

Final Evaluation

“Samen opkomen voor ieders rechten”

**Joint Program
KIYO – Solidagro – Viva Salud**

Brazil Evaluation Report
Final version - December 2021

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1.

1. List of Abbreviations

ADPF 635 – Action for Breach of Fundamental Precept 635 (Ação de Descumprimento de Preceito Fundamental)

AMAR – Associação Beneficente Amar; partner organization

CAJ – Children, Adolescents, and Youth (Crianças, Adolescentes e Jovens)

CEDECA – Center for the Defense of Children and Adolescents’ Rights (Centro de Defesa dos Direitos da Criança e do Adolescente); partner organization

CRC – UN International Convention for the Rights of the Child

CSO – Civils Society Organization

DGD – Directorate-General Development Cooperation and Humanitarian Aid

DEGASE – General Department of Socio-Educative Action (Departamento Geral de Ações Socioeducativas), authority supervising the legal measures (detention, conditional freedom, and follow up...) for children in conflict with the law

ENCLO – Luiz Olimecha National Circus School (Escola Nacional de Circo Luiz Olimecha)

Forum DCA – State Forum for the Rights of Child and Adolescent (Forum dos direitos de Crianças e Adolescentes)

GT DEGASE RIO – Working Group on the General Department of Socio-Educative Action of Rio de Janeiro (Grupo de Trabalho do Departamento Geral de Ações Socioeducativas do Rio de Janeiro)

Logframe – Logical framework

NGO – Non-Governmental Organization

OAS – Organization of American States

PAMEN – Associação PAMEN Central Humana de Educação Ideiás e Formação Alternativa; partner organization

PO(s) – Partner Organization(s)

RRC – Network for Street Childrem (Rede Rio Criança); partner organization

SER – Se Essa Rua Fosse Minha; partner organization

TVET - Technical and Vocational Education and Training

YOUCA-Brasil – Youth for Change and Action, Brazil chapter; partner organization

TOC – Theory of Change

2. Evaluation summary

This report is the final external evaluation of the 2017-2021 joint program *Samen opkomen voor ieders rechten* implemented by the NGO KIYO in Brazil in collaboration with 5 partner organizations (POs). The evaluation was completed by experts from the INANGA consulting firm who developed the methodology in May and June 2021. In September and October 2021, these experts performed a desk review and conducted a number of interviews with members of the KIYO office in Brazil and a local PO.

The final evaluation considers that the program relevance is high. The program targeted the most vulnerable groups and tackled their main issues and challenges. The recent context evolutions (political shifts in Brazil and Covid-19 pandemic consequences) confirmed this high relevance. The program is also considered to be very effective, particularly at the local level. All quantitative goals for the four results have been met by the POs, often times achieving numbers beyond those originally planned, however the pacing of activities near the end of the program was affected. The efficiency of the program is also determined to be good. The program's approach to develop strong partnerships, rely upon partners for the main aspect of the program, and maintain a light office / structure in Brazil is an efficient method. However, the evaluation suggests some recommendations to sharpen the partnership. The impact of the program is considered fair and positive, especially at an individual and community level. At an institutional and national level, the program faced overwhelming challenges and constraints that partly jeopardized or delayed the possibility of achieving systemic and long-term changes (i.e realization of rights of most vulnerable CAJ). Globally, the partnership between the 5 POs and KIYO seems to be mutually beneficial in strengthening solidarity and capacity building. The midterm evaluation recommended the improvement of collaborative work with the other POs, which was achieved by working with KIYO to coordinate better collaborative work between POs. One notable activity allowed the POs to visit each other's facilities and share experiences and different expertise, as well as analyze and improve their organizational statutes including, for example, non-discrimination provisions and gender and race policies.

The final evaluation considers the inclusion of the transversal themes of gender and environment to be good. Projects focusing on issues specific to young women, as well as guaranteeing an equal number of girls/boys in regard both to participants and educators were taken into account. Moreover, environmentally conscious practices and trainings were effectively integrated. It particularly seemed to benefit the POs and help them better integrate these issues into their organization's daily work. Partner capacity building is considered to be effective and positive, particularly in regard to the methodologies integrated and the validation of future projects. Although new to the POs, the ToC methodology was embraced and considered as an effective way to evolve their organization's work, especially through the integration of such new methodologies into organizational activities and measurements.

Overall, the final evaluation considers that the program was very positive, particularly at the local level. Nearly all program results were achieved, and partners testified to good collaboration and mutual appreciation amongst themselves. However, the political and economic upheavals brought about by the Bolsonaro presidency and COVID-19 pandemic have affected the success of the program at the institutional and national levels and present risks for the sustainability of results in the years to come.

3. Introduction

The complete methodology was developed in May and June of 2021 and validated by the joint program coordinator. The same methodology was used for the reports in Burundi and Morocco. It is largely similar to the one used to conduct the final evaluation in the DRC and Belgium.

3.1. *Objectives of the evaluation*

Objectives of the programs are:

- To assess, in a neutral way and at the end of the course, the contribution of the joint program to the integration and application of the rights-based approach to development in the policies of the duty bearers and ultimately that the rights of the rights holders are better guaranteed (Belgium);
- That children's rights be promoted through awareness-raising activities for duty bearers to make them take responsibility and, through support strategies for beneficiaries, to enable them to actively demand the application of their rights and to participate in youth policy in accordance with the CRC (International Convention on the Rights of the Child) and the ECA (Brazilian Juvenile Law).

As such, the evaluation team assesses the relevance, coherence, effectiveness, efficiency, impact and sustainability of the results of the joint program of Viva Salud, KIYO and Solidagro in order to report on the results obtained for each objective previously identified during the elaboration of the ToC (Theory of Change). This is achieved through the development of a rigorous evaluation methodology, the elaboration of evaluation reports with objective analyses, highlighting areas for improvement, identifying good practices and producing specific, concrete and realistic recommendations.

3.2. *Description of the Evaluation Phases*

Phase 1 (May and June 2021): Development of the methodology and tools for data collection

Phase 2 (September and October 2021): Data collection and synthesis

- Document analysis

This evaluation was performed through a systematic analysis of program documents (annual reports, activity reports, evaluations, steering committee meeting minutes, midterm evaluation, etc.), in addition to some external documents. The final evaluation took into account the extent to which the recommendations of the mid-term evaluation and the analysis of the program document by the DGD at the beginning of the program have been taken into account and the obstacles to their implementation.

- Semi-structured interviews with the country representative and a PO

In addition, 2 interviews were conducted with the country representative and a partner, following the interview criteria developed in the methodology. They allowed us to deal with the document analysis more in depth, understand the perception and point of view of the program's key actors, and test certain conclusions or recommendations.

- Analysis of additional material collected by KIYO's teams

The POs participated in a self-assessment and rated the success of each program criteria on a scale of 1 to 5 (5 being the best) on September 18, 2020. Each PO made comments on their individual progress and some final conclusions concerning the entirety of the program were

summarized. Two life stories were also provided by the POs AMAR and PANEM. These life stories concerned two teenage boys who recounted their experiences, impressions, and overall impact of the program on their lives in a story collage and video format. Each of these teenagers began as beneficiaries and participants and subsequently became youth leaders within the program.

Phase 3: (October 2021) Data and report analysis

According to the ToR, for each evaluation question, the analysis was to provide information on the following three aspects: elements for improvement; good practices/success factors; and possible solutions in the form of recommendations. The following methodological principles has been implemented during the evaluation:

- ✓ Breakdown of relevant data by question and evaluation criterion and formulation of a reasoned response with explicit reference to specific sources of information.
- ✓ Triangulation / confrontation of information / points of view gathered from the different interlocutors and data collected through desk review (reports, studies) in order to reduce interpretation bias and increase the reliability of the analyses, to improve the reliability and legitimacy of the conclusions and therefore prepare the appropriation of the conclusions and recommendations.
- ✓ The evaluator also considered the diversity of interlocutors and actors in the analysis. An analysis/an observation is more solid if it is based on points of view expressed by actors from different organisations or positions.
- ✓ To compare the reality perceived by the programme actors with the Theory of Change and the programme approach and to formulate proposals for adapting the Theory of Change.

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4. Answers to the evaluation questions

4.1. DAC Criteria

Relevance

The final evaluation considers that the program relevance is high in two main aspects: (i) the targeted issues and actors, (ii) the way the program proposes to tackle those issues. As already mentioned in the midterm evaluation, the program has identified many issues and challenges in the implementation of the rights of CAJs in Brazil and targets the most vulnerable groups. The targeted partners and stakeholders are relevant, experienced, and visible. The strategy used, which consists of capacity building of targeted groups & partners, direct service delivery and advocacy, is relevant and adapted to the context.

The recent context evolutions (political shifts in Brazil and Covid 19 consequences) confirmed this high relevance but also deeply affected the capacity of intervention and perspectives of Brazilian civil society, especially in the field of advocacy. According to staff and partners, as well as internal documentation consulted, these shifts have made the program more relevant for its stakeholders and beneficiaries – but more challenging to implement. The right-wing agenda and politics of the current Brazilian president have brought on controversial reforms that have systematically eroded social rights and NGO protections. Indeed, the encouragement of civil society boycotts by the president, the reduction of subsidies for NGOs, the replacement of NGO representatives on committees regarding the environment and children’s rights with Bolsonaro supporting military personnel, and the continued violence against activists demonstrate the increasingly tense, and at times antagonistic, relationship between civil society, notably human rights NGOs, and the government.¹ The rampant spread of fake news and liberal policies that have weakened labor rights and environmental protections, among other measures, have fed growing concerns that human rights and even democracy itself are at stake in Brazil.² As previously noted in the midterm evaluation, the program is also highly relevant in regard to the target group of street youth and people from the favelas, as they are populations that are often ignored and underserved by the government and public authorities.

The pandemic has also brought the return of food shortages, an increase in unemployment, and compromised youth access to education (computers and internet access are needed to attend school), which has directly affected the target group.³ This crisis has also been exacerbated by the denial of the severity of the coronavirus by the political authorities, slow response to purchasing vaccines and lack of sanitary measures implemented nationwide, making the activities that help respond to the material conditions of the target population (food care packages, hygiene kits) even more relevant on a national level.⁴ This is particularly salient for the target group as Brazil is home to a COVID-19 death rate in children that is 10 times higher than in other countries of the world, and is second only behind the United States in overall official death toll. The main culprit for this is likely the disparities in the country’s health care system and the higher vulnerabilities of certain populations, such as those facing food insecurity.⁵

1 KIYO Context Analysis Brazil, 2021

2 World Report 2021: HRW Brazil: <https://www.hrw.org/world-report/2021/country-chapters/brazil>

3 KIYO BR Self-evaluation report, 2021; World Report 2021: HRW Brazil: <https://www.hrw.org/world-report/2021/country-chapters/brazil>; Neves JA, Machado ML, Oliveira LDA, Moreno YMF, Medeiros MAT, Vasconcelos FAG. Unemployment, poverty, and hunger in Brazil in Covid-19 pandemic times. *Rev Nutr.* 2021; <https://doi.org/10.1590/1678-9865202134e200170>

4 World Report 2021: HRW Brazil: <https://www.hrw.org/world-report/2021/country-chapters/brazil>

As already mentioned in the midterm report, the program strategy could also be more elaborated on its processes of change as it does not entail a detailed analysis of the necessary conditions and intermediate steps to effectively achieve the purposed changes. The evaluation notes the awareness and acknowledgement of POs on the importance to improve capacity building and increase knowledge on change processes and approaches. This evolution is promising in the perspective to better implement the ToC and increase the possibility of tracking and assessing the impact of future interventions. These improvements, if they are confirmed and consolidated in the future, could allow for an increase in the relevance of future programs and their adaptation to context evolution.

Effectiveness

The final evaluation considers the program to be very effective, particularly at the local level. All numeric targets for the four results have been met by the POs, often times achieving numbers beyond those originally planned. Nonetheless, the significant political and economic changes since 2019 impacted the pace of activities and the PO's ability to hold in-person activities, limiting their reach in 2021. Some planned external actions also had to be postponed due to the pandemic, for example CEDECA's report to the CRC.

Beneficiaries have had decent access to programs over all the program implementation and are satisfied with and positive about the services. While institutional achievements at the municipal, state, and national level won through PO advocacy efforts were noted in the midterm report, POs have faced challenges in bringing about further institutional achievements.

As already mentioned in the midterm evaluation, the final evaluation highlights that while targets were achieved or overachieved, the indicators did not always match the PO's activities and could therefore not account for all PO activities and impact. As the logframe and the indicators have not been modified by KIYO since the midterm evaluation, this remark made in the midterm evaluation is still valid. Hence the indicators do not take into account all the qualitative and complex dimensions of the process of social change.

5 "Covid-19 is killing Brazilian children at alarming rates. Many may be going undiagnosed" <https://edition.cnn.com/2021/06/30/americas/brazil-children-covid-deaths-intl/index.html>

Result 1: Right to Participation⁶

Result 1: PARTICIPATION: Children and young people participate as young leaders through youth delegations in the ECA conferences and help determine (through voting rights) the multi-year plan of national youth policy.							
Indicators⁷		Baseline	2018	2019	2020	2021	Comments
Indicator 1.1: Number of youth leaders formed who assume participatory responsibilities for strengthening children's rights.	Planned	50	250 (500)	250 (750)	250 (1.000)	250 (1.250)	
	Realized		597 (1.004)	440 (1.444)	383 (1.826)	304 (2.130)	Overachieved
Indicator 1.2: Number of campaigns run by youth with national coverage to raise awareness of children's rights, gender equality and environmental rights	Planned	0	3	3	3	4	
	Realized		3	3	3	1(4)	Achieved

The participation of youth leaders has been particularly evident in the entirely youth-led and organized NGO YOUCA-Brazil, as well as in the Trupe Malungo, a group of youth from CEDECA, involved in defending citizenship and their personal and community rights, as well as in the virtual exchanges between Brazilian and Belgian youth through the Action4Rights program. Former youth participants in AMAR programs also made up roughly half of their social educators, effectively demonstrating the continuity of their giving back principle.

In the Action4Rights program with SER, YOUCA, and KIYO, virtual meetings between youth in Brazil and Belgium were held, reaching 19 children, and involved youth leaders and coordinators in their organization and global coordination of the project within SER. Moreover, SER carried out several Instagram Live sessions that allowed them to maintain dialogue with civil society on a number of transversal themes, such as their Social Circus methodology⁸ as well as women's and LGBTQ+ rights. In the second semester, these live sessions have been organized by two youth leaders. The performance *Espetáculo Antrópicos* executed by the Trupe, addressing the importance of taking care of ecosystems and biodiversity was organized by the 10 youths of this group, in association with scholarship students from ENCLO. PAMEN was also successful in reaching 275 children with programs that trained them to take responsibility of projects, and act as representatives in deliberative

⁶ The evaluation provides indicator tables with numbers for results 1, 2 and 3, as those indicators are mainly quantitative.

⁷ Data from 2019 – onward was taken from the 2020 DGD yearly internal narrative report 2020 and the PO narrative reports of the first semester of 2021, cross referenced with the KIYO 2020 OP Report Excel Spreadsheet. Data from 2017-2019 was taken from the 2020 OP Report Excel Spreadsheet. Some data from 2017-2018 is missing from these sources and cannot be included in the tables.

⁸ SER's social circus is an interdisciplinary methodology that allows youth to deal with a diversity of themes in their shows and performances – for example, the *Espetáculo Antrópicos* performance was designed to address themes of environment and biodiversity.

conferences concerning the ECA at the municipal, state, and national level. New programs for 2021, such as Ciudadania Viva, a project linked to PAMEN for teenagers, are also being developed to train young leaders.

The PO RRC was also involved in developing a national agenda of public policies for the integration of children and adolescents on the street in consultation with CAJ, civil society and government actors, as well as local and national networks. Their advocacy activities have continued to be carried out at the national, state and municipal levels – for example, RRC participated in organizing meetings for the national campaign against children on the street (CNER) with 150 other institutions throughout the country and remains a part of the Permanent Commission on the Rights of the Homeless Population, of the National Human Rights Council.⁹ Youth leaders of RRC were also hired for communication support within the organization.

Result 2: Non-discrimination

Result 2: NON-DISCRIMINATION: An inclusive children's rights policy is being strengthened within school curricula that eliminates discrimination, racism and exclusion of children.							
Indicators¹⁰		Baseline	2018	2019	2020	2021	Comments
Indicator 2.1: Number of children reached through 5 schools where an annual program on non-discrimination is planned.	Planned	0	560 (1.120)	560 (1.680)	560 (2.240)	560 (2.800)	
	Realized		1.167 (1.967)	1.363 (3.330)	255 (3.585)	1.755 (5.340)	Overachieved
Indicator 2.2: Number of Youth in conflict with the law who reintegrated and take up education / vocational training.	Planned	0	550 (1.100)	550 (1.650)	550 (2.200)	550 (2.750)	
	Realized		956 (1.766)	1.900 (3.676)	646 (4.322)	148 (4.470)	Overachieved

Indicator 2.1:

In regard to the Afro-Brazilian cultural offices established in 5 schools to improve social inclusion and non-discrimination in public schools, school closures due to the pandemic prevented activities from being carried out in person. However online interactions were shown to still reach a total of 1,755 people.

Indicator 2.2:

In the first semester, CEDECA supported 35 children with legal services on access to defense, health, and education remotely which generated new challenges related to access to technology and internet. Of that 35, 17 received legal defense. During this first phase, 13 youths were also supported in restorative justice processes, and a course is planned for the second semester on promoting the culture of peace and non-violent communication among the youth. The pandemic restricted PAMEN visits with youth in conflict with the law, particularly those interned or in situations of semi-liberty. However, they managed to reach 100 youth in

⁹ RRC 1st semester 2021 narrative report

¹⁰ Data from 2019 – onward was taken from the 2020 DGD yearly internal narrative report 2020 and the PO narrative reports of the first semester of 2021, cross referenced with the KIYO 2020 OP Report Excel Spreadsheet. Data from 2017-2019 was taken from the 2020 OP Report Excel Spreadsheet. Some data from 2017-2018 is missing from these sources and cannot be included in the tables.

conflict with the law who participated in psycho-social support groups and reinsertion in classes or the job market. Support services for guardians of children who were victims of police violence or detained were also provided, reaching around 87 people through restorative circles.

The evaluation assumes that activities focusing on non-discrimination may had a positive impact at the level of the POs in the future. A few partner organizations have included clauses that forbid discrimination based on age, sex, race, ethnicity, belief, etc. in their internal policies and codes of conduct and one PO has even made a point to develop an organizational policy specific to gender and race.¹¹

¹¹ CEDECA code of conduct; AMAR gender and race policy

Results 3: Right to life, survival, and development

Result 3. RIGHT OF SURVIVAL, LIFE AND DEVELOPMENT: Approach and integration models for vulnerable children of civil society are strengthened through knowledge sharing.							
Indicators¹²		Baseline	2018	2019	2020	2021	Comments
Indicator 3.1: Number of children at risk who are reintegrated into the family (or alternative) and at school.	Planned	0	1.680 (3.360)	1.680 (5.040)	1.680 (6.720)	1.680 (8.400)	
	Realized		2.924 (4.356)	3.047 (7.826)	2.359 (10.185)	746 (10.931)	Overachieved
Indicator 3.2: % gender sensitive NGO models for direct services serving as an example for the government.	Planned	64%	66%	70%	70%	80%	
	Realized		66%	76%	82%	Data not available	Achieved

The targets of this result were met or surpassed, showing that these activities effectively reach the vulnerable groups targeted.

The final evaluation assumes that these activities and the approach implemented globally meet the satisfaction of targeted groups. As an example, a former youth participant in the program who has since joined the governance team, stated that “the social projects implemented give opportunities to children from the periphery and due to this, children begin to participate and feel welcomed.” According to this same interviewee, this has allowed youth participants to gain new experiences and obtain a global vision of youth rights, for example by traveling to Belgium and exchanging with Belgian youth leaders during their involvement in the YOUCA-Brazil project. Additionally, vocational courses on manicure¹³, barber, installation of solar panels and collecting rainwater¹⁴, as well as hairdressing services implemented by AMAR have provided the youth from favelas, some of whom are either involved in drug trafficking or have family members involved, with basic skills that offer them viable professional options to gain socioeconomic sustainability. This in turn allows them the choice of professional work instead of resorting to criminal activities.

The evaluation notes that this result has also been affected by the pandemic. Classes were suspended in 2020 and then resumed under a remote/hybrid format which drastically affected the youth’s level of education. Many POs were able to adopt a blended approach, allowing in-person activities for a reduced number of participants while also providing remote support. For example, teaching and school support was offered by AMAR and aimed at supporting youth with subjects from literacy to discussions about the environment and child abuse, reaching 140 youth. In-person activities of this nature carried out by AMAR were also conducted in small groups that varied during the week in order to minimize risk of

12 Data from 2019 – onward was taken from the 2020 DGD yearly internal narrative report 2020 and the PO narrative reports of the first semester of 2021, cross referenced with the KIYO 2020 OP Report Excel Spreadsheet. Data from 2017-2019 was taken from the 2020 OP Report Excel Spreadsheet. Some data from 2017-2018 is missing from these sources and cannot be included in the tables.

13 In 2021, 20 girls took part in these courses as part of the Meninas do Rio project. AMAR 1st semester 2021 narrative report

14 In 2021, 26 youth in a situation of vulnerability attended these three courses. AMAR 1st semester narrative 2021 report

contamination. Additionally, classes allowing the youth to perform work that quickly generates income, a program geared toward young mothers with activities centered around women empowerment and manicuring classes, and professionalizing classes on barbering, solar panel installation and capturing rainwater reached around 152 youth. At SER, classes related to the circus were able to resume in person as well, however only with the Trupe participants, while other participants were supported virtually.

Result 4: Best interest of the child

Indicator 4.1: Number of alternative reports written by civil society (incl recommendations) that are validated by the Committee on the Rights of the Child.

The Ministry of Women, Family, and Human Rights submitted their report on the implementation of the Convention on the Rights of the Child in 2021 to the CRC committee. However, the preliminary version of the report was made without public consultation and was not disseminated in Portuguese, although the Ministry claims to have disseminated it. The National Association of Centers for the Defense of the Child organized a working group to reiterate the importance of allowing civil society to read and analyze this report. The CRC Committee's audience with Brazil is expected to happen in 2022, which gives sufficient time to write an alternative report.¹⁵

Together with 91 other organizations and institutions, CEDECA submitted two reports to the UN and Organization of American States (OAS) denouncing human rights violations and the deprivation of adolescents' liberty. It presented information on the worsening collapse of the socio-educational units in Rio alienating youth of their liberty, which has been exacerbated by the pandemic, and requested that the Brazilian state be questioned about torture practices in these spaces that resemble prisons.

Indicator 4.2: Number of mixed committees in operation for NGA-GA cooperation for realizing ECA policy agreements.

At least three mixed committees remained in operation in 2021: the GT DEGASE RIO, the Forum DCA, and the Working Group on the Creation of State Policies to Prevent Child and Adolescent Homicides. In the GT DEGASE RIO, meetings between lawyers, the public ministry, the State Mechanism for the prevention of torture, and others were virtually held to discuss youth complaints about DEGASE detention facilities and ways to improve respect for human rights. One advancement was the Supreme Court's resolution that prohibited the use of lethal weapons by agents of the socio-educative system. RRC (along with CEDECA) also actively participated in and coordinated meetings for the Working Group. However, data from the first semester was not able to be properly compiled as the narrative reports do not allow us to respond with certainty to the number of mixed committees.

¹⁵ According to KIYO, The PO CEDECA took the lead in drafting a shadow in the last semester 2021 since it became public in September that the government had submitted its official report without consulting civil society. This draft will be completed in 2022 by other actors of Brazilian civil society and the national network of all CEDECA organizations (ANCED – National Association of Centers for the Defense of the Child). Members of civil society will submit the shadow report in the second semester of 2022 to the UN Committee CRC in Geneva. In 2015, CEDECA submitted a shadow report and same initiative is planned for 2022, which will include the participation of adult lawyers (from CEDECA/ANCED) and some youth leaders, if subsidies to finance this are secured. In 2015 two separate sessions were organized in Geneva (one with the participation of a minor of CEDECA in protection as a witness of police violence against young people). CEDECA spearheaded this report and participation, and all recommendations formulated in the shadow report were adopted by the CRC and sent to the Brazilian government.

One of the program's goals was to create some models on CAJ rights that could be used by the government to develop policies; however, under the current administration, the POs have remarked on the government's lack of interest in implementing them.¹⁶ The reluctance of the Bolsonaro administration and federal authorities to collaborate and communicate with civil society, especially NGOs, has significantly reduced their ability to influence policies on youth rights. Nevertheless, this obstacle has not stopped advocacy actions and PO participation in networks, forums, and councils at the municipal and state level, nor participation in discussing the formulation of national policies for children, participation of the organizations in various political segments. A PO has notably been involved in such advocacy actions which included becoming a part of the Municipal Council for Child and Adolescent's rights as well as the State Forum for the Street Population. In this Forum, the RRC coordinator participated in the Public Federal Hearing ADPF 635 and spoke about the violence of police operations in the favela and how it dangerously affects children. Various institutions and human rights defenders were spurred to action by the ADPF 635 and there was initially a 70% reduction in police operations in favelas, however, after 3 months, police operations continued to cause victims.¹⁷

Moreover, one PO highlighted how KIYO had contributed to making them a reference point for working with youth and aided them in offering trainings to different actors. Indeed, they observed an increase in conversation surrounding trainings for social educators at the state level as such, prefectures from several cities came to meetings to share experience on relevant themes which opened up a constructive exchange in which everyone participated.

Efficiency

Overall, the evaluation considers that the efficiency of the program is good. The program's approach to develop strong partnerships, rely upon partners for the main aspect of the program, and maintain a light office / structure in Brazil is an efficient method.

The accumulated experiences, good practices and long-term partnerships from past program cycles made the program efficient but one challenge concerning the government delay of the CRC report carried over into the second half of the program, though this report was eventually submitted in 2021 without public consultation. While practices to reduce costs as well as provide for financial disbursements to improve youth attendance were encouraged in the midterm evaluation, their achievement was limited due to the economic and sanitary situation in Brazil.

As already mentioned in midterm evaluations for Brazil and other countries, POs are still sometimes struggling with operational and financial requirements of the DGD program and this could lead to frustrations and time loss for POs, but also for the KIYO offices in Brazil and in Brussels.

¹⁶ The permanent ECA (Brazilian youth law) subsidies for inclusive models, even when their financing is mandatory in the constitution, have been reduced since 2017- 2018 (during the Temer government) and even more since 2019 (Bolsonaro administration). 2,500 participative mixed commissions for co-administration of social programs in Brazil, which by law must use "paritair" decision-making mechanism (50% votes comprised of civil society members and 50% comprised of the government) were dismantled and replaced by military members, dismissing the NGO-actors. The national youth counsel CONANDA was additionally left without any subsidies.

¹⁷ RRC 1st semester 2021 PO narrative reports

Additionally, the evaluation emphasizes the importance of KIYO, having permanent representation in Brazil, as mentioned by POs during the midterm and the final evaluation. According to them, this allows for direct technical and operational support in order to follow the program's procedures, as well as to perform a valuable mediation and communication role between KIYO and the POs.

The COVID-19 pandemic and changing political and economic landscape brought along new challenges that required a reorganization of the previous budget lines and the program proved to be flexible and efficient in accommodating these new demands, especially at the financial level. Budgetary reallocations were necessary in order to cover unexpected expenses of local realities, for example regarding the return of food shortages and the high inflation and increased rates of unemployment. Resources were effectively allocated to provide basic care packages of food and water, and hygiene kits to the target population. POs also highlighted the new investments required to continue operating during the pandemic, for example remote working technologies.

Sustainability and Impact

It is challenging to assess the impact of a program at the end of the activities. Impact may happen in the long term, and some effects could occur long after the end of program. It is also challenging to assess the impact of a program based on access to rights and advocacy activities and results with a desk review: institutional changes take time, are complex and fragile. They are often difficult to assess objectively, as most changes are qualitative and couldn't be summarized with numbers. According to the evaluators, this impact assessment is indicative and should be completed by a dedicated impact evaluation to provide robust results and analysis.

At the end of the program, the evaluation considers that the impact is fair and positive, especially at an individual and community level. At an institutional and national levels, the program faced overwhelming challenges and constraints that partly jeopardized or delayed the possibility to reach systemic and long-term changes (i.e realization of rights of most vulnerable CAJ).

The evaluation emphasizes the importance of the "giving back" principle. According to the latter, CAJs that have benefited from the program should take an active role and acquire responsibilities in program activities. This has been illustrated and evidenced by the two life stories in which both previous beneficiaries of the program have become youth leaders, as well as by one interviewee who was a former beneficiary of the program and has since become part of the governance team.

The evaluation also identified financial stability as a challenge due to the current political climate and recommended that POs start studying how to secure funds to continue their activities, which has been pointed out by POs during the self-assessment report as a suggestion for improvement.

More specifically, the program was able to strengthen and validate the new directions that the POs had identified as important to explore. As such, the PO AMAR redirected its focus to Technical and Vocational Education and Training (TVET) courses in the goal of guaranteeing youth socioeconomic stability and their entry into the labor market¹⁸, and the PO SER was

¹⁸ 2021 numbers according to KIYO staff: A total of 155 youth between 16 and 25 years old have been trained so far and 75 boys and 80 girls have graduated, 98% of which are people of color. 60% of the trained youth have

able to revisit and elaborate its Social Circus methodology. Moreover, the PO interviewed affirmed that the partnership with KIYO gave them a certain credibility to continue their activities within the field of youth rights.

However, the advocacy and empowerment-heavy approach of the program was also considered by POs to contain possible constraints to the sustainability of the program due to the inconsistent dynamics of living on the street. It was pointed out that “the rhetoric of empowerment is inefficient in the face of situations of extreme vulnerability like the street population who do not even have access to food and housing.”¹⁹ Indeed, one person interviewed noted that “the program is not dealing with the middle class, but children who need food and transportation to go to school or participate in program activities. Children have to move from survival to dignity” in order for empowerment activities to be the most effective. The evaluation considers this as a point of attention for future interventions, highlighting that empowerment approaches are complex to implement, and need to be constantly assessed and adjusted to the context and its evolution, especially in fragile and volatile political and socio-economic environment.

The evaluation considers that the empowerment approach of the program is relevant and would lead to positive impacts on a long run. The program has been particularly impactful in the ways it fosters youth leadership and empowerment. As an illustration, one former KIYO participant turned president of the youth-led YOUCA-Brazil said that through involvement with KIYO activities, “I started to be aware of the context where I was living in, having a dream, having a chance to complete higher education, exchanging with youth across countries.”²⁰ Another participant spoke about his experience in juvenile detention and his current work with children as a speaker and educator at AMAR: “I tell them my life story, so they can see what I went through. And I encourage them to walk the right path.... I am very grateful for this work by AMAR and by KIYO because that’s what made me change. I learned a lot here at AMAR with the children and educators.... All this made me believe more in my goal, in my lifelong dream.”²¹

Thanks to the funding provided by KIYO, the POs were able to maintain their independence in the face of public subsidy cuts. However, the ability to continue working with duty bearers has been put at risk due to the difficulties of finding sufficient financial support in the context of the Bolsonaro administration – for example, large companies are often in agreement with the administration’s controversial policies and are currently uninterested in working in the favelas. Additionally, duty bearers at the government level have been reluctant to provide feedback which results in a hindrance to promote and enact more structural change.

Future sustainability of the program’s objectives is evidenced in the new program that has been developed by KIYO and other POs which will retain the focus on youth empowerment and partner with the youth-led NGO YOUCA-Brazil to encourage youth leader participation. Additionally, the methodologies and TOC of the new program were formulated in a more participative way with each member organization, but also in a collective group, allowing the

access to a viable source of income thanks to the project (self-employment or employment) (50% boys/50% girls). 100% of the trained youth increased their life skills (50% boys/50% girls) and 80% of the trained youth are observing an improvement of the quality of their lives including their (mental) health (50% girls/50% boys) – 100% of the youth have obtained an official certificate after completing the TVET course (50% boys/50% girls).

19 KIYO BR self-assessment report, 2021

20 Jorge Soares life story

21 Rafael Almeida life story

partners a more active role in developing and guiding the program which they seemed to appreciate.

Partnership and Collaborations

Globally, the partnership between the 5 POs and KIYO seems to be mutually beneficial in strengthening solidarity and capacity building. This was observed in two ways. Firstly, POs were able to share experiences and expertise amongst themselves, with one activity that allowed POs to visit each other's working facilities. Secondly, both POs and KIYO staffs considers that the capacity building through the program is mutual, so they both learn from each other. The midterm evaluation recommended the improvement of collaborative work with the other POs, which was achieved. One notable activity allowed the POs to visit each other's facilities, to share experiences and different expertise, as well as to analyze and improve their organizational statutes including, for example, non-discrimination provisions and gender and race policies. The evaluation praised the collaboration between the KIYO Brazil staff and the POs, that allowed for efficient sharing of information and good practices. This collaboration has continued to be positive. Nonetheless, the evaluation denotes a language barrier between Brazil and other KIYO countries & headquarters, already mentioned in the midterm evaluation.

One PO also emphasized the improved coherence that KIYO brought to the implementation of all of their activities. It was pointed out that the KIYO partnership allowed them to bring together projects and activities that were being performed with other partners outside of this particular KIYO program (partnerships with PetroBras, for example).

While the collaboration with KIYO was globally viewed very positively by the POs, there were some challenges. One POs praised KIYO as a great partner and considers this partnership of high and strategic importance for their organization. However, the POs would appreciate to focus the partnership more on strategic and political discussions (in the sense of understanding and discussing sensitivity, human realities and the changing contexts) and less on technical discussions or issues, as already mentioned in the efficiency part (i.e.: reporting and financial procedures).

4.2. *Transversal Themes*

Overall, the final evaluation considers the inclusion of the transversal themes of gender and the environment to be good. Projects focusing on issues specific to young women, as well as an equal number of girls/boys in regard both to participants and educators were taken into account. Moreover, environmentally conscious practices and trainings were effectively integrated. It particularly seemed to benefit the POs and help them better integrate these issues into their organization's daily work. An interview with one PO highlighted the benefits of KIYO's emphasis cross-cutting themes: "KIYO always asked us: how are you working on environmental issues, how are you working on gender issues, how are you working on rights issues? This was an incentive for us to rethink these things that, for us, weren't very important before but were more of an internal issue. This type of environmental, gender, and youth right's sensitivity that KIYO asked for allowed our organization to reflect and grow."²² This same PO expressed their satisfaction with how these questions allowed them to rethink their organizational policies to synchronize with and better reflect international values

22 Interview with PO

Gender

Gender has been increasingly incorporated in the activities as well as general organizational politics of the POs. While many of these POs had already begun addressing this aspect, actions related to women empowerment and young mothers were implemented (AMAR's "Meninas do Rio", for example, is a project that seeks to reach young women between the ages of 14 and 19 either pregnant or with small children²³) and particular attention was given to the inclusion of women in classroom spaces as both students and teachers alike.²⁴ Additionally, some POs have already begun publishing policies related to gender while others are currently reformulating their organizational policies to better reflect this gender dimension.²⁵

Environment

As observed in the midterm evaluation, the environmental aspect of the program has not been particularly mainstreamed. Nevertheless, this aspect has been taken into account by POs within their daily operations as well as development of specific activities geared towards promoting environmentally sustainable best practices. The POs have implemented ecological practices to separate trash from recyclables, reduce the use of single-use plastic materials and disseminate information on the importance of taking care of the environment. Additionally, specific courses relating to vegetable garden cultivation, the installation of solar panels, and the collection of rainwater have been offered to beneficiaries.

Monitoring and evaluation

The analysis of the indicators reflects the overall achievement of the program's outputs. However, the logframe developed for the program does not allow for a robust and detailed evaluation of the outcomes or the program's impact. The mid-term evaluation had already noted this weakness, indicating that the indicators were not able to capture all the partners' actions and added value. This need for improvement is not specific to the Brazilian program and is shared by many development programs conducted by international NGOs in fragile and complex environments.

More specifically, some changes could be made at the specific objective level. The verification sources of the two specific objective indicators regarding children (evolution in processes of change of rightsholders) and the authorities (number of ECA measures to be completed) are exclusively quantitative and do not allow to consider the qualitative and complex dimensions of the process of social change. Moreover, these indicators focus on the final beneficiaries of the program (duty bearers and rightsholders) but do not take sufficiently into account the intermediate level represented by the partners, and more broadly civil society, community actors, and groups of children who are particularly involved. For an NGO of KIYO's size and for its partners, it is extremely costly and difficult to conduct quantitative impact assessments that cover the final beneficiaries. It is easier to focus on the processes of change at work in the program in regard to the outcomes and intermediate actors. Moving forward, the evaluation recommends developing the evaluation monitoring framework to explicitly include indicators that allow for the analysis of processes of change at work among partners, civil society, and involved groups of children. To achieve this, outcome evaluation tools could be used, such as outcome mapping, outcome harvesting, capacity assessment and analysis of partners and other stakeholders.

23 AMAR narrative report, 2021

24 KIYO BR self-assessment report, 2021

25 KIYO BR self-assessment report, 2021

However, the evaluation takes note of encouraging signs in Brazil specifically that could be exploited in the future to improve the evaluation of the processes of change: the fact that certain partners understand and consider the ToC to be positive and relevant to their activities, and the development of high-quality communication materials and the dissemination of the successes of their activity at the individual level (life stories, pathways to change). As mentioned in the final evaluation of other program countries, the high staff turn-over at KIYO and its partners may also be a challenge for data reporting and analysis. It appears that there is a need to continue KIYO's support in this area in future interventions.

5. Analysis of partner capacity building

The final evaluation considers the partner capacity building to be effective and positive, particularly in regard to the methodologies integrated and the validation of future projects. Although new to the POs, the ToC methodology was embraced and considered as an effective way to evolve their organization's work, especially through the integration of such new methodologies into organizational activities and measurements. One PO interviewed stated that "when it comes to defending human rights, the new methodology is useful because we understand the need to consistently rethink the work we are doing and the new methodology is a way of rethinking that work, the objectives and effectivity, efficiency, relevance, and other criteria of this program."

The evaluation also highlights the challenge of adapting and integrating the ToC methodology into the POs implementation of the program as this methodology was unfamiliar to them and they were used to older methodologies (e.g., problem trees). This also played into the sustainability of the objectives, as the POs noted that "the ToC should always be built on the constant review of the analysis of the local context." It was moreover highlighted during an interview that the ToC for the program had been elaborated under Dilma Rousseff's presidency, and that some elements could no longer be achieved with respect to the Bolsonaro administration.

POs have also noted that their partnership with KIYO has made them more confident about the direction of their programs and projects and allowed for a continuity of work even after the partnership is over.²⁶ For example, with KIYO's approval, AMAR introduced more vocational courses in the goal of helping program participants generate income and join the labor market. An interviewee stated that KIYO's validation of these projects reinforced their confidence in the new direction that could respond to needs already identified by AMAR. Another PO, SER, pointed to KIYO's support that enabled them to further develop their Social Circus methodology, which was recognized as a powerful and transformative tool to defend child's rights through art. Its potential for replicability in different contexts and formats, especially in the formulation of integrated public policies on education, culture, and social assistance is promising and SER is participating as a consultant in the implementation of a circus in Teresina.²⁷

Additionally, the focus on transversal themes of gender and the environment has received much positive feedback from the POs that have allowed them to develop internal organizational policies. One PO commented this has allowed their organization to better reflect international standards and sensibilities.

²⁶ KIYO has contributed to institutionally strengthening the POs and allowed SER to revise its methodology, AMAR to implement a new TVET action front, and CEDECA, RRC, and PAMEN to update their portfolio and institutional videos. These changes have facilitated the search for new funding which is evidenced by SER's new project providing consulting services to the State of Tocantis' Secretary of Culture.

²⁷ KIYO BR self-assessment report, 2021

6. Lessons Learned

While the overall program feedback was very positive, the program's focus on objectives of empowerment and advocacy faced certain obstacles in Brazil that are interesting to look at. The final objective of the program expressed in the logframe included stimulating the application of the Rights of the Child through the empowerment of children, adolescents, and youth to assert their rights in a participatory way as protagonists and subjects of these rights. Activities geared towards strengthening young mothers and children in conflict with the law and promoting youth participation and leadership in youth rights campaigns were implemented towards this end.

However, the changing political and economic context made these primary program goals more difficult to achieve; the return of hunger, high inflation, and government denial of the pandemic exacerbated basic survival needs that needed to be addressed. KIYO BR highlighted that the youth must move from survival to dignity and that the program should respond to basic material conditions first, before empowerment and advocacy could be achieved. POs also emphasized that since they are dealing with low-income populations, these youth often need food and transportation in order to go to school or participate in program activities.

The POs recognize the importance of advocacy and empowerment in their work and plan to make these objectives an integral part of the new program. Solutions should therefore be aimed at ensuring that the "initial base" or "minimum base" for empowerment and advocacy is solid, fulfilling preconditions of survival. The drastic contextual changes due to the political shift in Brazil and the COVID-19 pandemic also illustrate the need for the program to be flexible, even reverting to service provision or other activities regarding basic needs, in order to achieve overarching objectives. Overall, the program showed that empowerment is a relevant and fruitful approach that can be very successful. Nonetheless, it seems necessary to take into account the situation of each person in their specific context, and to make sure that the basic needs (food, personal security, home, etc.) of these people are ensured before/during the empowerment process, at the risk of making such empowerment ineffective.

7. Conclusions and Recommendations

Overall, the final evaluation considers that the program was a success, particularly at the local level. Nearly all program results were achieved, and partners testified to good collaboration and mutual appreciation amongst themselves. Even if a robust impact assessment would be necessary to confirm the following assumption, the evaluation considers that this positive evaluation has already been shared in the midterm evaluation, and globally, the achievements are still very positive at the end of the program, despite some limitations and some threats. The political and economic upheavals and COVID-19 pandemic have affected the success of the program at the institutional and national levels and present risks for the sustainability of results in the years to come. Some organizational and project engineering aspects could also be improved (such as M&E or flexibility of reporting).

Some recommendations have been formulated, which can improve action impact and efficiency in the framework of future programs.

Num	Description	Recipient	Level of priority (1 = High, 2 = Medium, 3 = low)	Part of the report
1	On a general level, Brazil civil society organizations faced overwhelming challenges and threats in the two last years. The result is that their capacity to provide and support people in situation of vulnerability, as well as their institutional autonomy and sustainability, is weakened. In the objective to maintain the achievements obtained in the past years despite this challenging environment, it is strongly recommended to continue to support Brazilian partners in the coming years, in order to allow them to reorganize their financial sustainability plan and a support program so that they do not collapse and can continue to operate.	KIYO, DGD	1	Relevance, Impact and Sustainability
2	The appreciation of the program from Brazilian partners is very positive, especially the experience of partnership and communication with their counterpart KIYO. As the partnership is an important criterion for DGD funded programs, and as some important evolutions occurred in partnership strategies and tools at KIYO in the past years, it would be relevant to develop a case study or an internal capitalization of the partnership experience developed in Brazil in order to inform other KIYO contexts of intervention and help determine how to implement new partnership strategies and practices.	KIYO & POs	2	Partnership
3	The individual outcomes obtained thanks to the project are really meaningful, and the life stories developed through the project are	KIYO, POs outside of Brazil	3	Partnership, Impact & sustainability

	powerful. It would be interesting -maybe it has already done- to use them for various purpose: share them with other KIYO partners outside of Brazil in order to develop it or use it for various initiatives: (i) For capacity building, as a training tool for Theory of Change workshop (i.e. an interesting stakeholders analysis could be done using the life stories); (ii) For advocacy activities, as an awareness tool.			
4	It seems that POs are still sometimes struggling with operational and financial requirements of the DGD program and that this could lead to frustrations and time loss for POs, but also for the KIYO office in Brazil and the KIYO office in Brussels. The POs in Brazil and in other countries covered by this final evaluation mentioned that the proximity between them and their international partners is very important to develop a fruitful partnership. At the beginning of the next program, it could be useful to organize a workshop in which each party could share its needs and requests and constraints. At the end, each party could commit to carrying out the things they agree upon to follow DGD rules and procedures during all the project implementation period.	DGD, KIYO & POs	1	All DAC criteria
5	The national political context in Brazil is quite challenging for CSOs and especially human rights organizations. It requires to deeply rethink the advocacy strategy for the next program, and to develop new targets, new ways of communication with the community, the public in general, the local authorities and national authorities. These targets should be identified through a thorough and new context analysis process, taking into account the new recent barriers and challenges faced by Brazilian civil society organizations. Even if direct advocacy toward national political actors seems overwhelming and is not a key feature of KIYO activities, finding ways to influence national and institutional actors and disseminate good practices and positive experiences of the program is necessary to facilitate the sustainability of the program's achievement. The evaluation suggests to conduct such context analysis through workshops on the revision of the ToC and how to better implement it in the program's implementation and M&E.	KIYO	1	Effectiveness, Impact & sustainability

6	<p>The threats now faced by Brazilian human rights organizations increase their vulnerability toward national public authorities. It could be relevant to continue/to develop support provided to the POs in order for them to increase their visibility at an international level, and to increase the international support and protection they could receive.</p>	<p>KIYO, POs, public authorities</p>	<p>1</p>	<p>Capacity building</p>
7	<p>For an NGO of KIYO's size and for its partners, it is extremely costly and difficult to conduct impact assessments that cover all of the final beneficiaries. It is easier to focus on the processes of change at work in the program in regard to the outcomes and intermediate actors. Moving forward, the evaluation recommends developing the evaluation monitoring framework to explicitly include indicators that allow for the analysis of processes of change at work among partners, civil society, and involved groups of children. To achieve this, outcome evaluation tools could be used, such as outcome mapping, outcome harvesting, capacity assessment and analysis of partners and other stakeholders.</p>	<p>KIYO, POs, stakeholders</p>	<p>2</p>	<p>Monitoring & evaluation</p>
8	<p>The partnership between KIYO and Brazil partners is interesting and fruitful. More investigations are required to assess rigorously the positive impact of this partnership, for Brazilian youth, for partners and for KIYO. It is recommended to plan a dedicated external impact evaluation for the future program in order to analyze the added value of these partnerships, how it could be inspiring and how to improve it.</p>	<p>KIYO, DGD</p>	<p>2</p>	<p>Impact & sustainability</p>

8. Annexes

8.1. Calendar

Date	Activity	Responsible for	Participant	Deliverable
Mid-May 2021	Development of the methodology + evaluation tool	Evaluators		Methodology
Early June	Discussion on the country methodology and feedback on the methodology	Coordination Joint Programme	Evaluators Country teams	
Mid-June	Final and validated methodology	Evaluators		Final methodology
July - August 2021	Preparation of the evaluation: preliminary literature review Briefing with programme teams	Evaluators	Country programme teams Coordination of the joint programme	Agenda of meetings (Belgium + DRC)
Second half of August	Self-evaluation facilitated by the country office			
September 2021	Data collection	Evaluators		
September-October 2021	Interviews with country programme teams and partner organization	Evaluators	Country programme teams, partner organizations	
20th of October 2021	Draft evaluation report available	Evaluators		Draft evaluation report
20th of November	Feedback on the evaluation report	Coordination Joint Programme		
10th of December	Final report available	Evaluators		Final report
January 2022	Management response available	Members of the joint programme		

8.2. List of people met

Organization	Position	Name	Date
KIYO (Rio)	Program Facilitator	Jan Daniëls	Sept. 28
	Program Coordinator	Ana Carolina Lacerda	Sept. 28

	Program Facilitator	Sueny	Sept. 28
AMAR	Coordinator	Sebastião Bernardino de Andrade	Oct. 5
	Head of Communication	Mauro	Oct. 5

List of analyzed documents:

- KIYO BR Self-assessment 2021
- 1st semester 2021 PO narrative reports: AMAR, CEDECA, PAMEN, RRC, SER
- KIYO Final Evaluation Context Analysis
- Interview with KIYO Country Coordinators
- Interview with representatives from PO AMAR
- Midterm external evaluation report 2019
- Life stories from Rafael and Jorge
- DGD yearly internal narrative report 2020, 2019, 2018, 2017
- DGD programme 2017-21
- 2020 OP Report Excel Spreadsheet
- Midterm Report documents: Program documents of the Consortium, of KIYO Brazil, and of the Brazilian POs: Context analysis, DGD documents, program and project descriptions, log frames, strategy, TOC, internal reports, publications, position papers, advocacy documents,
- World Report 2021: HRW Brazil:
<https://www.hrw.org/world-report/2021/country-chapters/brazil>
- Neves JA, Machado ML, Oliveira LDA, Moreno YMF, Medeiros MAT, Vasconcelos FAG. Unemployment, poverty, and hunger in Brazil in Covid-19 pandemic times. Rev Nutr. 2021, <https://doi.org/10.1590/1678-9865202134e200170>
- “Covid-19 is killing Brazilian children at alarming rates. Many may be going undiagnosed” <https://edition.cnn.com/2021/06/30/americas/brazil-children-covid-deaths-intl/index.html>