

## Evaluation Management Response Document

**Region:** LACR

**Office:** Brazil

**Evaluation Year:** 2022

**Evaluation Title:** [Evaluation of UNICEF Brazil Country Programme Interventions including strategies to improve children rights at the sub-national level](#)

**Evaluation Report Sequence Number:** Brazil/62/2022/17327

### Overall response to evaluation

: The evaluation achieved its main objective of identifying key lessons of the ongoing CP implementation to inform the design and implementation of the next CPD and help respond to national and subnational needs to advance child rights in Brazil.

The implementation of the evaluation took longer than originally planned, mainly due to the Covid pandemic and had to be undertaken entirely remotely.

The evaluation also took into consideration the BCO's response to the Venezuelan Migrant Crisis (HAC Migration) and benefited from a comprehensive assessment of its response to the Covid pandemic (HAC Covid).

### Planned Use of the Evaluation

The evaluation findings and recommendations will inform the new 2023-2026 country programme design and implementation. They will contribute to senior management and sections decision making. They will be used to strategically position UNICEF in fast changing context in the next CPD cycle. The primary users of this evaluation will be the UNICEF country office teams who will address the Evaluation Management Response Actions as part of their AWP.

### Evaluation Use Post MR

### Recommendations and Actions

No.	Recommendations/Action	Responsible Section(Action)	Responsible Person Name(Action)	Expected Completion(Action)	Mgt Response/Implementation Stage	Reason/Action Taken
1	To ensure that the next CP responds to the changing country context, priorities and needs of the most marginalized children and their families BCO should:  1.1 Ensure that the new CPD reflects the lessons learned on priority areas, and more explicitly addresses the intersectional inequalities on gender, race and ethnicity.  1.2 The above should be informed by evidence specifically collected for this purpose and consultations held with wider group of stakeholders specifically subnational governments, beneficiaries and other relevant partners including the private sector. Both new evidence and stakeholder consultations should also be used during preparation of the CPD.				Agree	
1	1.1.1: As part of the development of the CPD, ensure that the Programme Rationale will integrate lessons learned from previous programme and explicitly address vulnerable groups related to key deprivations.	Brasilia and Zone Offices	Paola Babos, Lilianna Chopitea	12/30/2022	Completed	Intersectional inequalities analysis were included in the Narrative Report. Prior to the RRBM, main deprivations of priority groups were prioritized.
2	1.2.1: Plan and hold broad consultations with a diverse set of stakeholders to inform the new CPD.	Brasilia and Zone Offices	Paola Babos	12/30/2022	Underway	Consultations were planned for August 2022 but put on hold due to delays in the UNSDCF process (only at early stage) with impacts in the planned CPD preparation/submission timeline. Consultations now planned for 2023

2	<p>To ensure that UNICEF BCO delivers results in the next CP:</p> <p>2.1 BCO with the support of DAPM and LACRO should rethink how and when programme performance is measured (specifically at outcome level). This will also mean helping to strengthen government departments (such as IBGE) and monitoring systems with a focus on disaggregated children's data.</p> <p>2.2 BCO could support LACRO with lessons learned on what has and hasn't worked from using localised strategies such as the Seal. The Seal was recently evaluated by UNICEF New York's Evaluation Office and the evidence can be used to inform this exercise. The regional office can then support design of localised strategies and replication of pilot to scale strategies such as Seal as test cases in new contexts.</p>			Agree		
1	<p>2.1.1: With support of DAPM and LACRO, include more frequent review and revision (where required) of outcome indicators in coordination with other stakeholders including the Government.</p> <p>2.1.2 Develop a data strategy for the next CPD.</p>	Brasilia Office, LACRO/HQ	Liliana Chopitea	12/29/2023	Underway	<p>Exercise on the revision of part of outcome indicators and CSIs, in coordination with stakeholders and regional colleagues is underway.</p> <p>M&amp;E strategy was developed.</p>
2	2.2.1 BCO to share with LACRO methodologies and instruments applied in the SEAL strategy to support the design of localised strategies in other countries of the region.	Brasilia Office, Zone Offices	Mario Volpi	12/30/2022	Underway	Meetings with UNICEF Argentina Country Office as continuity of the meeting in Germany (Cologne)
3	<p>To better achieve results in the next CP it is key that:</p> <p>3.1 BCO, with the support of LACRO, introduces risk mitigation plan within its partnership and resource mobilisation strategies. This is to ensure there is adequate commitment and potential availability of funding, in particular flexible funding, earlier on (or even at the start) of the programme to provide UNICEF greater funding security. UNICEF could start discussions about funding with private sector as part of the programme design consultations.</p> <p>3.2 B4R approaches are further utilised, including incorporating businesses as a stakeholder in the development of country programme documents, influence them to integrate children's rights as part of their responsible business conduct and mobilise non-financial business resources such as skills and influence. This should help achieve more efficiently results in the new CP implementation.</p> <p>3.3 Current linkages (both vertical and horizontal), and management structures, in particular of the programme team, should be strengthened and adapted to respond to the needs of different regions (such as the Amazon). Current mechanisms in place such as TWG and PMT provide a good starting point to build upon.</p> <p>3.4 Staffing capacities should be enhanced at FO level with expertise that only currently exist at Brasilia level (e.g. ECD and social policy). Further review to understand the specific staffing levels and expertise required will be important before decisions are taken in this regard.</p>			Agree		
1	3.1.1 Include partners and donors in the design and development of the new CPD, planned for 2022.	PFP	Juan Ignacio Calvo	12/30/2022	Underway	UNICEF Brazil, via its Advisory Council composed by CEOs, develops a continuous consultation to private sector partners and donors. Particularly related to the new CPD design, on August 29th, a meeting with all Council's members focused on discussing new and better spaces of interaction with the private sector to improve children's lives will take place.
2	3.1.2 Develop a joint PFP/RM framework once the CPD is developed	PFP	Juan Ignacio Calvo	12/30/2022	Completed	The PFP/RM strategy towards the Private Sector is done and it has been developed together with the Regional Support Center and approved by PFP specialists. A complementary Resource Mobilization framework addressed to other funding sources such as NatComs, UNICEF HQs, local government and bilateral donors is underway, in a joint work between all areas of the office.

3	3.2.1 Have B4R strategy included as part of ToC of the new CPD	Brasilia Office	Paola Babos	12/30/2022	Underway	B4R was considered during the design phase of the CPD. B4R training was conducted in Q1 2021 for programme colleagues with support of the RO. In June 2021 a dedicated section on Mobilizing resources for children – engaging business as a partner and donor was conducted. During this session non financial engagement of private partners was discussed and key priorities were defined for each goal area.
4	As part of CPMP preparation, review existing mechanisms and take steps to strengthen these, including: 3.3.1 As part of AMP 2022, update existing mechanisms to ensure stronger linkage between PMT, ETT, TWG, Territory Groups and Municipal Strategies.	Brasilia Office	Paola Babos	6/30/2022	Completed	A Programme Governance Mechanisms was developed and included in the AMP 2022.
5	3.3.2 Develop an accountability framework for the new country programme.	Brasilia Office	Augustin Birba	6/30/2023	Not Started	
6	3.4.1 As part of the CPMP preparation, review existing distribution of expertise and adequately meet resourcing needs	Brasilia and Zone Offices	Augustin Birba	12/30/2022	Not Started	
4	To ensure sustainability of the next Country Programme, it is important to:  4.1 Develop a sustainability plan, jointly working with key stakeholders, that clearly outlines ways in which UNICEF will mainstream programme processes and strategies into existing government systems. This will require increased stakeholder engagement and developing partner capacity as well as strengthening government and other private sector systems as well as strengthening and expanding its strategic alliances.				Agree	
1	As part of the CPD development process:  4.1.1 Map Government institutions to identify those UNICEF needs to engage with (including municipal managers)  4.1.2 Organize meetings to engage with the new elected authorities right after the elections.	Brasilia Office, Zone Offices	Liliana Chopitea, Mario Volpi, Paola Babos	12/29/2023	Underway	As part of the UNSDCF process a preliminary mapping was constructed.
5	5.1 Continue influencing and provide support (in the form of tools, evidence, methodology) to the government, and private sector to adopt an intersectoral approach within their own planning, and implementation processes (for more integrated responses to promoting and achieving rights of children)  5.2 Develop an integrated programme capable of responding to humanitarian and development needs within Brazil (humanitarian-development nexus). This should include embedding preparedness and response mechanisms, developing plans, allocating budgets, determining staffing capacities, for unforeseen emergencies as well as strengthening partnerships with the federal government for increased ownership and collaboration. UNICEF should ensure that ongoing response to Covid-19 and VMC is embedded coherently within the next CPD				Agree	
1	5.1.1 Strengthen partnership with subnational governments to foster intersectorality through the Seal and the Urban Centers strategies.	Brasilia and Zone Offices	Paola Babos	12/29/2023	Underway	Urban Center Strategy launched in 6 out of 8 cities (Sao Paulo, Rio de Janeiro, Salvador, Recife, Fortaleza, Belem).  In 2022, the Selo Institutional committee was strengthened with participation of the 3 municipal associations and 2 Alliances of States for Amazon and Northeast.  Further actions are planned with State Governors in 2023 once new State level Governments are in place following the elections.
2	5.2.1 Ensure that the AMP considers an Emergency Technical Team that can address COVID, Migration and Climate Change/DRR.	Brasilia Office	Gregory Bulit	6/30/2023	Completed	New ETT considers COVID, Migration and DRR.

3	5.2.2 Starting with the AWP for 2022 further invest in integrated humanitarian interventions anchored in system strengthening of public policies.	Brasilia Office	Gregory Bulit	6/30/2023	Completed	5.2.2. AWP for 2022 include system strengthening activities.
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