives to map social and environmental risks. Since 2013 UNICEF Brazil and partners have implemented the Youth-Led Digital Mapping of social and environmental risks, increasing the capacity of adolescents to use digital tools, explore their territories and identify areas for improvement. In 2014 the initiative was expanded from one municipality (Rio de Janeiro – Southeast) to three (adding Manaus – North, and Maceió – Northeast). In total, 26 students and 14 teachers were trained by the national partner in the two new municipalities. Trainees will act as multipliers and are expected to train other students/teachers in their schools. Once more people are trained, a map of the risks identified in
their areas will be created, and participants will be able to advocate for their rights with relevant government bodies. The Ministry of Education has observed the development of the initiative closely in order to roll it out in other parts of the country.

**Effective Leadership**

A staff retreat/planning meeting was organized in February and, for the first time ever, all personnel from UNICEF Brazil’s nine offices participated, including consultants and individual contractors. A critical outcome of this event was the increased knowledge among the staff on the current Country Programme and areas for inter-sectoral work, including across different zone offices and Brasilia. The retreat paved the way for stronger collaboration during the year.

UNICEF Brazil’s Annual Management Plan was finalized in March 2014. It outlined key improvements in operations and management that emanated from the staff retreat. This information was the basis for the Country Management Team (CMT) oversight during the year.

The CMT met regularly and was supported by weekly Senior Management, Programme and Operations meetings. The CMT is the body that discusses management issues and shares information on new developments, feedback and action points. Minutes of the CMT meetings were circulated to all personnel. Programme and management issues were discussed and reviewed and possible solutions to improve efficiency were discussed and agreed upon.

Programme indicators (budget allocation and new grants, direct cash transfers, donor reports, grants expiring) were monitored on a bi-weekly basis. These indicators were circulated to all areas that needed to take action as well as CMT members and the Regional Office.

A restructuring exercise in Operations to increase efficiencies and to support the creation of the Global Support Service Centre took place in mid-2014 with the participation of all staff involved. A thorough mapping exercise and workflow analysis with all units was carried out. Nine posts were abolished and 5 were established, reflecting the new profiles required in Operations.

All the recommendations from the 2012 external audit were successfully implemented and closed. An internal audit took place in December 2014 and the report will be shared in early 2015.

The Business Continuity Plan (BCP) was put in place at the end of 2014, when a power cut occurred after a heavy rain in Brasilia. During the year, the BCP was also activated on several occasions in the zone offices, once due to security issues and on other occasions due to electricity cuts. On all occasions staff continued to work from home.

**Financial Resources Management**

Monitoring of the status of donor reports and unallocated funds is included in management reports which are disseminated every week, ensured the timely implementation of follow up actions and corrections. UNICEF Brazil maintained a high implementation rate throughout the year. The total utilized amount was US$21,325,743, funded as follows: Institutional Budget (IB) US$2,029,808; Regular Resources (RR) US$1,213,301; Other Resources Regular (ORR) US$18,082,634.

In 2014 regular reviews of General Ledger (GL) account balances contributed to smooth mid-year and year-end closure of accounts. Bank reconciliations were submitted in a timely manner and reconciling items analysed and cleared. Improvements made to ensure quality of
Harmonised Approach to Cash Transfers (HACT) assurance activities were achieved through 17 micro assessments, 13 financial spot checks and several programmatic visits. All 17 Implementing Partners assessed received new and refresher training on HACT elements and principles.

Direct Cash Transfers (DCTs) were closely monitored and well managed. UNICEF Brazil had no DCTs outstanding for more than 9 months and US$24,255 between 6-9 months, representing 2 per cent of the total outstanding DCTs at the end of 2014.

To improve quality and timeliness of transaction processing by the hub in Brasilia, orientation and advice was provided as required to staff members in the nine Zone Offices and SOPs reviewed and adjusted to reflect new regulations and meet changes in the working environment.

A three-week internal audit ended in December and the draft audit report with recommendations and ratings on governance, programme management and operations support areas is to be shared in early 2015.

**Fund-raising and Donor Relations**

UNICEF Brazil increased income from individual donors by 26 per cent, to US$6,519,680. That represents 47 per cent of the total income raised in 2014. The growth is the result of important investments in different channels that generate flexible monthly pledge income. UNICEF Brazil received US$4.5 million Investment Funds to finance these activities.

In 2014, income from Corporate Partners increased by 48 per cent. UNICEF Brazil raised US$4,360,671 thanks to the increased value of its main strategic partnerships and to new agreements: three with electricity companies in the Northeast (Neoenergia Group), plus TIM Institute (the charitable arm of mobile operator TIM) and the International Centre for Sports Security, a Qatar-based institution. UNICEF successfully negotiated access to the customer base of those energy companies.

Overall, the fundraising team realized a growth of 35 per cent (local currency). The percentage of flexible and sustainable funds substantially increased, thanks to increasing pledge individual income. NICEF Brazil registered US$300,404 as Regular Resources and US$73,725 as Regional Thematic Fund contributions.

According to Vision, UNICEF Brazil submitted all donor reports on time in 2014. A system is currently in place to monitor the quality of reports and guarantee their timely submission. UNICEF Brazil implemented 100 per cent of grants before the expiry dates. The South-South Cooperation unit raised US$230,000 thanks to UNICEF Brazil’s collaboration with the Brazilian Cooperation Agency.

UNICEF Brazil will work with LACRO and Geneva to start the joint fundraising assessment due at the end of 2015.

**Evaluation**

UNICEF Brazil improved on preparation and management of the Integrated Monitoring and Evaluation Plan (IMEP), with higher implementation rates compared to previous years. By the end of 2014, 90 per cent of planned activities were on track or completed. Thanks to a tool developed in 2013, information on the status of activities and justifications for delays are more systematically documented and available.
One evaluation planned for 2014 was completed: the independent impact evaluation of the UNICEF Municipal Seal of Approval. The evaluation provided evidence that the Seal is an important strategy to facilitate the implementation of federal policies at municipal level; foster intersectoral collaboration; promote society’s participation in public policy debate; and advance UNICEF’s equity agenda.

The Seal evaluation included a dissemination and response stage, where partners will be informed on results and lessons learned, discuss recommendations and prepare a joint management response. This will be done in the first quarter of 2015, taking advantage of the opportunity represented by the appointment of new public office holders (at national and subnational levels) after the 2014 elections.

Considering that the Seal takes place in more than one-quarter of Brazilian municipalities, this evaluation is an important evidence-based tool demonstrating the impact of UNICEF in Brazil. It will be key for planning the new country programme.

An evaluation commissioned by UNICEF HQ on up-streaming in education is also being used by UNICEF Brazil as a resource to support future programming. The evaluation demonstrated that the work done by UNICEF’s education team is effective in influencing high level public policies.

Efficiency Gains and Cost Savings

UNICEF Brazil was able to save approximately US$62,500 by changing the modality of some administrative services support (including data entry assistants and telemarketing operators in the Resource Mobilizations and Partnerships’ team) from outsourced to individual contractor’s contracts.

A significant number of video and telephone conferencing, Skype and webinars were conducted during 2014, contributing to an estimated cost savings of US$20,000 in travel.

Following the restructuring exercise in Operations to increase efficiencies and to support the creation of the Global Support Service Centre, savings of approximately US$60,000 on staff costs were achieved, as some positions were abolished and the incumbents separated.

Supply Management

In 2014, the total value of procurement was US$6,102,748, representing 29 per cent of the funds utilized. Of that, 90 per cent represents services, from which 82 per cent is related to private sector fundraising (PSFR) activities. Below is the summary of the total value of supplies and services procured.

UNICEF Brazil issued and shared with other UN agencies six long-term agreements (LTA) for translations and legal advisory services. A bidding process for additional LTAs for face-to-face and telemarketing in support of PSFR activities was initiated at the end of 2014 and the process will be finalized in early 2015.

Business Operations Strategy (BOS) developed a delivery platform for common operations, integrating operational support to programme delivery in the areas of Procurement, Travel, ICT and HR. A Joint Operations Facility (JOF) is planned to start in the first quarter of 2015. UNICEF
participated in the entire process, and is now awaiting the cost benefit analysis to decide whether to join this venture.

Procurement Services decreased in 2014 to US$89,160, compared to US$ 2,015,895 in 2013, with anti-retroviral being the core commodity. The decrease is due to the fact that the MoH is changing the anti-retroviral protocol to align with the WHO recommendation.

Security for Staff and Premises

UNICEF Brazil participated in the bimonthly Security Management Team meetings held by the UN Country Team (UNCT) where the current Minimum Operating Security Standards (MOSS) were approved. All relevant information was shared with staff members, including security precautions during the 2014 FIFA World Cup. The Residential Standards (MORSS) were revised by the UNCT and approved in April 2014.

United Nations Department of Safety and Security (UNDSS) Brazil conducted two Security Risk Assessments in 2014 and shared the results among the Security Focal Points, who were kept aware of the latest security conditions in Brazil. Specific Security Risk Assessments were conducted for staff members' missions to high-risk areas, including popular communities in the large urban centres and isolated indigenous areas. UNICEF Brazil also conducted calling tree and fire drill exercises in coordination with UNDSS.

The Human Resources Unit kept track of security training and certifications obtained by all staff and individual contractors. Travel Authorizations were not issued to any staff or individual contractors who did not provide the security training certification.

The office has a security warden system and an evacuation plan in place and these are described in the Standard Operation Plan (POP) and in the Security Plan.

The Regional Office allocated US$6,500 to the Brazil Office for 2014, which was used to cover the Defensive Driver training for three drivers from Zone Offices in Belém (North), Rio de Janeiro (Southeast) and Fortaleza (Northeast) and for part of the implementation of the new fingerprint access control for the Brasilia Office.

UNDSS conducted a Facility Safety and Security Survey (FSSS) of UNICEF Brazil’s premises, including all eight Zone Offices and the International Professionals’ residences. Staff members and individual contractors were instructed to report incidents to the Security Focal Point in the Zone Office or to the main office Security Focal Point. The reports were registered using the Significant Incident Report form template shared by HQ’s Operation Centre (OPSCEN). Copies were shared with OPSCEN and UNDSS.

Human Resources

In 2014, the Human Resources (HR) unit continued to enhance and maintain equity, transparency and consistency in the interpretation, determinations, implementation and administration of HR policy, procedures and guidelines on all HR related matters applicable to staff and non-staff in Brazil.

In the first part of 2014, HR focused on improving the office climate by designing and organizing, together with Programme, the all-staff well-being office retreat in February.

During the second quarter, HR was actively involved in the Programme and Budget Review
(PBR) preparation and provided technical advice to units on the mapping exercise to design the new structure for Operations and better align it with the Global Shared Services Centre (GSSC) implementation requirements. With a very short deadline for the PBR process, the HR unit reviewed and finalized 24 new job descriptions (JD), and submitted them to HQ and LACRO for classification requests, and revised 17 JDs to address errors in the post authority table. HR also provided support and counselling to staff members on abolished posts and provided them with the necessary guidance on entitlements and career transition options.

Throughout the year, the HR team promoted an open channel of communication with staff for counselling (personal and career development) services and advice related to staff relations and conflict resolution. HR worked in collaboration with the Staff Well-Being Committee, the staff association and the Senior Management Team to prevent and limit conflict in the office.

HR launched a data cleansing exercise of staff records in Vision, and finalized the cleaning up of all national staff personnel files to comply with the global instructions for digitalization.

In the area of recruitment, the HR unit continued to support managers and provided high quality, timely selection processes within the established key performance indicators. HR handled the continuous non-staff recruitment for an overall workforce of approximately 60 contractors (new and extended). The quality of Terms of Reference improved and Standard Operating Procedures were followed by requesting units.

The Learning and Development Plan was implemented and several training activities were offered. Challenges relating to full compliance and linking of Performance Assessments to staff's development needs will be addressed in 2015. Several coaching sessions were provided to staff and staff were encouraged to have regular feedback discussions with their supervisors.

During the year, HR was involved in several external activities and projects, such as the Business Operation Strategies inter-agency project to provide common shared services in Brasilia, the UN Green Group, and the Local Salary Survey Committee comprehensive salary survey. HR also participated in the Reference Group for LACRO to assist in the development of the Regional Budget Guidelines for the July 2014 PBR.

**Effective Use of Information and Communication Technology**

Lotus Notes was phased out in March 2014, which made it possible to decrease significantly the number of ICT service calls related to email.

UNICEF Brazil changed Internet service providers for faster and more reliable dedicated fibre optics links, which, combined with the implementation of Office 365, Outlook and Lync, improved dramatically users’ ability to communicate. Mobile devices such as iPhones and iPads were utilized and have also increased communications’ efficiency. The use of Lync for audio and video conferences enhanced the quality of meetings between Brasilia and Zone Offices.

UNICEF Brazil negotiated with LACRO and HQ the implementation of the Light Office modality beginning in early 2015. Users from the Zone Offices will use the applications on the cloud for email, calendar, instant messaging, and multi-party audio and video conferencing. Servers will no longer exist in the Zone Offices after the Light Office implementation, which will streamline ICT operational services and reduce the ICT footprint.

UNICEF Brazil negotiated a partnership with TIM Institute, the charitable arm of mobile operator
TIM, to test an innovative approach to actively seek out-of-school children and adolescents. TIM and UNICEF are jointly developing an application for mobile devices. The country has more than 276 million mobile phones in circulation. The ICT team also supported the utilization of the smartphone application "Proteja Brasil" (Protect Brazil) as part of UNICEF’s campaign to protect children against violence in the context of the 2014 FIFA World Cup.

In 2014 UNICEF Brazil expanded its presence on social media, with a significant increase in the number of followers, supporters and people engaged in UNICEF’s work.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1** By 2016 infant mortality, maternal mortality, chronic malnutrition and early pregnancy is reduced in Brazil, especially in the Amazon and Semiarid regions and among indigenous and afro-Brazilians; and a comprehensive National Policy for Early Childhood created and implemented in Brazil and other countries.

**Analytical Statement of Progress:**
UNICEF advocacy work with the Federal Government resulted in the prioritization of indigenous children in the National Policy for Integral Attention to Children’s Health (PNAISC), approved by the National Health Council in November 2014. The policy aims to ensure the full development of children, from pregnancy up to the time when they are 9 year old. The preparation mobilized all government levels, civil society, universities, Ministries of Education, Social Development and Fight against Hunger, and the Secretariat of Human Rights.

The UNICEF Seal Municipal of Approval incorporated the preparation of a Municipal Plan of Early Childhood (MPEC) among its requirements for certification. The preparation requires strong cross-sectoral work. In 2014, 870 municipalities in the Semiarid region were trained to develop their MPEC. In the Legal Amazon region, 76 per cent of the municipalities participating in the Seal committed to promoting their Municipal Plans. Fortaleza, the capital of Ceara State (Northeast), and Rio de Janeiro have started to implement their respective plans. Other capitals such as Recife and the Federal District have approved their Plans.

In 2014, 366 municipalities in the Legal Amazon, Semiarid regions, including in five large urban centres, included early childhood in their local agendas by carrying out Baby Weeks. Out of those municipalities, 330 (where 2,103,026 children from 0 to 4 years-old live) are registered on the strategy’s website. Baby Weeks were legally formalized in 80 per cent of the participating municipalities in the Amazon and in the states of Alagoas, Pernambuco and Paraiba (Northeast), ensuring the sustainability of actions in favour of early childhood. In the states of Ceara, Rio Grande do Norte and Piaui (Northeast), 146 per cent more Baby Weeks were organized than in 2013.

In 2014, presidential candidates publicly committed to working toward the achievement of child rights spelled out in an "Agenda for Childhood" proposed by UNICEF as part of the advocacy campaign carried out in the context of the electoral campaign. The Agenda was also widely disseminated in mainstream media. Eradicating preventable deaths of children under one, reducing indigenous child mortality and unnecessary C-sections are among the seven priority commitments of the “Agenda”.
OUTPUT 1 By 2016, 50 per cent of Semiarid and Amazon municipalities enrolled in the UNICEF Seal and large urban centres enrolled in the Urban Centre Platform have access to gender sensitive international standard tools or methodologies, culturally adapted to improve vulnerable families’ competencies to care for children 0 to 6 years.

Analytical Statement of Progress:
In coordination with partners, UNICEF continued to support the development and use of materials to reinforce the capacities of Brazilian families to care for young children. The Almanac of the Brazilian Family was updated and is available for advocacy with partners. The Strengthened Brazilian Families Kit is being used by 3,600 community health agents of the state of Goias (Middle-West) and in the city of Vitoria, Espirito Santo State (Southeast). A municipal programme on early childhood development in Salvador (Northeast) adopted the kit for training 150 facilitators who will coordinate meetings with the families targeted by the programme.

In 2014, to ensure the right to survival and development of children and pregnant women in facing the critical social indicators in the Amazon region as well as in the metropolitan areas, UNICEF disclosed, advised and strengthened monitoring mechanisms through the Guide on the Rights of Pregnant Women and Baby among the municipalities of UNICEF Seal Municipal of Approval and also in Belem, Para state (North). In this city, all unities of the Family Health Strategy and of the Reference Centres of Welfare employ the guide in the work with families who are in the most vulnerable situations.

A group of adolescent mothers in facilities for adolescents deprived of their liberty and “social mothers” from Ceara state (Northeast) were trained to use the Guide and 100 per cent of them found it very useful. (The “social mothers” are women from the community who have been trained to support pregnant women during the last month of pregnancy and the first month after delivery.) The Ceara Health Department team used the Guide during the activities of the Stork Network National Program.

OUTPUT 2 By 2016, Federal, State and Municipal government and social actors of 50 per cent of the municipalities of the States in the Semiarid and Amazon Regions, and large urban centres enrolled in the Urban Centre Platform, are using methodologies and tools to promote early childhood policies and are implementing an Integrated Policy for ECD prioritizing actions aimed at accelerating the reduction of maternal and neonatal mortality and early pregnancy.

Analytical Statement of Progress:
The Baby Week is a component of social mobilization of UNICEF Municipal Seal of Approval and is employed as a strategy to prioritize early childhood in each participating municipality. In November 2014, UNICEF, in partnership with Para State Government (North), promoted the II International Exhibition of Baby Weeks, held in Belem, capital of Para. A total of 608 people from 128 municipalities in 18 states participated in the event. The Deputy-Minister of Health publicly expressed support to UNICEF, recognizing the strategy’s potential in the promotion of early childhood rights.

In Semiarid, 870 municipalities were trained to develop the Municipal Plan of Early Childhood, representing almost 77 per cent of the total enrolled in the UNICEF Seal of Approval.
In 2014, in partnership with the Ceará State Early Childhood Network, a new methodology was created and was tested in two municipalities as an initiative to protect small children from all kinds of violence at the community level. The methodology aims to organize an Early Childhood Protection Community Network in vulnerable areas bringing together government and civil society. A test in one of the two participating municipalities already points to the increased accountability that community associations have taken in ensuring child protection, challenging a common misperception that such responsibility remains solely with the government.

UNICEF, in close collaboration with the Federal University of Ceará (Northeast) and the NGO FICSARE, supported a survey on the rights of pregnant women and babies. According to the research, 60 per cent of the women that participated in this survey stated that they had undergone a rapid test for HIV; less than 50 per cent% were clear about the steps of childbirth and about the importance of going to postpartum visits; and almost half of them had had a C-section. In 2015, the survey’s findings will be used as a baseline for the “Stork Network Program”, one of the pillars of the national ECD national policy, in Ceará.

**OUTPUT 3** By 2016, the National Indigenous Policy is strengthened, with specific tools and gender sensitive methodologies to work with indigenous ECD.

**Analytical Statement of Progress:**

In targeting challenges faced by indigenous groups still living with high child mortality and morbidity rates, UNICEF engaged with the Special Secretariat of Indigenous Health, through a partnership highly praised by the MoH, to train 191 health teams working in areas of indigenous child mortality, home to 19,343 children under 5 and 1,832 pregnant women from 79 ethnic groups. The work focused on the six areas of greatest vulnerability in the Amazon. Health professionals were trained on the assessment, classification and protocol for treatment of childhood illness and on the national food and nutrition surveillance system, with involvement of municipal officials.

In 2014, UNICEF established partnerships with indigenous organizations, institutes, universities and the Brazilian Army for the promotion of the First Indigenous Baby Week of the Alto Rio Negro (North).

Indigenous leaders from 16 municipalities in Bahia state (Northeast) will support trainings in breastfeeding and child nutrition. In 2015, the trainings will be implemented in partnership with managers and professionals responsible for indigenous health and with the government of Bahia State, initially in two municipalities with the highest prevalence of early weaning and child malnutrition.

**OUTCOME 2** By 2016, each and every child aged 4 to 17 exercising their constitutional right to basic education; municipalities and state public schools network achieved or surpassed quality official index (IDEB 2015) goals; teachers and municipal education and school managers have their capacities developed for quality education; basic education drop out and retention rates of most disadvantaged boys and girls decrease in the Amazon, Semiarid and in the 174 municipalities with more than 150 thousand inhabitants, especially among indigenous, quilombola, riparian, afro-Brazilians children and adolescents, those with disabilities, and also the most vulnerable to emergencies and disaster risks.
Analytical Statement of Progress:
UNICEF continued supporting the implementation of policies aimed at the fulfilment of the constitutional right to quality education for each Brazilian girl and boy aged 4 to 17, in line with the new National Plan of Education.

The findings on the Out-of-School Children Initiative continued to guide UNICEF’s work. The publication "Enfrentamento da Exclusão Escolar no Brasil" (Facing School Exclusion in Brazil) and the web documentary www.foradaescolanaopode.org.br on school exclusion, launched in May 2014, contributed to the mobilization and dissemination of up-to-date data and analysis on out-of-school children. It also made it possible for partners as well as municipalities to have access to specific information on the quantity and profile of out-of-school children and adolescents in each of Brazil’s 5,565 municipalities, helping them in policy design to reach those most in need.

The National Plan of Education (PNE) approved in June 2014 presented different strategies to address the issue of active search to identify children and adolescents who are out of school. UNICEF, through its partnership with the National Campaign for the Rights of Education, provided critical institutional support to these strategies and continued to do so as they are embedded into PNE national law.

The “Fora da Escola Não Pode!” (Out of School Just Won’t Do) campaign continued to be a key communication component of this programme and UNICEF Brazil relied on several partners to ensure the dissemination of information and awareness building on school exclusion. The National Union of Municipal Education Councils (UNCME) organized the "Educational Cirandas Week" to discuss the issue of school exclusion in municipal education plans. The National Union of Municipalities of Education (UNDIME) continued to include out-of-school children issues as a main challenge to be faced by 5,565 municipalities in the country.

UNICEF and partners launched the "De Olho nos Planos" (Keeping an Eye on the Plans) initiative, supporting a national mobilization for social participatory processes on the construction and review of municipal education plans, highlighting the challenge of overcoming inequalities and the issue of school exclusion. A total of 318 municipalities decided to adhere to the initiative and received support from UNICEF and partners in undertaking their participatory processes of planning. As part of this initiative, 5,700 people, including professionals and educators, were trained on the preparation of plans.

Impressive results continued to be achieved under Globo Educação Initiative related to communication strategies for development focused on the right to education. The Initiative organized three workshops with journalists on children’s rights related themes. More than 60 news professional attended these events, including editors, reporters and producers of the main news TV shows, print and online media. Those media professionals produced 90 qualified news pieces on education issues in Brazil. The partnership also resulted in a second seminar on the “Myths and Facts” of education with specialists on education. It was broadcast nationwide by cable channels Globo News and Canal Futura as a special show. Globo Network is one of the most important media group worldwide and the largest in Brazil.

OUTPUT 1 By December 2016, 80 per cent of municipalities from Semi-Arid, Amazon and of those with more than 150 thousand inhabitants strengthened capacities has increased to identify and locate girls and boys aged 4 to 17 who are out of school or in risk of dropping out, and to implement equity focused programmes to ensure the universalization of the right to quality education.
Analytical Statement of Progress:
Out-of-School Children Initiative Brazil’s report continued to be the Center piece of UNICEF’s strategies to universalize quality education.

In the area of capacity development:

- More than 1,000 organizations developed activities on “Fora da Escola Não Pode!” (Out of School just won’t do!) Initiative, including the National Union of Municipal Education Councils (UNCME), which engaged with the Municipal Education Counsellors to discuss the issue of school exclusion in their municipal education plans.
- The issue of school exclusion was debated in 51 state seminars carried out by the National Union of Municipal Education managers (UNDIME), reaching a total of 8,200 educators, officials and education municipal authorities, encouraging municipalities to develop search activities and strategies to face school exclusion challenges.
- In partnership with Sports for Development programme, a capacity building project in the 12 host cities of the 2014 Football World Cup trained 234 teachers, school managers and officials of education secretariats on inclusive physical education.

In the area of social mobilization:

- The OOSC Working Group contributed to the dissemination of the results of the third publication based on the OOSC initiative, sharing successful experiences and best practices addressing school exclusion.
- In order to raise awareness of social actors and civil society on the right of each child to learn, a webportal was launched at an event in which more than 1,200 municipal education secretariats participated. The webportal shows the number of children in school and out of school in each of the 5,565 Brazilian municipalities, specifying the social profile of those excluded (sex, race/ethnicity, family income etc.) and the most vulnerable age group. This information provided relevant data to policy makers in designing initiatives that tackle the problem.

In the area of communication:

- The Globo Educação initiative deployed three television campaigns on return to school (broadcast during the enrolment period), the importance of reading, and return to school (broadcast during the mid-year break). This initiative continued to raise awareness of the general public on the right to quality education.

UNICEF continued to disseminate the results of the OOSCI study to various audiences to ensure a multi-sectoral approach to out-of-school children, including by dialoguing with councils of municipal health, education and social development secretariats.

OUTPUT 2 By December 2016, 90 per cent of municipalities from Semi-arid, Amazon and those with more than 150 thousand inhabitants have strengthened capacities to guarantee Quality Basic Education to all children and adolescents, particularly the most marginalized, reducing inequalities, decreasing drop out and retention rates and increasing enrolment and attendance, literacy, learning achievements and conclusion rate.
Analytical Statement of Progress:
UNICEF has concentrated efforts on promoting high quality standards as a means to achieve universalization of attendance and sustainable learning results.

Under the “De Olho nos Planos” (Keeping an Eye on the Plans) Initiative, UNICEF encouraged the use of Quality Education Indicators Collection as an instrument to support municipal secretaries of education and social actors in the participative preparation and revision of municipal plans of education, stimulating self-assessment by educational institutions as a way to enhance educational policies regarding the quality of child education, elementary/lower middle school and racial relations.

More than 1,600 people participated in face-to-face and virtual events on the concept of comprehensive education, through the Itau UNICEF Award.

A video on the implementation of the National Curriculum Guidelines for Children’s Education was finalized and will be distributed to all municipalities taking part in a federal programme that provides funding for building childcare centres.
UNICEF continued to use communication for development strategies focused on the right to education, through the “Globo Educação” initiative, aiming to make the right of education a priority theme for journalism and entertainment TV shows and potentially reaching and building awareness of millions of viewers on education related issues.

UNICEF also participated in the “Observatório do PNE” (National Education Plan), an on-line platform established to monitor the indicators linked to each of the 20 PNE goals and to their respective strategies, and to provide analyses on the existing public policies for education, along with the policies that will be implemented during the duration of the Plan. UNICEF is responsible for monitoring the goals related to basic education from a perspective of reducing the existing inequalities.

OUTPUT 5 Support the development of ethnic and racial equity educational initiatives in SAB and AMZ municipalities and Large Urban Centers

Analytical Statement of Progress:
In the Amazon region, UNICEF and its partners acted to ensure inclusion, permanence and quality of education for all children and adolescents. Indigenous children and adolescents, afro descendants, riparian communities and those living in the poorest neighbourhoods of big cities face challenges in fulfilling their right to learn.

During 2014, UNICEF advocated for the right to education for children and adolescents in the Amazon region. UNICEF led high-level meetings with representatives of the nine Amazon States and the municipal authorities of education, to define joint strategies under the “out of school” initiative.

Efforts also focused on advocacy and influencing municipal educational plans, through direct participation in municipal trainings and through the UNICEF Seal of Approval framework.

UNICEF also mobilized all its partners in the region to generate knowledge about the challenges facing children and adolescents to exercise their right to education, and to identify alternatives that help address this reality.
OUTCOME 3 Cases of AIDS are decreased among children and adolescents, especially girls in the Semi-arid, Amazon States and Urban Centers Platforms and SSC in LSS countries supported.

Analytical Statement of Progress:

In 2014, the Brazilian Ministry of Health started implementing new strategies on Treatment as Prevention (TASP), test and treat, and B+ protocol, especially among key at risk populations. The test and treat strategy increased by 69 per cent the number people in treatment in 2014 compared to 2013. As of the end of 2014 there were 400,000 people under ARV treatment.

However, efforts made in 2014 to tackle the AIDS epidemic in Brazil were not enough to reverse the increase of the last nine years. According to the UNAIDS GAP Report 2014, during 2005 - 2013, the number of new cases of HIV infection in Brazil increased by 11 per cent (compared to a 13 percent decrease globally) and one-third of new infections were among young people aged 15 to 24. The HIV/AIDS Brazilian Epidemiological Bulletin (MoH 2014) reported that, from 2004 to 2013, new cases among adolescent boys aged 15 to 19 increased 120 per cent and 76 per cent among those aged 20 to 24.

In terms of mother-to-child transmission (MTCT) of HIV, new cases in Brazil were reduced by 35.7 per cent. However, in the North and Northeast regions, priority areas for UNICEF Brazil’s programme, new cases increased 9.1 per cent and 13 per cent, respectively.

The main initiative specifically targeting HIV/AIDS prevention, care and treatment among adolescents and young people was the Youth Aware project, carried out in Fortaleza (Northeast), with support from MAC Foundation. More than 6,500 tests were performed among adolescents and young people since the beginning of the project, representing a 55 per cent increase of HIV testing. As of the end of 2014, 86 per cent of adolescents testing positive remained in treatment.

The Youth Aware project also engaged with 126 adolescents and youth in pre and post-testing counselling, STD/AIDS prevention, and mobilizing peers. This was paramount to ensure the qualified participation of those adolescents and youth involved in the project actions. Fifty two health professionals were trained on clinical management of adolescents and youth living with HIV and AIDS, and 40 professionals from detention facilities for adolescents in conflict with the law were trained on sexuality, STD and AIDS prevention. The trainings improved the quality of HIV/STDs prevention, testing and treatment of adolescents and youth population. The Municipal Health Secretariat of Fortaleza adopted the strategies presented by UNICEF through this project as public policy. Some of these best practices and lessons learned from Fortaleza will be transferred to Porto Alegre (South), where the HIV/Aids rate is higher than national average and the epidemic in that state is spread among the general population.

In 2014, UNICEF supported the development of Qualification Plans for Lines of Care to prevent MTCT in nine states in the Amazon; plans in Pará and Amapá states were already finalized. UNICEF also supported the elaboration of state PMTCT plans in Rio Grande do Norte (Northeast). Health managers from 610 municipalities enrolled in UNICEF Seal in the Amazon were advised about the strategies under the PMTCT guideline (which UNICEF developed in partnership with MoH in 2013) and 76 per cent of those municipalities committed to ensuring HIV tests in prenatal women, as well to implementing actions of HIV and syphilis prevention through adolescents’ mobilization in schools.
OUTPUT 1 By 2016, 100 per cent of Semiarid and Amazon States; and 70% of municipalities enrolled in the UNICEF Seal have technical knowledge on the National Strategy to Prevent MTCT of HIV/AIDS and Syphilis and are implementing it at the State and municipal levels to reduce MTCT of HIV/AIDS and Syphilis and to offer quality health services.

Analytical Statement of Progress:

In 2014, UNICEF supported the development of Qualification Plans for Lines of Care to prevent MTCT in nine states in the Amazon; plans in Pará and Amapá states were already finalized. UNICEF also supported the elaboration of state PMTCT plans in Rio Grande do Norte (Northeast). Health managers from 610 municipalities enrolled in UNICEF Seal in the Amazon were advised about the strategies under the PMTCT guideline (which UNICEF developed in partnership with MoH in 2013) and 76 per cent of those municipalities committed to ensuring HIV tests in prenatal women, as well to implementing actions of HIV and syphilis prevention through adolescents’ mobilization in schools.

UNICEF promoted the institutional strengthening of the STD/AIDS State Coordination of nine states from Amazon region by the implementation of the Monitoring Results for Equity System (MoRES). They now use MoRES in their planning process of HIV and syphilis PMTCT.

OUTPUT 2 Seminars on STD/HIV/AIDS and Afro-descendants population provided forum to afro-descendants and indigenous adolescent girls to discuss HIV/AIDS prevention methodologies to and with them.

Analytical Statement of Progress:

The Youth Aware project in Fortaleza (Northeast) presented a new approach to deal with the specific demands of adolescents and youth in terms of HIV/AIDS prevention, testing, care and treatment. The project deployed an attractive, adolescent-friendly mobile health unit, with full participation of youth representatives. The strategies implemented under the project resulted in a 55 per cent increase of HIV testing, and 86 per cent of adolescents who tested positive remained in treatment. The project is reaching populations that would not voluntarily access health services. In view of the challenges in Porto Alegre (South), where there are 96.2 cases per 100,000 inhabitants (almost five times the national rate 20.5 per 100,000), the project will be implemented there in 2015, drawing on lessons learned and good practices from Fortaleza.

UNICEF Brazil supported the Regional Meetings of the National Network of Adolescents and Young People Living with HIV/AIDS (RNAJVHA) in four regions: south, southeast, north and northeast. The restructuring plans and the publication about the RNAJVHA history (both developed by UNICEF), were presented. The restructuring plans were implemented nationally. UNICEF also supported the creation of RNAJVHA in Fortaleza and in Porto Alegre, representing an important milestone in empowering adolescents and young testing positive, both girls and boys. In both cities girls were elected to coordinate the network.

UNICEF supported the VII South-South Ties (LSS) Meeting in Cochabamba, and the II Seminar on HIV and STD prevention and treatment for adolescents and youth through South-South Cooperation in Bolivia. Government and youth representatives from seven countries and UN agencies participated in both meetings. As a result, the “Letter of Cochabamba” written by youth representatives was used in the development of the first objective of the LSS Work Plan 2014-2015. The STD/AIDS themes among youth are spelled out in official government commitments of the initiative’s seven member countries (Bolivia, Brazil, Nicaragua, Paraguay, Cape Verde, Sao Tome and Principe, and Guinea Bissau).
OUTPUT 3 By 2016, Brazil has uninterrupted access to ARVs and other supplies procured under special agreements with UNICEF, and is able to supply 100 per cent of requests made by LSS countries.

Analytical Statement of Progress:
In 2014, UNICEF supported the acquisition and shipment of 43,500 bottles of Nevirapine 10mg/ml Oral Solution, and 20,726 more are scheduled to be shipped in 2015. This medication is critical to avoid approximately 1,000 new infections of HIV in newborns annually, and to support the reduction of mother to child transmission rates. The Brazilian ARV donation is a critical component in the South-South cooperation, as those medicines represent 100 per cent of the first line of treatment in partner countries. UNICEF’s role in this process ensured the documentation related to customs clearance and shipment.

The shipment of Efavirenz, Zidovudine and Lamivudine was supported for São Tomé and Príncipe, representing 100 per cent of first line treatment for people living with HIV in that country. The shipment of Efavirenz and Lamivudine Oral Solution was supported for Paraguay for Prevention of Mother to Child Transmission. All demands received from MoH and the LSS countries were met.

OUTCOME 4 National Child Rights Guarantee Systems (SGD) is strengthened at national and local levels to ensure equitable realization of children's rights, including those living with disabilities, taking into account gender, race and ethnicity dimensions, with a focus on the Semiarid, Amazon and the prioritized urban centres.

Analytical Statement of Progress:
In 2014, UNICEF Brazil’s main strategies on child protection (CP) included advocacy, convening and engagement of partners to strengthen the Rights Guarantee System, which led to the following results: Reporting channels on violence against children (VAC) were strengthened in preparation for the FIFA 2014 World Cup. Religious leaders were engaged on violence prevention initiatives, including locating children without birth registration. Evidence-based policies on homicide reduction were implemented. Political parties and candidates committed to adopting preventative and assistance measures on violence reduction, particularly against adolescents’ homicides.

During the FIFA World Cup, UNICEF and partners explored the potential of a digital media campaign to strengthen the government’s hotline, and opened a new channel to engage tourists and Brazilian citizens into reporting VAC cases, via an app meant to activate the child protection system whenever needed. The app monitoring system registered 3,713 calls to the hotline and 1,722 VAC calls (complaints) to different CP institutions. Hotline operators received 15,754 calls, representing a 17 per cent increase over the previous year. The number of downloads (34,925) and cases effectively reported via the app and hotline proved the efficiency of this innovative tool to increase the awareness of the general population on CP information, messages and reporting channels. The app is now considered one of the government’s official channels to report VAC. UNICEF advocacy efforts contributed to a 30 per cent increase in the governmental hotline operational capacity, including human resources and structure.

Under a broader partnership with a range of religious groups (Movement for Peace and Protection framework), UNICEF and the Catholic institution Pastoral da Criança used an informative leaflet with messages on violence prevention as part of an awareness raising interpersonal dialog at homes and churches, targeting families with children. The initiative
In order to strengthen evidence-based programming and related advocacy strategies, UNICEF collaborated with partners to compile a VAC SITAN and to publish the 2012 Adolescents Homicides Index, with Observatory of Favelas and the Secretariat for Human Rights. Information gathered formed the basis for an advocacy strategy on reducing adolescent homicides (one adolescent is killed hourly), targeting voters and candidates during national elections. Specific strategies to prevent VAC and to ensure children rights were included in the President’s re-election campaign platform.

OUTPUT 1 By 2015, the Rights Guarantee System in areas where UNICEF has a presence (cities of the urban platform and municipalities enrolled in UNICEF Seal in the Semi-arid and Amazon) implements specific and integrated methodologies to prevent violence and to improved attention to children and families who have their rights violated, including in the context of emergencies, great infrastructure works and sports events.

Analytical Statement of Progress:
Child Protection (CP) efforts during the 2014 FIFA World Cup engaged 2,500 professionals of different sectors. The initiative contributed to an improved coordination of between federal, state and municipal government levels, private sector and civil society to implement a multi-sectoral national CP agenda, including Judiciary, Executive and law enforcement agencies that heavily relied on UNICEF advocacy and technical support.

Professionals working in 12 host cities supported 842 cases of child rights violation. Violence and discrimination prevention and assistance training sessions were conducted, in which 651 local stakeholders participated, including highway and military police and social workers. UNICEF support strengthened their capacities to detect cases of violence, including sexual exploitation, in the context of mega events.

According to official data, the Semiarid region has the highest levels of child labour in Brazil. The number of municipalities and stakeholders with improved capacity and committed to reducing child labour increased in Semiarid region, following training sessions organized via a partnership between UNICEF and Telefonica Foundation targeting 3,065 participants (1,210 adolescents and 1,855 social workers and managers), from 875 municipalities in 10 states. Training curricula included human rights-based tools and implementation strategies against child labour, as part of integrated methodologies to prevent and assist violence cases; and communication initiatives to promote positive social and behaviour changes.

At federal level, the Executive managed to increase budgetary allocations to better equip 1,855 out of 5,906 of the existing guardianship councils (31 per cent) to better respond to VAC, after an extensive negotiation with Parliament.

OUTPUT 2 By December 2014, National Congress, state and municipal governments in territories where UNICEF has a presence (cities of the urban platform and municipalities enrolled in UNICEF Seal in the Semi-arid and Amazon) are implementing plans, policies and programmes to promote and protect the rights of children and adolescents, aligned with the National Ten-year Plan, and sensitive to gender, race and ethnicity equity approaches.

Analytical Statement of Progress:
Indicators and mandatory interventions on violence against children (VAC), including homicides, sexual exploitation and birth registration etc., were included in UNICEF’s two main mobilization
initiatives targeting municipalities on equity promotion and social disparities reduction: the Municipal Seal of Approval initiative and the second edition of the Urban Centres Platform. At the end of 2014, 610 municipalities from the Amazon (76 per cent of eligible municipalities), 1,135 in the Semiarid (73 per cent of eligible municipalities) and 8 capitals of Brazilian urban centres were enrolled in both initiatives, and were mobilized to ensure successful implementation of the integrated strategies on VAC.

In partnership with the specialized NGO Observatorio de Favelas, UNICEF provided technical assistance to the development process of 10 municipal plans on homicide reduction. In Espirito Santo State (Southeast), three municipalities finalized their plans and seven more will be ready in 2015.

Successful CP advocacy initiatives conducted at the Parliament by UNICEF and partners resulted in a strengthened domestic legal framework, with the enforcement of two important pieces of legislation. Law n.13.010/2014 bans corporal punishment of children and includes several educational measures for families and professionals working on education, health and social services sectors. In 2015, UNICEF and partners will continue to advance the work already done in order to further disseminate non-violence educational methods and to promote the necessary cultural change toward a culture of zero tolerance to VAC. The Parliament voted and the President of the Republic enforced the Law n.12.978/2014, amending the Penal Code to establish stricter sanctions, considering sexual exploitation as a heinous crime. To support the necessary enforcement of the law, a brief explanation on physical violence and sexual violence and the exploitation concept was included in the app “Proteja Brasil”.

OUTPUT 3 By 2015, the justice system in areas where UNICEF has a presence (cities of the urban platform and municipalities enrolled in UNICEF Seal in the Semi-arid and Amazon) has increased their understanding to promote justice with equity, with particular attention to prioritizing special protection measures for adolescents under death threat, victims of sexual exploitation, street dwellers, heads of families and those in conflict with the law.

Analytical Statement of Progress:
São Paulo launched the National Plan of Action (NPA) on socio-educational measures for children in conflict with the law, harmonized with the national law 12.594/12 on socio-educational measures. A total of 24 state capitals and the federal district are currently finalizing their local plans. UNICEF monitored the process while advocating for its acceleration and provided specialized technical assistance on standards regarding assistance of children in conflict with the law. According to the CONANDA’s Ordinance nº 160/2013 and to Law nº 12.594/2012, Brazilian municipalities and the Federal District had until November 2014 to launch their local plans. There were delays due to the World Cup and the elections.

A total of 559 frontline professionals from the justice sector, including judges and social workers, were trained on child-friendly methodology to conduct forensic interviews on cases of children victims of violence and sexual abuse, reducing risks of re-victimization. The target is to raise awareness among 1,802 people from all jurisdictions by 2015 as part of the UNICEF, National Council of Justice and Childhood Foundation partnership, thus strengthening the local child protection system, including the Judiciary and guardianship councils. An applied research began in 2014 to develop a multi-disciplinary national protocol including guidelines on how to conduct forensic interviews on sexual violence cases for the Judiciary and is scheduled to conclude in 2015.

National Council of Justice (CNJ) and UNICEF awarded a Seal to 12 of 27 state level Courts of
Justice with the country’s best child protection practices on delivering outstanding results related to Justice for Children. Seal criteria derived from recommendations included in a national SITAN of child rights specialized units (Coordenadorias de Infância e Juventude present in 100 per cent of the Brazilian states). The Seal will be awarded annually to courts providing child-centred services to the population, including specialized child rights training, sufficient budget allocation, appropriate and child-friendly facilities, adapted procedures, data collection system in place, and implementation of specific activities for children in contact with the justice system.

**OUTCOME 5** Indigenous and afro-Brazilian origin, and those living in the semiarid, the Amazon region and the poorest areas of urban centres are specifically targeted by a multi-sectoral public policy aimed at reducing existing inequalities in terms of rights realization for adolescents, and supported by a legal framework for the right to participation, with a positive perception by the society on their capacity to contribute to social changes.

**Analytical Statement of Progress:**
UNICEF continued to carry out capacity building and advocacy activities to put in place multi-sectoral public policies in favour of adolescents’ rights. Public policymakers from 1,672 municipalities in the Amazon and the Semiarid region and eight large urban centres attended the first cycle of trainings to map the main inequalities that affect adolescents. Of these, more than 1,300 municipalities organized fora with the participation of adolescents, community leaders and municipal authorities to define strategies to improve social indicators related to adolescent health, education and protection through public policies focusing on the population most in need.

The number of adolescent networks supported by UNICEF increased from 8 to 10. The two new groups focus their activities on girls and Afro-Brazilians’ empowerment. UNICEF developed direct communication with leaders from all adolescent networks and provided advice and capacity building to their members regarding public policies, Brazilian legislation, international human rights law, international human rights mechanisms, communication and other topics related to social participation.

Additional findings from focal groups in the footsteps of the Out-Of-School Initiative indicating lack of interest as a key factor driving adolescent dropouts from school informed UNICEF’s advocacy efforts with the Ministry of Education. This advocacy, along with various other actions promoted in conjunction with UNICEF-supported adolescent networks (including a presentation by Brazilian and Mexican adolescents at a UN General Assembly side event), led the Ministry to publicly acknowledge the role of UNICEF in fostering adolescent participation in the current process of reforming secondary education. A formal event organized by the MoE has been scheduled for 2015, and will include adolescent’s networks in the discussions about the reform.

**OUTPUT 1** By 2016, national and subnational governments are supported by UNICEF’s Platforms, methodologies and social mobilization strategies to implement adolescent focused multi-sectoral public policies.

**Analytical Statement of Progress:**
UNICEF provided training on adolescent-focused programs and public policies to 1,425 Brazilian municipalities from the 1,745 enrolled to the UNICEF Municipal Seal of Approval and the Urban Centres Platform. For example, the official utilization and dissemination of the “Adolescent Health Booklet” provided information to adolescents on sexual and reproductive health, oral health, nutrition, changes to the body and how to prevent diseases.
In 2014 UNICEF consolidated its advocacy efforts for adolescent-focused policies at the national level. As a result, the government strengthened its commitment to adolescent participation in the process of upper secondary education reform led by the Ministry of Education. High-level public managers working on education policies committed to organizing a seminar on secondary education in March 2015, with strong participation of adolescents from UNICEF’s adolescents supported networks.

The Ministry of Education has been implementing the Innovative Secondary Education Program as a strategy to enhance adolescents’ interest in school, by providing financial support to states to come up with solutions that diversify the curriculum with integrative activities, including on science, technology and culture. UNICEF supported the Ministry in further disseminating this policy among municipalities participating in the UNICEF Seal of Approval. In just a few months, the number of municipalities taking part in the government’s programme rose by almost 50 per cent.

Specific social development policies designed by the Ministry of Social Development were designed with UNICEF’s support, targeting adolescents living in poverty, with focus on ensuring their right to community and family environment, right to education and overall development of life skills. The programme was also expanded to additional municipalities after UNICEF’s support in disseminating it with the Seal municipalities.

**OUTPUT 2** By 2014, international standards, best practices and a national framework on the right to adolescent participation are available to key partners, for supporting and strengthening the adolescent development and citizenship, with special attention to girls, indigenous and afro descendent groups.

**Analytical Statement of Progress:**
A total of 1,425 municipalities enrolled in UNICEF platforms in the Semiarid, the Amazon and large urban centres received training to encourage adolescents’ civic participation and implement intersectoral public policies focused on adolescents. A total of 15,152 adolescents attended community fora in the three platforms and participated in the debate on public policies to improve life conditions of children and adolescents. A total of 13,885 adolescents from the three platforms attended life skills trainings, workshops on community risks digital mapping and learned how to conduct a survey on school exclusion with their peers.

UNICEF strengthened the Adolescent and Youth Networks for Safe and Inclusive Sport (Rejupe). Initially motivated by the right to sports, participants have increasingly realized that children’s rights are indivisible and interrelated. Adolescents started advocating for other rights such as education, combating sexual exploitation, accessibility of persons with disabilities, and HIV/AIDS prevention, among others. In June 2014, Rejupe managed to get a seat at the National Youth Council as a civil society representative, able to influence the designing, monitoring and evaluation of youth public policies.

UNICEF supported the National Forum of Afro-Brazilian Youth (FONAJUNE). The leaders of this network received an induction on how to register cases of human rights violations, including arbitrary detention and enforced disappearance to the international human rights mechanisms. In November, UNICEF supported a regional meeting that included 58 participants of this network who were trained on affirmative actions, racial and gender equality.

In 2014, as part of the 2nd International Seminar on Girls’ Empowerment, 70 girl leaders
participated in a public hearing at the National Congress on the Millennium Development Goals. During the hearing, two girls delivered a speech and referred to their demands. Through this initiative, UNICEF managed to influence the representative of the Ministry of Foreign Affairs who is in charge of negotiating the Post-2015 Development Goals agenda at the international level to make a commitment to include the girls’ perspective in the Brazilian Sustainable Development goals agenda.

**OUTPUT 3**

By 2014, studies, research, and surveys on topics identified by UNICEF’s 2011 Report on the Situation of Brazilian Adolescents (e.g. quality secondary schooling; adolescent pregnancies, drug abuse; safe use of internet), especially for those of indigenous and afro-Brazilian origin, and those living in the semiarid, the Amazon region and the poorest areas of urban centres, are made available evidence based policy advocacy aimed at reducing vulnerabilities and overcoming inequalities affecting adolescents.

**Analytical Statement of Progress:**
The study on internet use among adolescents developed in 2013 by UNICEF was used as a reference for a partnership established with the National Steering Committee on Internet (CGI). As a result of this collaboration, UNICEF managed to influence the methodology of a periodic survey to monitor use of the internet by children and adolescents on a regular basis. In 2014 the survey launched by CGI, which was originally focused on boys and girls from 9 to 15 years old, included adolescents aged 16-17 as part of the 1,580 children and adolescents target group. The survey results were published in November but UNICEF has not yet assessed the findings. On the issue of adolescents’ school exclusion in upper secondary education, UNICEF Brazil and UNICEF Argentina started to design a common strategy to identify best practices on educational inclusion in a seminar organized in Buenos Aires in March 2014. A national study on the reasons for school exclusion among adolescents was produced. The results of the study are already being used to foster the debate on quality of education with adolescents engaged in UNICEF-supported networks. In September 2014, four Brazilian adolescents took the lead with five Mexican adolescents in a debate on the reasons for school exclusion at a UN General Assembly side-event in New York, which included a brown bag session attended by 25 officers at UNICEF headquarters. In November 2014, two adolescents from Brazilian public schools also participated in two panels on school exclusion at the National Conference on Education, with the presence of 120 Brazilian public policymakers, educators and civil society representatives.

**OUTCOME 6**

By 2016, government institutions addressing child rights, equitable and sustainable development for boys, girls and women, are empowered to share good practices through exchange of knowledge, skills, resources, including technology and information, between and among stakeholders as contemplated in Brazilian Government Horizontal cooperation triangular initiatives.

**Analytical Statement of Progress:**
UNICEF Brazil’s engagement as broker and technical partner of Trilateral South-South Cooperation (SSC) contributed to well-targeted and results-based cooperation processes between Brazil and Algeria, Armenia, Belize, Colombia, Ecuador, Ethiopia, Ghana, Guatemala, Jamaica, Kazakhstan, Mexico, Peru, Tunisia and Yemen. Apart from brokering these collaborations, UNICEF Brazil provided technical support for their design, preparation and follow up. As a result, seven countries (Armenia, Ethiopia, Guatemala, Jamaica, Ghana, Tunisia and Algeria) are currently in the process of establishing formal trilateral SSC agreements with the Government of Brazil (GoB) and UNICEF, all of which are focused around results, equity and child rights, with direct linkages to national plans and development objectives. These processes
are all indicators of an SSC agenda between Brazil and other developing countries increasingly focused around Convention on the Rights of the Child (CRC) principles and equity.

Although overall impact will need to be measured in the longer term, some initial results have been noted. In the case of Ghana, for instance, the cooperation with Brazil generated valuable inputs for the draft national policy on sustainable social protection, which was presented to the Cabinet in May 2014, as well as for the development of a national legal framework on social protection. Technical missions to and from Brazil have been paramount for the creation of an intersectoral enabling environment between politicians and civil society to implement changes in the social protection system in Ghana.

A Jamaican study tour to Brazil gathered critical information on how the legislative/policy framework of the GoB protects and supports the fulfilment of the rights of especially vulnerable adolescents. The mission focused on learning about approaches aimed at adolescents in deprivation of liberty and those who are in need of HIV and sexual reproductive health prevention, treatment and care services. Drawing on the lessons learned in Brazil, Jamaica has gone through some initial policy changes, including a formal partnership between a Non-Governmental Organization (NGO) and the Ministry of Health as part of the pilot plan of newly revised standards for adolescent healthcare in public health facilities. This will help mobilize adolescents to utilize and provide feedback on services.

Another important change in Jamaica was the expansion of the capabilities of the NGO “Eve for Life”, from a strict focus on HIV prevention and treatment support to a broader raft of health care services aimed at linking adolescents to care for healthy lifestyles and promoting healthy practices, which are to be implemented in close collaboration with public health services in facilities and surrounding communities.

The Jamaican juvenile correctional service system has been strengthened to standardize and offer ongoing sports for development activities and life skills training, including employment enhancing skills for the adolescents within their care, based on the model observed in Brazil. A twinning agreement was formed between the cities of Kingston and Salvador to exchange and cooperate around protection and reduce inequalities affecting children and adolescents, as well as to combat exploitation, discrimination and violation of their rights in both cities.

In Belize, the National AIDS Commission started to build on the experiences from Brazil, as well as from Jamaica, to create a functional partnership with civil society organizations to expand their outreach work across the country, with the overall aim to ensure that all children and youth have access to adequate information and support services.

Joint actions with GoB in regional forums, such as the Regional Platform on Disaster Risk Reduction in Ecuador and the IX International Congress on Disasters in Cuba, led to further dissemination within Latin America and the Caribbean of the Brazilian national protocol on integral protection of children and adolescents in disasters. As a result, the Government of Panama recently launched a similar national protocol. The experience of the Protocol was brought to Kazakhstan as a concrete example of how the Core Commitment for Children can be adapted to a national context. This contributed to a discussion between UNICEF and the Government of Kazakhstan around the issue of integral protection of children and adolescents before, during and after emergencies and disasters.

UNICEF Brazil supported coordination around the ECOSOC 2014 Humanitarian Segment Side Event, hosted by the Permanent Mission of Brazil to the UN, which was an important moment to
further strengthen the global partnership between Brazil and UNICEF around the issues of humanitarian cooperation and resilience.

To promote the focus on equity and child rights within the SSC and humanitarian cooperation agenda of the GoB, with specific focus on especially disadvantaged groups of children and adolescents, UNICEF Brazil organized (in collaboration with Headquarters and the Regional Office in Panama) two training sessions with partners from various sectors around the issues of disabilities and gender equality.

The II International Seminar on Girls Empowerment, which was organized by UNICEF Brazil in collaboration with the Secretariat for Human Rights of the Presidency of the Republic, the Mayor’s office of Salvador, the International Institute for Citizenship Development (IIDAC) and Plan International, opened up space for dialogue and cooperation between policymakers and adolescent girls of Brazil, Guatemala, Mexico and Ecuador.

With the participation of 70 girls, UNICEF negotiated a commitment of GoB to include the girls’ perspective in the Brazilian Sustainable Development Goals agenda.

**OUTPUT 1** By 2016, equity, gender equality, CRC and CCC principles are increasingly reflected in Brazil’s South-South/triangular and international humanitarian initiatives, and programmes.

**Analytical Statement of Progress:**

To ensure that the UNICEF-supported Trilateral South-South Cooperation (SSC) initiatives are structured around results, child rights principles and equity, in line with national plans and cooperation frameworks, UNICEF Brazil, together with the Brazilian Government, developed a set of guidelines on how to engage with the Government of Brazil and UNICEF through trilateral South-South Cooperation (SSC). To support the dissemination of such guidelines and to facilitate communication and exchanges of knowledge between cooperating countries, UNICEF Brazil is also developing an online-tool (to be launched in January/February 2015). These tools are also being shared throughout the organization and may be adapted to the contexts of other countries and regions as well as globally.

UNICEF Brazil developed a publication on adolescent participation that sets out a framework of international and national standards, norms and laws as well as a systematic outline of good practices from Brazil and elsewhere. Apart from providing good and inspiring practices, this publication will help guide debates, reflections and cooperation, so as to promote the right to participation and thus contribute to bringing the perspective of adolescents into the centre of such debates and cooperation.

In 2014 a series of strategic partnerships were further strengthened and developed, both within Brazil and beyond Brazil’s borders. As a result, two Memoranda of Understanding (MoU) are under development with the State Governments of Rio de Janeiro and Sao Paolo, with potential funding attached. Focus areas for these cooperation frameworks are Early Childhood Development (ECD), Health, Adolescents, Education and Gender (Sao Paulo) and Sports, Protection, Public Security, Education and Emergency (Rio de Janeiro). They will serve as overarching frameworks for future decentralized trilateral SSC cooperation with Armenia and Mexico (among other countries).

An MoU was also signed between UNICEF LACRO and Mercociudades to foster SSC around the right to safe and inclusive sports, play and leisure of children and adolescents throughout 261 cities in 10 countries (Argentina, Brazil, Peru, Colombia, Argentina, Paraguay, Uruguay,
Venezuela, Chile and Bolivia). This MoU is a result of the regional Vamos Jogar initiative, of which UNICEF Brazil is an integral part.

Negotiations with the Ministry of Social Development and External Relations laid the groundwork for a strengthened regional partnership with the Amazon Cooperation Treaty Organization, which will serve as a strategic platform for multi-country and SSC actions throughout the Amazon Basin.

OUTCOME 7 At the national levels, media, corporate sector and civil society with increased capacities and knowledge on the most disadvantaged children, contributes to the universalization of Child Rights, supports specific public policies addressing inequities and prioritizes boys and girls in public budgets.

Analytical Statement of Progress:
In 2014 UNICEF Brazil increased public awareness on issues pertaining child rights, particularly on the right to play and practice sports as Brazil hosted the World Cup, generated knowledge to inform municipalities about the situation of children and adolescents and local challenges, and built stakeholders’ capacities on issues related to sports and racial equality. In the context of the World Cup, UNICEF launched two global and complementary campaigns and reached more than 110 million people through social networks with messages about the right of every child to safe and inclusive sports and to be protected from violence during the games. Prior to the presidential elections, UNICEF proposed to candidates an “Agenda” of commitments on the rights of children and adolescents. The Agenda was widely disseminated in mainstream media and candidates in public debates raised the proposal of the document. As a result of this work and in line with the Global Communication Strategy, the presence of UNICEF in social media was exponentially increased.

Knowledge generation activities during the year resulted in further systematization of data and more grounded advocacy work, particularly in areas where there are significant gaps, such as on violence and discrimination, on the situation of children and adolescents in the Amazon and on the situation of indigenous children. Data collection and analysis also resulted in information for advocacy with presidential candidates and in consolidated reports for more than 1,700 municipalities on the key social indicators affecting children and adolescents. Making this information available at the municipal level was key for the preparation of local plans of actions to be implemented by municipalities engaged in the UNICEF Seal of Approval and Urban Centres Platform.

Evidence-based advocacy informed the publication of a report on the protection of children and adolescents involved in a professional sports environment, which was later disseminated to various stakeholders in the sports area. Information gathered about the situation of indigenous children and adolescents was also disseminated, which served as input for a strategy to promote the rights of indigenous children and adolescents, targeting parliamentarians as well as voters and candidates during national elections.

UNICEF Brazil also continued building capacities and partnerships with football clubs, sports and private sector organizations to raise awareness on the right to safe and inclusive sports. UNICEF Brazil reinforced partnerships with the Judiciary, strengthening capacities of its employees on diversity issues, including race, ethnicity, gender and sexual orientation.

UNICEF Brazil maintained funding partnerships with the local private sector and actively pursued new forms of collaborating with corporate partners. New agreements were formalized
with electric companies active at sub-national level, which generated more sustainable and flexible income than traditional corporate partnerships,

**OUTPUT 1** By 2016, policy-makers, society, media, families, children and adolescents have access to improved knowledge on the situation of children and adolescents, including disaggregated data (by gender, race, age, geographic location, etc.), evidence on major inequality factors and monitoring data in emergency situations.

**Analytical Statement of Progress:**
With the new UNICEF Brazil Knowledge Management strategy, the use of data and knowledge products as evidence for discussion, advocacy and programming was improved. UNICEF Brazil contributed to the generation, systematization and dissemination of knowledge on children and adolescents in several ways. Examples include:

- A Study on Protection of the Rights of Children and Adolescents in Disaster Situations, the first of its kind in the country, which revealed specific challenges and opportunities to protect child rights and is influencing the way public Emergency Protection Systems are working;
- A Web documentary showing the map of school exclusion in the country, publicly accessible to education managers and others, which is generating discussion on public policies and innovative ways to promote active search for out of school children;
- A violence and discrimination survey, a systematization of data that addressed an important knowledge gap, since data on the theme are scattered, come from systems that are not consistent, are often unreliable and underreported;
- A situation analysis of children and adolescents in the Amazon addressing lack of knowledge in a vulnerable region with high percentage of indigenous children is underway and is fostering intersectoral collaboration and debate around data and evidence for decision-making;
- An Agenda for Childhood, an evidence-based advocacy document prepared for electoral candidates, was well placed in the debate prior to presidential elections - Along with a report on violence against children and adolescents (led by NYHQ and followed closely by UNICEF Brazil and partners), it shed light onto the grave situation of adolescent homicide in Brazil; and
- Use of disaggregated data in public debate and for decision-making in municipalities of the semi-arid and Amazon (UNICEF Seal) and large cities (Platform for the Urban Centres), which promoted better understanding by all actors on inequalities affecting the realization of rights.

**OUTPUT 2** By 2016, UNICEF is recognized by governments, and the civil society (media, private sector, children, adolescents and their families) as a leading organization in the defence of children's and adolescents' rights, especially those who are most disadvantaged.
Analytical Statement of Progress:

To reach and engage people in favour of children, UNICEF Brazil took advantage of two major events in Brazil in 2014 (FIFA World Cup and general elections) and of the CRC 25th anniversary.

On occasion of the 2014 FIFA World Cup, UNICEF Brazil launched global campaigns about the rights of every child to safe and inclusive sports (#TeamUNICEF) and to be protected from violence (#ENDViolence) that were amplified by more than 40 UNICEF Country Offices and National Committees and reached more than 110 million people. The #ENDViolence campaign It’s in Your Hands invited Brazilians and visitors to report cases of violence against children using the smartphone application Proteja Brasil (Protect Brazil). As a result, more than 3,220 calls to child protection institutions were placed.

Presidential candidates publicly committed to working toward the achievement of children rights spelled out in an “Agenda for Children” published by UNICEF. The Agenda was also widely disseminated by mainstream media, and candidates raised one of the advocacy priorities (homicide of adolescents) in two nationally televised debates.

Throughout the year, the UNICEF Brazil Facebook page increased its following from 27,000 to more than 133,000 people. UNICEF’s messages reached almost 60 million people on Facebook and led to 3.2 million engagement actions. On Twitter, UNICEF secured 50,000 new followers and potentially reached 234,000 people.

The work with traditional media was solidified through Globo Educação, a partnership between UNICEF and Globo Network – the largest media group in Brazil and one of the biggest in the world. UNICEF helped train 60 Globo journalists who in turn produced 90 qualified news and feature stories on education issues in Brazil. Those stories were featured by Globo’s various media outlets, including Globo TV, which reaches 99 per cent of Brazilian households.

UNICEF continued to engage adolescents in favour of children’s rights, providing training on communication skills and strengthening their capacity to communicate and advocate in favour of children’s and adolescents’ rights through activities of the UNICEF’s Municipal Seal of Approval in the Semiarid and Amazon Regions, and through similar work in major urban centres.

OUTPUT 3 By December 2016, policy makers from national, state and municipal government have increased capacities to implement ethnical and racial equality affirmative policies and racial discrimination reduction in public policies for children, according to CRC principles, Durban Action Plan Recommendations and UN Declaration on the Rights of Indigenous Peoples, through UNICEF strategic support and UN joint programmes.

Analytical Statement of Progress:

In order to strengthen evidence-based programming and to support advocacy strategies, UNICEF collaborated with partners to conduct a SITAN on indigenous children. Results were instrumental for advocacy purposes, at federal and local levels, and to support the elaboration of targeted multi-sectoral action plans to promote and protect specific rights of indigenous children (nutrition, education, birth registration, etc.). The information gathered also served as input for a strategy to promote the rights of indigenous children and adolescents, targeting Parliamentarians as well as voters and candidates during national elections held in October 2014. At least two Parliamentarians and one Governor elected publicly committed to working
toward achievement of the indigenous child rights agenda proposed by UNICEF.

UNICEF and partners from judiciary and civil society developed an e-learning tool addressing diversity issues, including race, ethnicity, gender and sexual orientation approaches targeting employees of the Judiciary. This initiative aims to ensure a child-friendly and equitable justice system. Videos addressed the impact of diversity on child victims of violence, especially those affected by sexual violence. The course is now offered periodically by the National Justice Council as part of their regular training activities.

The monitoring and evaluation system to follow up on the implementation of the National Plan of Action (NPA) for Racial Equality (PLANAPIR) and the resolutions from the Third National Conference on the racial promotion and equality is being implemented. Thanks to the advocacy efforts by UNICEF and UN agencies, 40 out of 83 resolutions were prioritized. The Government (via a multi-sectoral representative) and partners, including UNICEF, will monitor the NPA's implementation through a specific system developed by the Secretariat for Racial Equality (SEPPPIR) and partners.

A communication campaign to draw attention to the high rates of homicide against black adolescents and youth was developed by UN agencies and partners. To ensure the availability of key players for related communication and social mobilization activities at national and local levels, the launch of the campaign was postponed to the first trimester of 2015.

**OUTPUT 4** By 2016, municipal and community leaders in the territories supported by UNICEF (municipalities enrolled in UNICEF Seal in Semi-arid and Amazon and in UNICEF Urban Centres Platform) are sensitized to promote and support initiatives on Sport for Development for children and adolescents, with a focus on the reduction of gender disparities, inclusion of disabled children and adolescents, and greater appreciation and inclusion of racial and ethnic diversity.

**Analytical Statement of Progress:**
UNICEF Brazil successfully engaged with the private sector, sports sector, National Committees, and civil society to attract and mobilize resources to fully fund its programme on the right to sports and play. The initiatives carried out by UNICEF Brazil have also provided an opportunity to spread messages, mobilize society and encourage positive change in relation to the right to sports.

For the first time in 64 years, Brazil hosted the FIFA World Cup in 2014. This presented an opportunity to showcase UNICEF’s programs and to mobilize the Brazilian government and society to work toward the right to play sports in a safe and inclusive environment. Two communication campaigns were carried out. The “It’s in your hands to protect” campaign was launched during the FIFA World Cup with the aim to protect children and adolescents during this sports mega event. The “We can be even better” campaign envisioned, created and broadcast communication pieces on the right to play and practice of sports. Part of global initiative “Team UNICEF” and aligned with the regional initiative “Vamos Jogar”, the campaign reached 86,600 people a day on average through Facebook.
UNICEF Brazil presented the “Children enter the playing arena” publication and research, raising awareness among stakeholders in the sports sector on how best to watch over the well-being of children and adolescents involved in football and other sports, and how to enable the creation of policies, tools and evaluation mechanisms to ensure the rights of these athletes are respected. More than 5,000 copies were printed in Portuguese, English and Spanish, and distributed to stakeholders and decision makers, including the Local World Cup Organizing
Committees, FIFA, Ministries of Labour and Justice, and sports clubs. UNICEF Brazil also produced a video which was broadcast to 350,000 physical education professionals via the Federal Physical Education Council.

In collaboration with partners, UNICEF Brazil created the “Educate by Football – My Team is Top Notch” eLearning course to offer Brazilian professional football clubs an innovative and reliable solution to mitigate the threats that child and adolescent athletes face while pursuing their dream of becoming a football star. The first edition of the eLearning course trained more than 90 professionals, including coaches, managers, talent scouts, and others.

OUTPUT 5 By 2016, the realisation of the rights of children and adolescents is strengthened as a result of private sector engagement.

**Analytical Statement of Progress:**
UNICEF Brazil continued to strengthen private sector partnerships and actively pursued new forms of collaborating with corporate partners. In 2014 approximately US$4.4 million, 86 per cent of the target, was mobilized from the private sector. Two additional partners that had planned to make contributions in December delayed disbursement to early January 2015. Partnerships with utility companies generated more sustainable and flexible income than traditional corporate partnerships.

UNICEF expanded the partnership with electric companies, adding companies in the states of Minas Gerais (CEMIG) and Maranhão (CEMAR) to the list of partners. Companies in the states of Bahia (COELBA), Pernambuco (CELPE) and Rio Grande do Norte (COSERN) were also added to the list (all three are members of the Neoenergia group). Contributions from these partners and partnerships with additional members of the Neoenergia group are being negotiated.

OUTPUT 15 By the end of 2016, the States and Municipalities of the Amazon region have committed to reducing child rights and gender and racial related inequities and ensuring CRC compliance to contribute with the improvement of their social indicators for children and adolescents thus addressing inequities in Brazil. (Agenda Criança Amazônia)

**Analytical Statement of Progress:**
During 2014, the UNICEF Municipal Seal of Approval mobilized 610 municipalities (76 per cent of all municipalities in the region), all nine states (Acre, Amazonas, Amapá, Pará, Maranhão, Mato Grosso, Rondônia, Roraima and Tocantins) and strategic partners, potentially impacting the lives of more than 8.3 million children and adolescents.

UNICEF and its partners trained more than 1,000 municipal and state authorities on results-based planning, social mobilization and strategic planning. All municipalities received three guidelines to support the implementation of the UNICEF Seal, promote social participation and ensure adolescents’ participation in municipal policies. Monitoring tools were also developed and provided to all participating municipalities, including a baseline report of key indicators, with disaggregated data, a report on the meaning of the indicators and guidance on the elaboration of municipal action plans. A virtual online platform was also developed and will allow municipalities and UNICEF to follow up on the implementation of municipal action plans and other Seal steps.

By year’s end, 462 municipalities (approximately 76 per cent of those enrolled) organized their first community forum. The fora are critical steps in the Seal methodology as they offer the opportunity to municipal authorities from various sectors, adolescents, community members and
partners to discuss inequalities affecting children and adolescents, plan for ways of addressing these challenges, and allow for community participation. Following the fora, 301 municipalities (49 per cent of those enrolled) prepared and submitted to UNICEF their action plans.

UNICEF ensured the formal involvement of nine state governments after they announced official focal points to support the Seal implementation. The focal points also received materials about the social indicators of municipalities in their states. A regional meeting was held in Manaus with the focal points to translate the Amazon Political Pact (Agenda Criança Amazônia) into specific actions to be developed at state and municipal levels. The involvement of state governments in support of municipalities participating in the Seal has been critical to the success of this initiative.

The first methodological seminar for the preparation of the Situation Analysis for the Amazon Region, due to be finalized in 2015, was held in Manaus in October, with the participation of more than 70 stakeholders who discussed the most important issues affecting Amazon children. The event strengthened partnerships and channels for cooperation and advocacy among high-level officials, specialists and academia, such as FUNAI (the government foundation responsible for indigenous issues) and the Human Rights Secretary of the Presidency.

OUTPUT 16 By the end of 2016, the States and Municipalities of the Semiarid Region committed to reducing child rights and gender and racial related inequities and ensuring CRC compliance to contribute with the improvement of their social indicators for children and adolescents thus addressing inequities in Brazil.

Analytical Statement of Progress:
Of 1,135 municipalities in the Semiarid Region enrolled in the UNICEF Municipal Seal of Approval, 888 (78 per cent) successfully completed the first of three mandatory requirements – the Community Forum. The Community Forum is an opportunity for local communities to derive through a participatory approach, a diagnosis of issues facing adolescents and young people, and begin planning for strategic actions to address those issues. To date, municipalities across the Semiarid Region have debated strategic actions over four capacity building cycles in the areas of maternal and child health, early childhood development, reduction in numbers of children out of school, and water and sanitation for schools.

By December 2014, 422 Adolescent Citizenship Groups (NUCAs) had been created in enrolled municipalities, with the active participation of 6,752 boys and girls. Of those, more than 1,300 adolescents were trained in social mobilization and are working with their communities to bring about change. Publications on adolescent rights and the use of public policies were developed by UNICEF for use by municipalities to guide them in using public policy to bring about sustainable positive change for the most vulnerable and marginalized. A video was also developed to highlight the right of children to access quality education, and the importance of this right for their futures. Capacity building sessions in child protection, including addressing high rates of violence affecting young people and child labour, will be addressed as part of the ongoing Seal of Approval in the next two years.

UNICEF also worked with municipalities in the Semiarid Region to reduce inequalities in the area of maternal and child health. More than 339 municipalities (close to 30 per cent of all municipalities enrolled in the UNICEF Municipal Seal of Approval) participated in Baby Week (Semana do Bebe) designed to highlight the importance of specific maternal child health practices, including breastfeeding, immunization, and early and appropriate stimulation.
OUTPUT 17 By 2016, the large urban centres municipalities enrolled in the UNICEF Urban Centre Platform committed to reducing child rights and gender and racial related inequities and ensuring CRC compliance to contribute with the improvement of their social indicators for children and adolescents thus addressing inequities in Brazil.

Analytical Statement of Progress:
In 2014 the Urban Centre Platform disseminated information on disaggregated data for all different territories in the participating municipalities; engaged community members, local leaders and government officials in dialog for planning local actions to reduce urban inequalities; and strengthened adolescents’ participation in spaces for policy making.

Main results included:

- Collection and dissemination of baseline information on 10 indicators for seven municipalities, using disaggregated data based on intra urban territories, on child rights in the areas of education, health, protection and sports; municipalities welcomed the information provided by UNICEF. Technical teams of secretaries of Education, Health, Social Development, Sport and Culture were trained on community mobilization and mediation of debate for participatory planning;
- A total of 19 Territorial Forums in six municipalities were carried out, providing space for community participation in policy making and dialog between community and government, following MoRES methodology. Approximately 2,400 community members and local leaders participated in the forums, debated and planned activities to be implemented in vulnerable territories in 2015, building 19 Local Plans of Action on the realization of children's rights;
- A total of 70 youth leaders from eight cities exchanged experiences An International Seminar on Safe and Inclusive Sports in Rio de Janeiro was carried out, focused on local governments, with more than 100 participants on-site and another 200 participating via web streaming.

OUTCOME 8 Programme Support

Analytical Statement of Progress:

A staff retreat/planning meeting was organized in February and, for the first time ever, all Country Office personnel participated, including consultants and individual contractors. A critical outcome of this event was the increased knowledge among staff members on the current Country Programme and areas for inter-sectoral work, including across different zone offices and Brasilia. The retreat paved the way for stronger collaboration throughout the year.

UNICEF Brazil’s Annual Management Plan was finalized in March 2014 and outlined key improvements in operations and management that emanated from the staff retreat. This information was the basis for the Country Management Team (CMT) oversight during the year.

The CMT met three times and was supported by weekly Senior Management, Programme and Operations meetings. This is the body that discusses management issues and shares information on new developments, feedback and action points. Minutes of this meeting were circulated to all personnel. Programme and management issues were discussed and reviewed at the CMT meetings and possible solutions to improve efficiency were discussed and agreed upon.
Programme indicators (budget allocation and new grants, direct cash transfers, donor reports, grants expiring) were monitored on a bi-weekly basis. Indicators were circulated to all areas that needed to take action as well as to CMT members and the Regional Office.

A restructuring exercise in Operations to increase efficiencies and to support the creation of the Global Support Service Centre took place in mid-2014 with the participation of all staff involved; a thorough mapping exercise and workflow analysis with all units was carried out.

All the recommendations from the 2012 external audit were successfully implemented and closed. An internal audit took place in December 2014 and the report will be shared in early 2015.

The Business Continuity Plan (BCP) was put in place at the end of 2014, when a power cut occurred after a heavy rain in Brasilia. During the year, the BCP was also activated in the zone offices, on one occasion due to security issues and on several others due to electricity cuts. In all occasions staff could continue to work from home.

OUTPUT 1 Governance and Systems

Analytical Statement of Progress:
UNICEF Brazil’s Annual Management Plan was finalized in March 2014 and outlined key improvements in operations and management that emanated from the all staff retreat/planning meeting which took place in February. This information formed the basis for the Country Management Team (CMT) oversight during the year.

The CMT met three times and was supported by weekly Senior Management, Programme and Operations meetings, which provided information on new developments, feedback and areas of action. Programmatic and management indicators were regularly reviewed during those meetings and possible solutions to improve efficiency were discussed and agreed upon.

A restructuring exercise in Operations to increase efficiencies and to support the creation of the Global Support Service Centre took place in mid-2014 with the participation of all staff involved; a thorough mapping exercise and workflow analysis with all units was carried out. Nine posts were abolished and five were established, reflecting the new profiles required in Operations.

All the recommendations from the 2012 external audit were successfully implemented and closed. An internal audit took place in December 2014 and the report will be shared in early 2015.

OUTPUT 2 Financial Resources & Stewardship

Analytical Statement of Progress:
A large percentage of UNICEF Brazil’s income is generated through private sector fundraising, and in 2014 UNICEF Brazil collected a net amount of approximately US$9.5 million.

Monthly follow up of donor reports and unallocated funds, done by management reports disseminated every week, ensured the timely implementation of follow up actions and corrections. UNICEF Brazil maintained a high implementation rate throughout the year. The total utilized amount was US$21,325,743, funded as follows: BMA US$2,029,808; RR US$1,213,301; ORR US$18,082,634.
In 2014 regular reviews of General Ledger (GL) account balances contributed to smooth mid-year and year-end closure of accounts. Bank reconciliations were submitted in a timely manner and reconciling items analysed and cleared. Improvements made to ensure quality of HACT assurance activities were achieved through 17 micro assessments, 13 financial spot checks, and several programmatic visits. All 17 Implementing Partners assessed (7 new and 10 old) received new and refresher training on HACT elements and principles.

Direct Cash Transfers (DCTs) were closely monitored and well managed. UNICEF Brazil had no DCTs outstanding for more than 9 months and US$ 24,255 between 6-9 months, representing 2 per cent of the total outstanding DCTs at the end of 2014.

To improve quality and timeliness of transaction processing by the hub in Brasilia, orientation and advice were provided as needed for staff members in the nine offices and SOPs were reviewed and adjusted to reflect new regulations and meet changes in the working environment.

A three-week internal audit ended in December and the draft audit report with recommendations and ratings on governance, programme management and operations support areas is to be shared in early 2015.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:
HR focused on improving the office climate by designing and organizing, together with Programme, the all staff well-being office retreat in February 2014.

HR was actively involved in the Programme and Budget Review (PBR) preparation and provided technical advice to units on the mapping exercise to design the new structure for Operations and better align it with the Global Shared Services Centre (GSSC) implementation requirements. Twenty four new job descriptions (JDs) were reviewed and submitted to HQ and LACRO for classification requests and 17 JDs were revised to address errors in the post authority table.

Support and counselling was provided to staff members on abolished posts, including guidance on entitlements and career transition options.

Throughout the year, the HR team actively promoted an open channel of communication with staff for counselling (personal and career development) services and advice related to staff relations and conflict resolution. In collaboration with the Staff Well-Being Committee, the staff association and the senior management team, these efforts were conducted at all levels and have prevented or limited conflict in the office.

A data cleansing exercise of staff records in Vision took place, and all national staff personnel files were cleaned up to comply with the global instructions for digitalization.

Support was provided to managers to ensure high quality and timely selection processes within the established key performance indicators. Non-staff recruitment (especially of individual contractors) was continuous and dynamic.

The Learning and Development Plan was implemented and several training activities were offered.
Several coaching sessions were provided to staff to encourage them to have regular feedback discussions with their supervisors.

**OUTPUT 5 Fundraising**

**Analytical Statement of Progress:**
UNICEF Brazil’s fundraising efforts with individuals are on track. The strategy of consolidating existing prospecting channels such as face-to-face and telemarketing, while developing other channels such as online fundraising, delivered results, including reducing risk by diversifying the acquisition portfolio, and reducing the cost per acquired donor. In 2014 UNICEF Brazil raised US$6,519,680 from individual donors, 26 per cent more than the previous year, but 87 per cent of the target of US$7.46 million for 2014. The reasons for not reaching the target are associated with the delay in the contracts with Cemar and Cemig, both corporations that provide the pathways for thousands of individual pledge donors.

In 2014 UNICEF Brazil received US$4.5 million as investment funds from PFP Geneva, double the amount received in 2013. Efforts to cultivate current donors have led to a 10 per cent improvement in retention rates.

**OUTCOME 9** The situation of Brazil is effectively implemented, monitored and evaluated in an integrated and efficient manner, with an equity approach and integrating cross-cutting issues that address the various dimensions of inequality in the country.

**Analytical Statement of Progress:**
UNICEF Brazil continued to provide services related to strategic planning and monitoring and evaluation (M&E) contributing to programme areas and management. M&E support was systematically provided to all areas and Platforms of UNICEF Brazil, focusing on quality of data produced and programme monitoring and evaluation. A total of 90 per cent of all activities in the IMEP were fully implemented or on track. Advocacy efforts, contacts with the media and discussions with external partners were facilitated by the availability of organized information, to which the M&E team contributed substantially. An external evaluation on the UNICEF Seal of Approval (edition of 2009-2011) was concluded and findings will inform the preparation of future editions.

Strategic planning support contributed to improving the quality of key planning documents and processes. The programme review for the Country Programme 2012-2016 was concluded. In line with recommendations from an external consultant, interviews with the staff and a decision made by the Country Management Team, UNICEF Brazil chose not to make significant changes to the structure of the Country Programme. Lessons learned will be incorporated into the preparation of the new Country Programme Document (CPD) 2017-2021, due to start in 2015.

**OUTPUT 1** Strategic planning, coordination and integration are guaranteed and strengthened throughout the CP implementation.

**Analytical Statement of Progress:**
UNICEF was concluding a programme review for the Country-Programme 2012-2016, following the Board’s decision and LACRO’s guidance. In line with recommendations from an external consultant, interviews with the staff and a decision made by the Country Management Team, UNICEF Brazil chose not to make significant changes to the structure of the current Country Programme. Lessons learned will be incorporated into the preparation of the new CPD 2017-2021, due to
start in 2015.

Technical support from the planning function resulted in improved quality of key documents and processes, including the Annual Work-Plans 2014, mid-year and end of year reviews, cooperation with civil society organizations, donor proposals and donor report preparations. The planning process for 2014 was particularly participatory in view of an all-staff retreat, which laid the foundations for increased collaboration and joint work during the year. Ninety seven per cent of participants claimed to have been satisfied or very satisfied with the event.

Three rounds of results-based management training were carried out in 2014, training approximately 50 people. This was the first step to build personnel capacity and help improve the quality of planning documents. Ninety seven per cent of participants declared they were satisfied or very satisfied with the training.

UNICEF Brazil continued its efforts to strengthen coordination and information sharing among Programme and Platform teams via bi-weekly Programme meetings, sectoral working groups and a monthly internal bulletin. Weekly monitoring of key management indicators was conducted, allowing managers to take timely action on grant implementation levels, fund allocation, donor reports and DCTs pending liquidation. As a result, the performance against these indicators continued to improve.

A presentation with an overview of the new “UNICEF Gender Action Plan 2014-2017” was made to the staff in June. This document offers important opportunities for tackling relevant gender-related challenges in Brazil. With the support of the Regional Office and HQ, UNICEF Brazil organised two seminars to strengthen the capacity of stakeholders to mainstream gender, disability and the focus on equity within national and international programmes. UNICEF Brazil commenced the gender review of the programme and the development of its Gender Action Plan.

UNICEF Brazil continued to contribute to UN coordination efforts and participated in all UN theme groups meetings.

OUTPUT 2 Effective support is provided to strengthen M&E skills and capacities to ensure high quality impact of UNICEF’s work in Brazil.

Analytical Statement of Progress:
M&E support was systematically provided to all areas and platforms of UNICEF Brazil, focusing on quality of data produced by the office and programme monitoring and evaluation. Approximately 90 per cent of all activities in the IMEP were fully implemented or were on track, all of which counted on support from the M&E team (including inputs to TORs, data and product reviews, and strengthening analyses). Advocacy efforts, contacts with the media and discussions with external partners were facilitated by the availability of organized information, to which the M&E team contributed substantially.

Examples of data collection and analyses included:

- data on children and adolescents related to the World Cup;
- contributions to the Agenda for Children, an advocacy document targeting electoral candidates;
- update of databases of key indicators related to all areas of child rights; and
- inputs to the UNICEF shadow report to the International Committee on the Rights of the Child.

An evaluation of the UNICEF Municipal Seal of Approval was completed in 2014. This will be a key initiative to support UNICEF’s programme in the country, and the actions and public policies by UNICEF partners. The evaluation provided evidence that the Seal is an important strategy to facilitate the implementation of federal policies at the municipal level; foster intersectoral collaboration at local level; and promote civil society participation in the public policy debate. Given that the Seal involved close to one-quarter of Brazilian municipalities, the evaluation is an important evidence-based piece demonstrating the impact of UNICEF in Brazil.

Regular results-based management and programme monitoring initiatives such as the evaluation of new partnerships and projects and the implementation of programme reviews continued to be undertaken, with an increasing level of quality. In 2014, UNICEF Brazil also started an extensive programme review, which, with the collaboration of partners, will be instrumental to support the final two years of the current Country Programme.

**OUTPUT 3** Effective and efficient communications is achieved within UNICEF.

**Analytical Statement of Progress:**
The implementation of actions under this output is constrained due to the lack of funding. Isolated initiatives have taken place, such as the creation of a bi-weekly internal bulletin, but it is not yet possible to estimate whether they have resulted in significant impact.

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Methodological, 1st Community Forum and Adolescent Guides and UNICEF Seal Magazine - Amazon Platform
Civic Participation of Adolescents and Youth - A Reference Framework
Risks and opportunities for children and adolescents in sports practice (study on the state of Bahia)
Why to Invest in Adolescents
To be Adolescent in Semiárid: Guidebook on Citizen Participation:
Facing the Education Exclusion in Brazil
Guidebook on Public Policy Making: Guide to ensure the rights of children and adolescents in the municipalities of the Semiárid

Lessons Learned

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