

Brazil

Update on the context and situation of children

After the onset of the COVID-19 pandemic in February 2020, Brazil rapidly became one of the most affected countries globally. Until mid-January 2021, some 8.1 million cases had been confirmed and 203,580 people died of the disease, the second highest number of coronavirus related deaths[1]. The Federal Government consistently downplayed the public health risks associated with COVID-19 which led to tensions with State Governments and the Congress and resulted in the dismissal of the Minister of Health, followed by the resignation of a second Minister within weeks and ultimately the appointment of an Army General as the third Minister. Lockdowns and prevention measures have been applied sporadically by State governments often against the will of the Federal Government which has been giving priority to maintaining economic activities open.

The country's modest economic recovery since 2017 following years of crisis came to a halt with an estimated decrease for 2020 of 4.4 per cent against 2019.[2] The second quarter registered a 10.9 per cent GDP contraction compared to the first quarter mainly due to the pandemic.[3] The unemployment rates stood 14.6 per cent at the end of 2020, the highest since 2012[4]. The income concentration remained high in 2019, with a Gini Index of 0.543, slightly higher than in 2018.[5]

In 2019, about 13.7 million people were living below the World Bank poverty line of \$1.9/day[6]. In order to limit the impact of COVID-19 on poverty, Brazil embarked on a massive emergency cash transfer programme of US\$ 1 billion that benefitted over 65 million Brazilians (30 per cent of the population).[7] A policy debate has been initiated in the Congress on Universal Basic Income. The urgency of comprehensive anti-poverty measures was further illustrated by the fact that inflation impacted in particular the poorest parts of the population (5.8 per cent versus 2.69 for the richest)[8]. The public debt is expected to have increased from 75.8 per cent of GDP in 2019 to 93.7 in 2020.[9] The pandemic most likely also impacted on health indicators. Maternal, under-five and neonatal mortality rates respectively had decreased by 8, 3 and 4 per cent between 2017 and 2018 bringing these rates to their lowest levels in the past ten years. However, there is concern that reduced access to health care facilities by pregnant women during the pandemic might have affected these rates. Vaccine coverage for polio and DTP had dropped to 79.42 and 56.51 per cent respectively in 2019, the lowest coverage in the past 13 years[10] with a further likely drop in 2020.

The number of children and adolescents (10 to 19 years old) victims of homicides decreased from 9,781 in 2018 to 6,930 in 2019, with no data available yet for 2020. With a rate of 22.3/100,000 in 2019, Brazil is still an extremely violent place to live for many children and adolescents[11]. The vast majority are boys (93 per cent), black or brown (81 per cent)[12] and one out of six (16 per cent) have been killed by the police forces compared to 5 per cent in 2017.[13]

The rate of out-of-school children continued to decrease but still represents 1.5 million children and adolescents in 2019[14]. Only 62.2 per cent of Brazilians municipalities reached the target of the Basic Education Development Index (IDEB), a proxy indicator for the quality of primary public education. [15] This rate is significantly low for the final years of primary education (22.9).[16] Large differences have persisted among racial and ethnic groups. The repetition rate is 9.2 per cent overall but is 50 per cent higher for some non-white groups. Age-grade distortion rate for indigenous populations is almost twice the Brazilian average.[17] The approval by the Congress of the expansion of the Fund for the Support and Development of Basic Education (FUNDEB) could help reduce educational inequalities across the country.

Because of COVID-19, most schools have been closed since mid-March with a strong impact on learning, mental health, access to nutrition and protection from violence. A survey ran by the Senate in July revealed that only 59 per cent (28.7 million) students enrolled in basic education had access to some form of distance learning putting millions of children at risk of school drop-out.[18] Also, 4.8 million children do not have access to internet exacerbating exclusion. Water, sanitation and hygiene remain precarious with only 69 per cent of public schools with access to the public water network and

47 per cent with access to public sanitation (20 and 8 per cent respectively in some States of the Northern Region).[19]

Brazil is currently hosting 261,000 Venezuelan refugees and migrants. The influx has been interrupted since March when the border was closed.[20] The Federal Government continued to lead the “Operação Acolhida” with the support of UN Agencies and other actors. The operation has been running 22 shelters hosting approximately 15,000 people. While the pace of voluntary internal relocation was slowed down due to COVID-19, a total of 19,389 individuals were reallocated in 2020 bringing the total since April 2018 to 46,589 Venezuelans resettled to some 600 municipalities across other States. Venezuelan migrants and refugees have been particularly affected by the pandemic. School closure added to the existing challenges of access to education with 58 per cent children aged 6-14 years and 69 per cent of adolescents aged 15-17 who are not enrolled in schools[21]. 37 per cent of children indicated that they suffered physical violence, psychological violence, discrimination and xenophobia or child labor[22].

[1] WHO: <https://bit.ly/2KRWp8O>

[2] Central Bank of Brazil: <https://bit.ly/3984boo>

[3] Brazilian Institute of Geography and Statistics (IBGE): <https://bit.ly/3987dsL>

[4] IBGE: <https://bit.ly/2Y2AKgS>

[5] IBGE: <https://bit.ly/3c3z9zW>

[6] IBGE: <https://bit.ly/2NsXRiR>

[7] Brazilian Government: <https://bit.ly/3qNYyBL>

[8] IPEA: <https://bit.ly/398eCs1>

[9] Institute for Applied Economic Research (IPEA): <https://bit.ly/3p9nX8w>

[10] Ministry of Health (MoH): <https://bit.ly/3qJQIsE>

[11] MoH/IBGE: <https://bit.ly/397XEKo>

[12] MoH/IBGE: <https://bit.ly/3iC7kzH>

[13] Brazilian Public Security Forum: <https://bit.ly/39cznTz>

[14] PNAD/2019: <https://bit.ly/3o6fsJR>

[15] IDEB/OECD: <https://bit.ly/2LNgmy8>

[16] Instituto Nacional de Estudos e Pesquisas Educacionais (INEP): <https://bit.ly/398980p>

[17] INEP: <https://bit.ly/3bZjfGJ>

[18] Instituto de Pesquisa DataSenado: <https://bit.ly/3c3EfMg>

[19] INEP: <https://bit.ly/2M9w2vf>

[20] R4V: <https://bit.ly/3bYSX7r>

[21] UNICEF/REACH: <https://bit.ly/3o9hEQM>

[22] Multi-partner Needs Assessment: <https://bit.ly/2Y7MiPW>

Major contributions and drivers of results

Addressing the immediate impacts of the COVID-19 pandemic on children and adolescents

In the immediate response to the COVID-19 pandemic, UNICEF launched and delivered a large-scale operation to support most affected vulnerable populations with critical supplies and services. UNICEF reached 2.1 million people with lifesaving WASH supplies and communication. Beyond vulnerable populations in large cities UNICEF also reached 170,000 indigenous people living in 30 remote territories across the Amazon region. To achieve these results UNICEF leveraged its convening role, its strong field presence and supply and logistics capacity partnering with 51 private sector companies, local governments and Community Based Organizations.

A course on “Childhood in Times of COVID-19”[1] was rolled out reaching over 25,000 health professionals, home visitors and community leaders with information on infection and prevention control and essential health services for children. The citizen engagement programme was adapted, reaching 1.15 billion people with risk communication (with many individuals being reached several times) and engaging around 11 million on how to protect and support children during the pandemic.

Together with its social media posts before the pandemic, the total potential social media Reach in 2020 stood at 1.23 billion at the end of 2020.

UNICEF was recognized as a highly reliable source of information. Effective advocacy was undertaken to show how children and adolescents are “hidden victims” of the pandemic, using evidence from two nation-wide surveys conducted in partnership with IBOPE[2] and REACH[3]. UNICEF also partnered with SIWI and the World Bank publishing a policy brief on WASH promotion [4] highlighting the massive shortfalls in this critical area. UNICEF advocacy efforts resulted in 3,125 media reports mentioning UNICEF. On online and print media alone, UNICEF reached 71 million people. The organization’s presence in TV reports increased by 62 per cent compared to 2019. UNICEF called for an urgent safe school reopening through advocacy and the publication of a set of recommendations together with UNESCO, World Bank and WFP. UNICEF worked closely with key education stakeholders, including the National Association of Municipal Education Departments to disseminate messages, lessons learned and tools to support school reopening. To address the gap in learning continuity, UNICEF launched a podcast series “Deixa que eu conto”[5] reaching over 4 million children and families through digital platforms and radio broadcasters.

Internet connectivity represents an important barrier for continued learning of vulnerable children and adolescents. Following UNICEF advocacy with partners, by the end of 2020, the Brazilian Federal Senate approved a landmark bill to allocate USD 270 million from the Fund for the Universalization of Telecommunication Services[6] for the provision of internet access to all Brazilian public schools, including rural ones.

As part of the UNICEF’s global Generation Unlimited strategy, UNICEF galvanized partners to launch the 1 Million Opportunities initiative (1MiO)[7] calling on private companies to offer job opportunities for vulnerable adolescents and youth. More than 80 companies, governments and civil society organizations formally expressed interest in being part of the initiative and more than 5,000 opportunities are already available on the 1MiO digital platform. UNICEF also distributed 1,000 connectivity kits to adolescents living in territories with no internet access, to provide them with the opportunity to develop technical and behavioral skills needed for the job market. Over 4,000 adolescents participated in life skills, empowerment, innovation and design thinking trainings, including topics on gender, race and ethnicity with a focus on girls’ empowerment. An intersectional Gender Programmatic Review was launched in 2020 to inform Country Programme design. Finally, UNICEF applied different communication strategies to strengthen both its response against the disease outbreak, but also to address online hate speech and combat fake news. UNICEF recruited 3,557 adolescents and youngsters as volunteers to post messages on COVID-19 prevention, driving traffic to a chatbot that corrects fake information. Around 1.7 million people were potentially reached with 55,000 engaging with the content. A new AI-driven platform based on the Caretas[8] model focused specifically on mobilizing Brazilian and Venezuelan youth against xenophobia (Fronteiras[9]) engaging 190,000 people by the end of November.

Improvements in quality education, child and social protection and health services for the most vulnerable children and adolescents

In 2020, UNICEF successfully concluded the 2017-2020 cycle of the Municipal Seal initiative (SEAL) engaging over 1,924 municipalities in the Semiarid and Amazon. 1,300 municipalities were reached through online training on COVID-19 prevention activities. Coinciding with the end of municipal mandates, 431 municipalities received the UNICEF Municipal Seal in recognition of their improvements in key services. Overall, 16 million children and adolescents were directly impacted through increased quality learning opportunities, improved access to birth registration, better maternal and newborn care services and engagement opportunities for adolescents[10].

To address the impact of social isolation measures and school closures for adolescents, UNICEF developed and launched new online services and discussion fora on adolescent mental health and well-being. A total of 800,000 adolescents and youth were provided with online support. A new platform is now being designed, including a chatbot to support adolescents in sourcing psychological support services. Major efforts were made on violence prevention, through awareness-raising campaigns reaching 8 million people through social media platforms. UNICEF distributed information materials for social workers on how to prevent and respond to violence against children and coordinated 20

online capacity building activities with 4,200 social workers.

UNICEF worked with 3,200 Brazilian municipalities using the School Active Search (SAS)[11] platform to identify 345,000 out-of-school children and to re-enroll more than 61,500. Nine states received online technical support to improve learning through the Successful School Pathways (SSP) [12] platform. Four states launched specific programmes impacting 85 schools, 803 teachers and over 4,500 students. UNICEF engaged over 1,825 state level education managers through online webinars to discuss age-grade distortion, including a series of dedicated webinars for indigenous education. E-learning to include children and adolescents with disabilities through physical education reached over 52,000 teachers and over 9,670 participants were certified. The course is directly impacting over 14,000 schools and 367,000 students.

In social protection, UNICEF partnered with CONGEMAS (National Association of Social Assistance Municipal Departments) to strengthen the emergency responsiveness of social assistance services to the most vulnerable families. Two guidebooks[13] were launched based on evidence from a nationwide survey with 1,200 social assistance services on how to adapt central services to cope with COVID-19. To contribute towards UNICEF's advocacy efforts for prioritizing children and adolescents in the public budget, in partnership with the Brazilian Applied Economic Research Institute (IPEA), UNICEF finalized the study to identify public spending for children and adolescents at the federal level. UNICEF also developed an analysis of the socioeconomic policies implemented by the Government during the pandemic. In line with the ongoing discussion on the social protection reform, UNICEF, jointly with the Ministry of Economy, is taking part in the cost-benefit analysis of the leading social protection programme: Bolsa Familia.

UNICEF continued leading the United Nations Early Childhood Development (ECD) Joint Programme to support the quality scaling up of the national home visiting Happy Child programme[14]. UNICEF supported home visitors with materials to assist more than 745,000 children and pregnant women. The importance of ECD was highlighted during the municipal election campaign, reaching over 10,800 candidates from 2,800 municipalities. Baby Weeks[15] were held online in four capitals reaching more than 1 million people. Furthermore 955 municipalities participating in the SEAL committed to implementing Baby Weeks ensuring sustainability of ECD as a priority agenda.

In the area of Nutrition, 2020 saw a landmark results of UNICEF joint advocacy on food labelling, with the approval of a new regulation by the national regulator (ANVISA) establishing that the food and beverage industry needs to provide information on high contents of sugar, fat and sodium on the frontside of their packaged products. This is especially important considering that UNICEF data on the impact of the pandemic showed an increase in the intake of ultra-processed food among households with children and adolescents.

As vaccination coverage rates have been falling by at least 14 per cent over the last ten years, UNICEF launched a qualitative study[16] into the contributing and underlying factors, and activated municipalities enrolled in the SEAL to improve vaccination rates. Almost 1,000 municipalities participating in the initiative reached 95 per cent vaccine coverage for MMRD1. In addition, 3,227 key municipal stakeholders from 1,102 municipalities were trained on antenatal care, vaccination, sexual and reproductive health and rights and syphilis.

UNICEF continued to work in major cities to address the lethal impact of violence on children and adolescents via State Committees for the Prevention of Homicides of Adolescents. In Ceará, UNICEF supported evidence building on adolescent homicides focusing on girls, while in Rio de Janeiro UNICEF partnered with Luta Pela Paz reaching 109,000 children, adolescents and community members. In São Paulo, UNICEF's continued advocacy and engagement in the State Committee for the Prevention of Adolescent Homicides led to R\$ 1.2 million secured in the state's budget for violence prevention and victim support programmes. Three cities (Recife, São Luís and Rio de Janeiro) developed roadmaps and pilot interventions to reduce the impact of armed violence on children and adolescents, including strategies on adolescents' participation, community engagement, strengthening of social workforce, school-focused interventions and GBV risk mitigation.

UNICEF also worked on preventing HIV and STI transmission amongst adolescents and young people in large cities through the Youth Aware Initiative[17], reaching 991 young people in Rio de Janeiro, Recife and Belem, guaranteeing access to health services and information on gender equality. Over

7,500 adolescents living in slums were provided with information on COVID-19 prevention. Finally, in the area of Trilateral South-South Cooperation (TSSC), UNICEF supported initiatives between the Government of Brazil and Angola (renewed partnership on WASH) and Argentina (Public Finance for Children). New tools were introduced to strengthen evidence based TSSC agenda for children in Brazil and globally and UNICEF supported a global webinar around social protection, migration and remittances, sharing the Brazilian experience of its inclusive social protection system.

UNICEF Response to the Venezuela migration crisis in the North of Brazil

In 2020, UNICEF continued to scale its multi-sectoral humanitarian interventions to support the education, health, nutrition, WASH and child protection needs of the most vulnerable Venezuelan women, children and adolescents. Currently Brazil hosts around 261,000 Venezuelans migrants and refugees. 50,000 live in the States of Roraima, Amazonas and Pará, where UNICEF's interventions and monitoring focused on 73 locations, including: 22 official shelters, 20 informal settlements, *Operação Acolhida*[18] (*Operation Welcome*) facilities (screening, reception and transit centers) and indigenous communities. Programme strategies were upgraded - including through remote technologies and increased adolescent and community engagement - the number of frontline workers doubled (130 in total) and outreach capacity and coverage increased.

The combined set of interventions included: (i) reaching over 22,000 migrants and refugees with adequate WASH services along with distribution of 38,000 kits for improved personal and environmental hygiene; (ii) 16,487 primary health care package activities provided to children/adolescents and 1,206 to pregnant and lactating women, (iii) integrated educational and psychosocial support reaching over 18,000 children and adolescents through 30 Super Panas Spaces [19]. By strengthening child protection case management, including through mobile teams in Pacaraima and Boa Vista, UNICEF secured the rapid identification of 1,577 unaccompanied and separated children, supported regularization of guardianship and facilitated 316 family reunifications, while introducing two family-based care homes (*Casa Lares*). The COVID-19 prevention virtual campaign led by 770 adolescents included violence prevention/mitigation messaging and reached over 30,000 individuals.

Private sector engagement and partnerships

Despite the COVID-19 emergency that has aggravated economic uncertainty, UNICEF Brazil raised BRL 68 million or USD 13 million, which represents a 37 per cent growth compared to 2019 in local currency, an historical record thanks to the contributions of 68 companies and 218,000 individual pledge donors. On top of that, an additional BRL 21 million or USD 4 million was mobilized as contributions in-kind, benefiting 2.1 million people including children and their families.

A key success factor was the establishment of an integrated COVID-19 task force involving all areas of the office that coordinated alignment and implementation of the donations. Another important enabler was the partnership with the Brazilian National Bank for Economic and Social Development (BNDES) after several months of internal adjustments to reporting conditions required by the bank and the companies donating through them.

The Individual Giving programme focused on maximizing Digital and DRTV, counterbalancing some negative effects from the pandemic that hit traditional channels like F2F. As a result of a strong mobilization in social media, a group of celebrities and influencers were engaged and inspired to convey key messages and make a call to support UNICEF in its response against COVID-19. Eleven live shows were organized, reaching millions of viewers and raising funds, triggering several digital fundraising opportunities and positioning UNICEF as a key player in the response to the pandemic. UNICEF also used the Business Advisory Council to engage CEOs and their networks around advocacy in particular on school connectivity and opportunities for young people. The counselors also supported different fundraising efforts for children and unlocked press coverage opportunities in top business magazines.

Internal management and work climate

In 2020, UNICEF made significant investments to improve programme effectiveness. Nine different coordination mechanisms were activated, providing the backbone for smooth coordination of programme planning in a complex year. The creation of these collaborative teams allowed for smooth planning and implementation of the COVID-19 response with contributions from across all Country

Office teams. Among these, the new High Value Partnerships Committee strengthened cross-divisional coordination to efficiently develop donor proposals, monitor implementation and ensure quality and timely reporting.

The Operations team was instrumental in supporting UNICEF response by providing necessary tools, solutions and flexibility to accommodate significantly increased volumes, in transactions (budget implementation increased by 40 per cent in comparison to 2019), hiring more than 70 new personnel while still obtaining efficiency gains, estimated at around USD 500,000. New solutions on digital signature, online collaboration and deepening our T4D[20] engagement further facilitated innovative approaches.

The sudden, but smooth transition to home working modality was supported through a constant duty of care activities for all staff and their family members. Psychological support as well as stress management sessions were offered through the UN Stress Counselor. An experienced medical doctor was contracted to support UNICEF personnel with COVID-19 symptoms, and a psychologist was also hired. In response to UNICEF Global ITF Report, Brazil Country Office established a local harassment prevention committee and staff engaged in the global efforts to address racism and discrimination within the organization.

[1] Childhood in times of COVID-19: <https://uni.cf/3ply3mA>

[2] IBOPE Research: <https://uni.cf/2KCvRbl>

[3] UNICEF/REACH: <https://bit.ly/2Y2Evmu>

[4] UNICEF/SIWI Policy Brief: <https://uni.cf/3662o13>

[5] Deixa que eu Conto”: <https://uni.cf/3p8s3hf>

[6] Fund for Universalization telecommunication Services: <https://bit.ly/2LLXq2L>

[7] 1 million Opportunities: <https://bit.ly/3qB2FB0>

[8] “Caretas”: <https://uni.cf/3iNSjex>

[9] “Fronteiras”: <https://uni.cf/3iAo7TX>

[10] SEAL results: <https://bit.ly/3qGn5sk>

[11] SAS: <https://bit.ly/3iAska2>

[12] SSP: <https://bit.ly/2LOPVbk>

[13] Guidebooks on adaptation of services to cope with emergencies: <https://uni.cf/3iEk9te>

[14] Brazilian Government Programme “Happy Child”: <https://bit.ly/3qGwAHY>

[15] Baby Week: Initiative to promote early child rights

[16] Reference vaccine coverage: <https://uni.cf/2NnyG0V>

[17] Youth Aware: Promotion of HIV information and testing among adolescents and youth

[18] Operação Acolhida: <https://bit.ly/3pfAiYY>

[19] Child-friendly spaces

[20] T4D: Technology for Development

UN Collaboration and Other Partnerships

UNICEF worked in close cooperation with several Ministries (Woman, Family and Human Rights, Health, Citizenship, Education and Economy), with State governments, with municipalities (through the Municipal Seal Initiative – involving over 1.900 municipalities) and other government bodies (IBGE, IPEA, MPT). UNICEF strengthened its collaboration with the Congress on digital inclusion, school reopening, public budget and child benefits resulting in important breakthroughs such as the allocation of resources for school connectivity and the participation of the Consultative Council on Universal Basic Income, a key space for discussion on social protection.

Another highlight was UNICEF broad engagement with the private sector acting as a bridge between companies and vulnerable communities strongly boosting partnerships for the COVID-19 response. A total of 51 companies donated funds and supplies for the COVID response, reaching a value of USD 6.7 million. UNICEF also used the Business Advisory Council to engage CEOs for advocacy on connectivity, and opportunities for young people. A total of 41 companies and NGOs contributed to the “1 Million Opportunities” initiative by committing to provide access to quality education, digital inclusion, learning and labor opportunities to vulnerable young people (GenU roll-out in Brazil). UNICEF intensified partnerships with civil society, grassroots organizations and key indigenous networks to provide in-kind support for the prevention of COVID-19 to 2.1 million vulnerable people (including from indigenous, quilombola, favela and rural communities) and to deliver culturally adapted information, positioning UNICEF as a trusted partner amongst indigenous communities in the Amazon and other vulnerable populations. Furthermore, UNICEF established a Youth Council of 24 adolescents from different backgrounds who played a key role contributing to programmes such as the “1 Million Opportunities” initiative.

UNICEF engaged closely with sister agencies under the leadership of the Resident Coordinator. As part of the COVID-19 response, UNICEF contributed to the development of the UN Socio-Economic Response Plan (SERP). Jointly with UNDP and UNESCO, a socio-economic dashboard was designed with relevant indicators on Brazil's preparedness and vulnerabilities (national and states) within the COVID-19 context. Moreover, UNICEF led the Joint SDG Fund Programme that includes UNESCO, UNDP, UN Women and UNFPA that supports the Ministry of Citizenship to strengthen and scale up the “Happy Child” ECD Programme.

UNICEF contributed to inter-agency coordination as part of the R4V (Response for Venezuela) Platform leading sector coordination for WASH and Nutrition (with ADRA), for Education (with UNESCO and World Vision), as well as for the Child Protection sub-sector (with Aldeias Infantis) and for the Communicating with Communities working group. UNICEF ensured the elaboration of sector plans and strategies in application of humanitarian standards, common monitoring and reporting mechanisms which engage over 30 civil society organizations, UN agencies, federal, state and municipal authorities.

As part of the United Nations Office Management Team coordination, UNICEF contributed to the transfer of UN Brazil Business Operation Strategy (BOS) data into the online BOS 2.0 tool and UNICEF Deputy Representative for Operations acted as UN Brazil COVID-19 Medevac Coordinator.

Lessons Learned and Innovations

In a volatile political environment, with massive fake news downplaying the severity of the disease, families, adolescents and pregnant women looked for guidance and advice on COVID-19. UNICEF managed to quickly provide useful information on prevention measures and capitalize on its strong reputation as a reliable and knowledgeable source of information to attract millions of people to its various online platforms. Building on its already strong network, UNICEF mobilized many additional supporters, including celebrities who dedicated online concerts to raise awareness on COVID-19 and raise funds. The dedicated content on social media gained massive interest and led to strong engagement rates. UNICEF learned that the timely mobilization of existing networks and the engagement of new and diverse partners was crucial to ensure large uptake and will remain as a key

feature of engagement with stakeholders.

During the pandemic, UNICEF established a Youth Council that enabled the systematic involvement of adolescents and youth as a valuable voice that guided advocacy and mobilization efforts. The Youth Council is represented by boys and girls from various regions, backgrounds, who have been pushing UNICEF to address issues on combating racism, promoting gender equality and respect to LGBTQIA+ identities. Furthermore, they were engaged as volunteer digital firefighters playing an important role by responding to fake news and disseminating messages on COVID-19 prevention. This experience highlighted the added value of having mechanisms in place for a structured participation of young people in decision-making processes, a guiding principle of the next CPD.

Remote expert support has shown to be very effective to kickstart a new programme and fill expertise gaps. UNICEF benefited from three Emergency Response Team assignments in WASH, Accountability to Affected Populations and Prevention of Sexual Exploitation and Abuse. All three were important in supporting teams with needed expertise. In particular, the WASH assignment was critical to design and implement evidence-based Infection Prevention and control strategies and interventions, and to quickly establish and train a WASH team, bringing much needed expertise which was not part of UNICEF programming in Brazil and will serve as the basis for integrating this component in the next CPD.

COVID-19 motivated UNICEF to test different approaches to deliver results. The development of partnerships with community-based organizations was key to reach the most vulnerable communities and to ensure UNICEF is close to affected populations. This network will certainly be nurtured to continue to address complex issues. The creative use of technology was essential to rapidly move the Municipal Seal capacity building programme into a virtual mode, certainly permanently influencing future modalities enhancing agility, efficiency and reach. Gains from innovations were also visible in the response for Venezuelan migrants in particular with the development of the Super Panas Radio Programme, community kitchens and community surveillance systems that will be sustained in 2021. The pandemic showed that there is a need for innovative and more flexible models of South-South Cooperation engagement, with better use of online technologies and remote technical assistance. Such approaches will need to be developed and reflected in operational frameworks and guidance.

UNICEF was able to adapt its processes to deliver concrete results. Evidence-based decision-making was central to define target populations and reach the most vulnerable families. The activation of different intersectoral coordination mechanisms raised efficiency, fostered creativity, allowed flexibility in planning and imposed the need of decentralized decision-making to effectively and rapidly respond to emerging needs. The COVID-19 task force, that integrated a diverse group of colleagues from different areas and territories, was a good illustration of how an intersectoral agile forum can facilitate the definition of priorities, inform negotiations and ensure a timely and effective implementation of in-kind and financial contributions. This was a key element of success for mobilizing USD 6.7 million from private partners. Agility and rigorous processes can walk side by side when priorities are clear, galvanizing cross-divisional engagement and collaboration. Many operational and programmatic processes were streamlined, and different monitoring and management tools were created enabling new ways of collaboration.

By developing a complex operation for the receipt and distribution of in-kind donations, UNICEF managed to position itself as a bridge between the private sector and vulnerable communities. Through a snowball effect, UNICEF mobilized more companies than ever before positioning itself as a partner of choice, strengthening its field image and setting the ground for broader strategic and innovative alliances for results for children.

The Business Consultative Board showed to be an effective forum to involve CEOs around advocacy priorities and events, to engage them on key initiatives such as 1MiO and to mobilize funds through their networks. Meetings were intensified to get their valuable advices on campaigns and fundraising initiatives in particular to mobilize private companies. CEOs also contributed with inside information which was key to inform our advocacy strategies. Information on telecommunication, for example, was instrumental to unlock resources for school connectivity.

Another important element was the establishment of a partnership with the Brazilian National Bank for Economic and Social Development (BNDES) that concretized after several months of internal and

external negotiations allowing for the development of legal provisions that were acceptable to both organizations. This agreement was the basis for multi-million partnerships with a diverse set of companies from different industries. It shows the importance of diversifying the actors with whom UNICEF partners and the potential of risk-informed flexibility to adapt legal provisions and conditions to local specificities.

Finally, all these results were achieved by investing in staff wellbeing in close coordination with LSA. In a very demanding and stressful context in one of the most hardly hit countries in the world, it has been key to support staff and to adapt to the new work modalities while being innovative in designing new responses. The office hired health professionals to assist and orient staff mitigating anxiety specially for those directly affected by COVID-19. Dedicated sessions by a UN Counsellor, duty-of-care-days and regular all staff meetings were critical to support teams through difficult times. These valuable lessons will be incorporated in 2021 priorities and will inform the development of the new CPD.