

Brazil

Update on the context and situation of children

In 2022 Brazil was dominated by an unprecedented political polarization between the incumbent right-wing President Jair Bolsonaro and opposition leader Luiz Inácio Lula da Silva from the Workers' Party ahead of the general elections in October and by the continuing social and economic impact of the COVID-19 pandemic.

In the run-up to the vote, both candidates registered high levels of disapproval,¹ and Lula ultimately won with a very narrow margin of 50.9% against Bolsonaro's 49.1%.² After the election, followers of Bolsonaro blocked roads and called on the military to intervene. Overall, however, democracy in Brazil proved to be healthy, thanks mainly to the strong role taken on by the Superior Electoral Court, which ensured smooth electronic voting, combined with a rapid dissemination of final results³ and decisive action against the protesters.

The holiday season at the beginning of the year saw a massive increase in **COVID-19** infections caused by the highly contagious Omicron variant, albeit with significantly less lethal consequences thanks to the high vaccination rate of around 80%, although with high inequities.⁴ Despite initial signs of an **economic recovery**, the continuous impact of the pandemic and the global shock caused by the Russian invasion of Ukraine led to mixed progress. In December, the Institute of Applied Economic Research (Ipea) increased its GDP growth projection for 2022 from 2.8% to 3.1%⁵ and the unemployment rate fell to 8.3%,⁶ the lowest level since 2014. However, inflation increased to an expected annual rate of 6.5%,⁷ including a 63% price increase in food,⁸ which hit poor families with children particularly hard.

As a result, **poverty**, which had already increased to a record high of 46.2%⁹ among children under 14 years of age in 2021, remained a major concern in 2022. In 2020, thanks to an emergency cash transfer programme at the beginning of the pandemic that reached 68 million people it was 38.6%.

Routine vaccination coverage continued to fall, a trend initiated in 2015 and exacerbated due to the pandemic. BCG coverage, for instance, dropped from 105.1% in 2015 to 71.5% in 2021 and polio immunization dropped from 98.3% to 70.1%.¹⁰ Brazil is also home to 74% of the LAC region's of zero dose children (without DPT1 vaccine), which represents around 700,000 children. A study by the Maria Cecilia Souto Vidigal Foundation with support from UNICEF showed an increase of almost 90%⁸⁹ in **maternal mortality** during the pandemic across the country,¹¹ with more than half of the deaths related to COVID-19 infections. Additionally, the number of **underweight** children increased by 54% between March 2020 and November 2021.

Despite the general return to in-person **education**, a study commissioned by UNICEF revealed that two million children and adolescents aged 11 to 19 years who had not yet completed basic education did not return to school in 2022 after the prolonged closures.¹² Almost half of them (48%) said they "had to work outside". From 2019 to 2021 there was a decrease of almost 338,000 in the number of children enrolled in day-care centres.

A UNICEF online survey among more than 7,700 adolescents and young people showed that around 50% felt they needed help with **mental health issues**, but they did not know how to access existing services, and 40% did not turn to anyone when they needed support.¹³

According to the latest data of the Brazilian Yearbook of Public Security, in 2022 the country recorded a 21% increase in reported cases of **abuse of children**.¹⁴ The largest increase (26%) in the number of

cases occurred in children aged 5 to 9 years. Sexual violence against members of the LGBTQIA+ community saw a considerable increase of 88% in one year. The Yearbook also showed a 7% increase in reported cases of sexual exploitation of minors.

Problems related to **environmental degradation** and **climate change** remained high on the agenda in Brazil in 2022. Deforestation reached a new record high of 9,277 km² at the end of October, an area already larger than for the whole of 2019, which had the worst rate on record, according to the Institute of Space Research (Inpe).¹⁵ The brutal murder of indigenist Bruno Pereira and journalist Dom Phillips received massive international attention, and the participation of incoming President Lula at the UN Conference on Climate Change (COP27) in Egypt was widely celebrated as the return of Brazil to international action on climate change. UNICEF Brazil launched a first Climate Landscape Analysis for Children (CLAC), which showed that 40 million children in the country were exposed to more than one climate or environmental risk (60% of the total).¹⁶

After two years of border closure, migration from Venezuela resumed in 2022. Around 85,000 **Venezuelan migrants** entered Brazil, 30% of them being children and adolescents.¹⁷ Around 6.8% of Venezuelan children and adolescents entering Brazil between January and September were unaccompanied or separated from their families.¹⁸

1 Datafolha: Reprovação de Bolsonaro é de 39%; 38% aprovam – 27/10/2022 – Poder – Folha (uol.com.br)

2 www.tse.jus.br

3 www.tre-pa.jus.br

4 Mapa da vacinação contra COVID-19 no Brasil | Vacina

5 www.cnnbrasil.com.br/business/ipea-revisa-projecao-de-crescimento-do-pib-brasileiro-de-2022-de-28-para-31/

6 Desemprego recua para 8,3%, em 30/11/2022

7 Inflação acumulada em 12 meses (outubro de 2022) IBGE

8 Estudo Fundação Maria Cecília Souto Vidigal_UNICEF_Itaú Social_2022

9 Síntese dos Indicadores Sociais (SIS) IBGE 2021 and 2022

10 Imunizações – Cobertura – Brasil (datasus.gov.br)

11 Estudo Fundação Maria Cecília Souto Vidigal_UNICEF_Itaú Social_2022

12 Pesquisa IPEC UNICEF

13 UNICEF U-Report Adolescent Mental Health Survey 2022

14 <https://forumseguranca.org.br/anuario-brasileiro-seguranca-publica/>

15 <https://g1.globo.com/meio-ambiente/noticia/2022/10/28/amazonia-2022-ja-tem-pior-marca-da-serie-historica-de-alertas-de-desmate-do-inpe.ghtml>

UNICEF Brazil Climate Landscape Analysis for Children (CLAC)

16 UNICEF Brazil Climate Landscape Analysis for Children (CLAC)

17 Federal Police Daily Report, Pacaraima, 30 September 2022

18 Estimate based on data from the R4V Platform and Federal Police Daily Reports, 30 September 2022

Major contributions and drivers of results

Addressing the learning crisis through advocacy, policy and programming

After two years of school closures, reversing the post-pandemic learning crisis was a major focus of UNICEF advocacy and programming in 2022. At the start of the 2022 academic year, UNICEF engaged a broad range of partners to re-enrol children and adolescents in school via the School Active Search (SAS) strategy. This identified more than **311,000 out-of-school children**, leading to **37,000 children and adolescents being re-enrolled** in school across 22 states.

Education was the focus of the first in-person meeting of municipal education managers under UNICEF's Municipal Seal initiative. A total of **12,800 local public managers were trained** on SAS in diverse contexts, focusing on implementing integrated strategies to sustainably address the specific reasons for dropout.

Learning gaps were addressed via the Successful School Pathways strategy implemented at state level (AC, AP, ES, PA, RR, RN, SE, DF, AM and MA). In 2022 this trained and supported some **26,000 teachers and managers** to develop innovative curricula, create quality early learning content and develop protective learning environments, inclusive education and hybrid education practices. These programmes reached almost **80,000 students (primary and lower secondary education) directly** and around **342,000 indirectly**.

UNICEF used the presidential elections to raise awareness about the education crisis by installing symbolic classrooms in public spaces in three capitals (São Paulo, Belem and Salvador). After some days, the students disappeared leaving the teacher behind. Some of them reappeared in situations that symbolized the causes of school dropouts, such as child labour and early pregnancy. UNICEF Ambassadors and influencers supported the activity, calling for a #VoteForEducation. This was combined with the launch of the Brazilian Education in 2022 survey, which asked adolescents about the return to in-person education. It revealed that two million adolescents had not come back, most of them because they had to work, and another 20% were thinking about dropping out.

Sustaining COVID-19 pandemic containment efforts

COVID-19 prevention protocols and water, sanitation and hygiene (WASH) in school efforts were sustained as a key measure for the safe reopening of schools at the start of the year, while laying the ground for sustained WASH programming in vulnerable territories. A total of **30% of municipal schools** in over 1,400 municipalities implemented protocols on the prevention of COVID-19 with UNICEF support, and **518 public schools** were supported with handwashing stations and essential WASH supplies, benefiting more than 160,000 children. Within this context, over **63,000 girls were reached with menstrual health and hygiene activities** as a key entry point for girls' empowerment by developing their skills to access information and supplies, support their peers and dialogue with authorities on menstrual health.

Investments made in 2021 to engage with adolescents and young people in COVID-19 prevention proved highly successful. The audiovisual campaign Cola Bora (Collaborate!) designed and led by young people in the context of the Omicron variant went viral, with the video reaching **more than 100 million people and 1.5 billion impressions by February**. An impact analysis revealed a significant increase in awareness about the importance of mask-wearing and vaccinations against COVID-19 among the young audience.

WASH interventions prioritized Indigenous communities and included capacity development for over 380 health professionals using the Water and Sanitation for Health Facility Improvement Tool, with a focus on the DSEI (Special Indigenous Sanitary Districts) Rio Tapajós, Alto Rio Solimões, Yanomami, East of Roraima, Guamá Tocantins, Community Health Agents (ACS) of Santarém and the implementing partners.

Finally, and with a view to sustaining its efforts in WASH, UNICEF developed and launched a three-pronged strategy moving beyond emergency interventions to focus on Indigenous communities, child-friendly schools and vulnerable municipalities.

Leveraging evidence and partnerships to advance national recovery efforts focusing on children and adolescents

To address the immediate impacts of the pandemic, UNICEF supported government services to strengthen shock-responsive social assistance services with a second tranche of the humanitarian cash

transfer, **reaching 1,433 families** (5,500 individuals, 2,000 children).

Results from a UNICEF child poverty study showed that children were twice as much affected by monetary poverty. In response, UNICEF continued to strongly advocate for budgetary supplementing of child-focused policies, in the scope of the Public Finance for Children (PF4C) agenda. One of the main advocacy results was Congress approval of budgetary earmarking for early childhood interventions within the 2023 Budget Guidelines Law (LDO). Furthermore, the Senate's Siga-Brasil (the leading budget-transparency platform) included UNICEF child-related budget identification methodology, and this was the basis for the first monitoring report of the national government's Cross-Cutting Agenda for Early Childhood Development.

Alongside national efforts, UNICEF partnered with the mayors of the eight largest cities in Brazil to advance opportunities for children and adolescents living in territories affected by armed violence. The initiative #AgendaCidadeUnicef was launched in Rio de Janeiro, Sao Paulo, Recife, Salvador, Fortaleza, Sao Luis, Belem and Manaus, prioritizing integrated interventions to advance positive alternatives for children, adolescents and youth affected by armed violence. The strategy focuses on advancing broad public, private, youth and civil society partnerships to improve health, education, skills development and child protection services at community level.

UNICEF expanded the implementation of integrated and cross-sectoral **early childhood strategies** at national and subnational levels, assuring qualified and humanized health and education services, including supporting children with disabilities and violence prevention. UNICEF coordinated the implementation of the Early Childhood Friendly Units initiative (UAPI) in health units and early childhood education centres in six capitals. **Over 2,000 professionals were trained, indirectly impacting 238,000 children.**

UNICEF expanded its Generation Unlimited strategy with the One Million Opportunities (1MiO) partnership engaging companies, governments and civil society organizations to provide education, skills development, jobs and entrepreneurship opportunities for vulnerable adolescents to enhance school-to-work transition. **Over 91 companies and 50 social organizations partnered with the initiative alongside 1,700 municipalities and six states** resulting in the generation of **over 200,000 job opportunities**. More than 100,000 adolescents participated in skills development programmes for learning, personal empowerment, active citizenship and employability.

Advancing results for children in the most vulnerable municipalities in the Amazon and Semiarid territories

This was the second year of the 2021–2024 UNICEF Seal initiative, but the first year in which online training efforts could be complemented with in-person activities to support local capacities, benefiting **more than 2,000 municipalities across 18 states of the North (Amazon) and Northeast (Semiarid) territories of Brazil.**

Over **180,000 people participated** in the municipal community forums, contributing to the planning of local policies for children and adolescents in their municipalities, and about **41,000 adolescents were mobilized and supported** to engage in policies affecting their lives via the NUCAs (adolescent citizenship centres), including gender equality and SSR.

UNICEF engaged municipalities in the elaboration of municipal plans for early childhood to improve the quality of basic services for children and their families, resulting in the **training of over 3,900 professionals**. In addition, **more than 11,000 early childhood education managers and teachers were trained** on pedagogical practices for quality childhood education services.

In nutrition, UNICEF launched the Papei campaign, **reaching over 2.8 million users on social**

media to increase levels of breastfeeding and healthy eating for children. Healthy eating in schools was advanced via laws prohibiting the sale and offer of ultraprocessed food in schools, and over **2,500 professionals** including local managers and health and education professionals were trained on the topic. Dedicated interventions were made in Indigenous communities, training **2,000 health professionals from** 11 Indigenous health districts to carry out nutritional assessment of Indigenous children. UNICEF partnered with the Immunization Society of Brazil (Sociedade Brasileira de Imunizações) to train over **38,000 health professionals working in vaccination rooms**. Furthermore, in response to **HIV/AIDS**, UNICEF supported the strengthening of 7 HIV+ networks and collectives of adolescents and youth to assure their rights and fight against the stigma and prejudice, reaching over 800 people.

In **child protection**, UNICEF implemented a series of campaigns on violence prevention (using TV, media and community engagement initiatives), **reaching over 1.3 million people**. A total of **2,800 child protection professionals** were trained on the implementation of local protocols and referral pathways for preventing and responding to violence. UNICEF supported the improvement of cross-sectoral coordination to protect child victims, witnesses and perpetrators of violence (including children in conflict with the law) through solid partnerships with different sectors of the Brazilian child protection system, leading to **over 256,000 children reached by professionals from specialized services in health, education and social assistance**.

Over **4,000 municipal public agents were trained** to foster learning and job opportunities for adolescents under the UNICEF Seal initiative. The initiative's digital channels reached approximately 590,000 adolescents. A total of 110,600 adolescents and 27,000 primary caregivers received community-based mental health and psychosocial support and messaging through UNICEF-supported initiatives. UNICEF reached a considerable and growing number of adolescents and young people with reliable information about their rights through online platforms: U-Report, which reached about 164,000 users, and over 44,000 users each via Topity, a chatbot to foster adolescents' self-esteem and body confidence, by fighting gender stereotypes and Pode Falar, a platform on mental health. Information on the latter was shared with other LACRO countries.

To strengthen the **social protection sector**, UNICEF supported municipalities to improve intersectoral coordination of social assistance centres (CRAS) with child protection services, health and education. A total of **3,000 participants were trained on social protection financing and intersectoral protocols**, contributing to a coordinated perspective on social services, with coverage and quality increases.

As part of its advocacy and engagement efforts UNICEF published 350 communication products, including 160 press releases. More than 3.5 billion people were reached through UNICEF's digital channels, with 8.5 million engaging with the messages.

Humanitarian assistance for migrants and refugees from Venezuela strengthened

UNICEF secured the continuity of multisectoral services to nearly 40,000 (out of those, 46% children) Venezuelan migrant children, adolescents and their families, while expanding partnerships with state and municipal governments in Roraima, Amazonas and Pará. UNICEF's multisectoral services and monitoring focuses on 15 official shelters from the Operação Acolhida (screening, reception and transit centres), about 30 informal housing areas and Venezuelan Indigenous communities.

Over 3,700 children were screened for malnutrition, around 842 children received nutrition supplementation and over 1,180 pregnant and lactating women received iron and folic acid supplementation, plus 7,600 caregivers of young children accessed infant and young child feeding counselling and training activities.

Over 5,000 children, adolescents and young people benefited from individual child protection case management and referrals to specialized services using the software PRIMERO CPIMS+. Gender-

based violence capacity-building activities focused on providing adequate services and securing the best interests of LGBTQIA+ adolescents in shelters for public social workers and professionals from implementing partners. Through advocacy, UNICEF contributed to the approval of the main national legal framework for the protection of unaccompanied and separated children (Resolution 1/2017) and contributed to the forthcoming National Guide for the Protection of Unaccompanied and Separated Children, with the direct support of government counterparts.

A total of 4,300 undocumented, unaccompanied, and separated children and adolescents were identified, resulting in the reunification of 726 children. Over 37,700 children, adolescents and caregivers received psychosocial support through the UNICEF-supported initiative Super Panas (adapted child-friendly spaces). A total of 926 students were enrolled in school and over 13,000 children were reached with non-formal education services through Super Panas. WASH actions developed in Roraima, Amazonas and Pará impacted more than 40,000 migrants and refugees (46% children) in shelters, informal settlements and Indigenous communities receiving migrants.

Indigenous territories in Amazonas, Maranhão and Pará were supported, resulting in over 15,000 Indigenous children and adolescents reached through child-friendly spaces. Almost 40 municipalities in Pará and Maranhão, actions were developed to prevent COVID-19, including mapping and diagnosis in quilombola communities (afrodescent communities resistant from slavery period), strengthening youth participation and training and qualifying municipal actors to offer educational policies aimed at these communities.

Fundraising and corporate engagement

Despite the global economic uncertainty, UNICEF Brazil managed to consolidate a growing income level in 2022, reaching BRL 87.8M (USD 16.9M, 11% growth in USD). This resulted from a solid base of donors including 42 high-value partnerships and 250,000 individual monthly donors. On top of the financial results, an additional BRL 2.5M (around USD 780K) was mobilized as in-kind contributions.

The individual giving operation that focuses on growing monthly donors accounts for 70% of the total raised. This income, which is fully flexible, predictable and non-conditioned, continued to grow, mainly driven by the successful implementation of direct response TV (DRTV), growing digitalization of fundraising channels, continued face-to-face fundraising and telemarketing operations, improvement in monthly donor retention and cultivation and progress in data security standards implementation.

In terms of high-value partnerships, at close of year 92% of the 42 accounts had renewed, with 90% of current local contracts being multi-year. There were innovations in the engagement of high-value partners, with field visits, meetings and C-level events, and increased visibility of corporate partnerships in social media and the press.

Operational drivers

The Brazil Office continued to strengthen its duty of care measures, promoting flexible working arrangements, organizing mental health sessions and engaging with health insurance companies as needed. The work facilitated staff interactions and enabled team cohesion. The office developed a strategy for COVID vaccination of staff and achieved fully vaccinated status.

The refurbishment of the Brasilia premises was completed and is contributing to a more modern, open, green and collaborative space. Similar improvement initiatives were initiated for field offices.

Operations units reinforced the support missions to field offices. These field visits were well received by staff, as they contributed to improving working conditions, particularly in those areas with security and complex well-being issues. These were completed by a support mission from the regional security adviser.

In terms of key governance and oversight structures, potential conflicts of roles were addressed and efficiency was achieved through innovative approaches in operations and collaboration with the United Nations community. The office was very involved in the local shared service centre process to strategically position UNICEF as a key player.

Procurement continued to play a key role with a total implementation of around USD 5.4 million. Around 588 low-value procurement processes were completed, 23 new long-term agreements (LTA) established, and 55 valid LTAs maintained. The procurement unit actively supported the response to the Venezuelan migration crisis.

The office supported staff career development and achieved tangible results: internal opportunities for one person, who moved from General Service to International Professional (IP); two people from National Officer to IP; three people had their contracts converted from Temporary Appointment to Fixed Term; and 16 people had their contract modality or duty station changed. Ten staff were approved for the Regional Response Roster.

UN Collaboration and Other Partnerships

Under the leadership of the United Nations Resident Coordinator, 2022 was a key year for the development of the UNSDCF 2023–27. The process is being spearheaded by a high-level Steering Committee with participation of the Presidency, the Ministry of Foreign Affairs and the Ministry of Economy. UNICEF is actively engaged as co-leader of the Social Inclusion Pillar and as a contributor to other pillars. Key accomplishments included finalization of the UNDAF evaluation, development of the Common Country Assessment and engagement in the Strategic Planning Retreat, leading to the development of draft outcomes and outputs.

The United Nations Multi-partner Trust Fund for Amazonia was launched together with the Consortium of States of the Amazonia Legal Brasileira at COP27. UNICEF is leading the development of an Indigenous component, working with key agencies to develop the conceptual framework and operational approach.

UNICEF is an active partner of the Response for Venezuela (R4V) platform, under the leadership of UNHCR and International Organization for Migration, to ensure coordinated support to the federal response Operation Welcome in support of the Venezuelan migration crisis.

The Sustainable Development Goals (SDG) Joint Fund Programme on Early Childhood Development was concluded in 2022 under UNICEF leadership in support of the Ministry of Citizenship's quality scaling of the Happy Child Programme. A total of 1.3 million children and 340,000 pregnant women were reached. Complementing this, UNICEF coordinated a Parliamentary Working Group on Public Financing of Early Childhood Development with 18 key stakeholders and the Parliamentary Front of Early Childhood. These actions resulted in recommendations, technical notes and events dedicated to the incorporation of early childhood in municipal budget cycles.

The launching of #AgendaCidadeUNICEF strengthened UNICEF partnerships with municipal governments in the major cities of Brazil. Partnership agreements were signed with each mayor in the eight cities (SP, RJ, MAN, BEL, SLZ, REC, SAL, FOR) and local events organized with participation of UNICEF Ambassadors.

Income from the high-value partnerships with 42 companies and foundations was 30% of total income raised. This has grown significantly in the past three years in hand with the strong response that UNICEF Brazil had during the pandemic. Thanks to a fluid collaboration between the areas, the office managed to transform emergency support into longer partnerships that today make up the biggest operation of its type in the region, bringing in 65% of the total goal (in value collected) in the business and philanthropy sectors in the Latin America and Caribbean Regional Office area. Key success factors included timely strengthening of the high-value partnerships team; close support provided by the CEOs of the Business Advisory Council, which opened up new fundraising opportunities; and good collaboration among programmes enabling the timely presentation of quality proposals and reports. Furthermore, the UNICEF Migration response has benefited from key financial support from both BPRM and ECHO in 2022, allowing to continue implementation strategic and critical activities, as well as planning for more sustainable actions, including key actions aiming at reinforcing the insertion of Indigenous from Venezuela into indigenous host communities in Brazil.

Lessons Learned and Innovations

Evidence-based advocacy activities positioned UNICEF as a relevant source of reliable data to raise awareness of the challenges in guaranteeing the right to education with the publication of two studies: *Pesquisa UNDIME Educação na Pandemia – 8a onda* and *Desigualdades na garantia do direito à*

pré-escola. UNICEF also presented its Multidimensional Child Poverty Index methodology at the eighth conference of the International Society for Child Indicators while the Brazil Data Panorama was developed and added to the UNICEF Data Warehouse using Dash technology.

UNICEF actively positioned the rights of children and adolescents in climate action and the environment. The first study on the impact of climate change on children in Brazil was presented alongside COP27, complemented by active engagement of adolescents and youth from Indigenous communities, communities of African descent and traditional communities, who developed a youth Declaration. UNICEF facilitated participation of three young Brazilians in COP27, who showcased their stories and participated via TV and media channels.

Youth empowerment and participation continues to be a driver of policy changes at local level. In the Amazon territory more than 50,000 adolescents and youth participated on key topics of child protection, menstrual dignity, skills development and others. Some important results included the free distribution of feminine sanitary pads by the Government of Maranhão in the public education system as a result of a comprehensive initiative led by youth to raise awareness on racism and gender-based violence.

To address the systematic decrease of immunization coverage and in response to the high number of zero dose children, UNICEF developed the BAV (Active Vaccine Search). The strategy builds on the successful School Active Search, providing a digital platform with automated alerts to identify and reach zero-dose or undervaccinated children and establishing referral systems across health, education and social assistance services to monitor and track vaccination of young children. The BAV platform was launched, developed and piloted in four Brazilian municipalities ahead of roll-out in the Amazon and Semiarid regions in 2023. Complementing this platform, a partnership with Meta and Yale University and direct engagement with youth in urban neighbourhoods and Indigenous communities allowed testing of social media messages to promote vaccinations. The results will be used to support the incoming government in strengthening routine immunization.

UNICEF support to local and state institutions was a fundamental. The response to the migration is not an issue of capacity of institutions, but rather a matter of establishing a principled and rights - based response. While UNICEF and partners have made progress and are committed to AAP, challenges remain to establish beneficiary participation. The participatory mechanisms put in place with indigenous communities are a source of learning.

The ICT unit continued to provide support to digitally enabled programme activities (T4D), including providing cost-efficient options for Vaccine Active Search and School Active Search as well as maintenance of the UNICEF survey tool for WASH and education teams and support for the Virtual Learning Environment tool.

UNICEF engagement at municipal level via the Seal initiative was sustained by the online learning platform (AVA UNICEF) to deliver training and technical support to municipal stakeholders across different sectors. Using the platform, 36 courses are being offered to over 2,000 municipal stakeholders, with over 63,000 professionals enrolled. The learning platform is being complemented with a municipal data dashboard providing real-time data to municipal managers enrolled in the Municipal Seal initiative to track progress on child-focused SDGs.

Connectivity remains a major barrier to digital inclusion and access to public goods benefiting children and adolescents, particularly in schools. To address this issue, UNICEF expanded its work on digital learning, bringing expertise from the Giga team – a UNICEF and ITU collaboration – to support the Ministry of Communication and the Ministry of Education in designing cost-effective solutions to connect schools.

The trilateral SSC cooperation programme featured a **multi-country learning journey about WASH hosted by the Government of Brazil with eight African countries**. The mission reviewed best

practices on local management of WASH services and was jointly organized with the UNICEF Regional Office for East and Southern Africa and the Brazilian Cooperation Agency (ABC), with the participation of technical stakeholders at national and subnational levels.

UNICEF Brazil pioneered simplified programming guidance, contributing to user-centred guidance for country offices in the design of country programmes to advance rights and results for children. To this end an evidence synthesis was developed building on a wide variety of research about children and adolescents along with key internal exercises such as a gender, race and ethnicity programmatic review, a risk-informed programming exercise and a country programme evaluation. Finally, a human rights and results-based management learning in action programme engaged over 100 staff over a three-part journey to develop outcome-focused theories of change using system thinking, competency development and human-centred design tools.

In terms of fundraising, individual giving grew thanks to DRTV that acted as a catalyst, allowing conversion of donors by digital and telemarketing. This strategy has a double benefit of enhancing fundraising and positioning UNICEF among TV and digital audiences. Furthermore, having telemarketing and digital channels ready to convert, aligned with strategic media purchases and powerful spots, was crucial for taking advantage of moments such as the presidential elections in October 2022. Making decisions based on daily follow-up of the key performance indicators led to an improvement in the number of pledges per TV spot from 4.8 in 2021 to 7.3 in 2022.

Visits by operations colleagues to field offices provided opportunities to address organizational problems allowing the identification of responses and actions according to contexts and areas (human resources, ICT, procurement, finance, administration, security). Following the results of UNICEF Pulse Survey, the Country Management Team worked closely with the staff association and human resources to conduct focus groups to better understand the issues behind some of the results where staff ratings had decreased. This allowed for an authentic dialogue on enablers and barriers for living UNICEF values. The results of the focus groups will serve as the road map for using the 2023 staff retreat as a space for designing actionable solutions.