

## ROSA, Nepal

### Update on the context and trends

South Asia Region (SAR) is home to over 625 million children accounting for slightly over a quarter of the world's child population. The SAR demographic profile is characterised by a youthful population which provides both opportunities and challenges for economic growth. According to the World Bank, South Asia's economic growth is projected to grow by 5.6 per cent in 2024 and 2025, albeit, slower than its pre-COVID pace. Growth prospects are varied by country e.g. in India, which accounts for the bulk of the region's economy, growth is expected to remain robust at 6.3 per cent in FY23/24. Nepal is expected to rebound to 3.9 per cent while in Bangladesh, growth will be 5.6 per cent. In Pakistan, growth is forecast at 1.7 per cent in FY23/24. Sri Lanka is showing signs of recovery after a severe recession and the economy is expected to grow by 1.7 per cent in 2024[1]. Despite this projected economic growth and reduction in poverty, an estimated 156 million people still live in extreme poverty.

South Asia has made strides in improving health outcomes, yet progress has been uneven across demographic groups. The last two decades (2000–2020), saw a 67 per cent reduction in maternal mortality ratio and a 50 per cent reduction in neonatal mortality rate. The under-five mortality rate declined significantly, from 130 deaths per 1,000 live births in 1990 to 37 deaths per 1,000 live births in 2021. DTP3 coverage increased from 85 per cent in 2021 to 91 per cent in 2022 with over 5 million children not or incompletely immunised. A total of 12 polio cases (6 in Pakistan and Afghanistan, respectively) were recorded in 2023. Over the last two decades, South Asia has reduced child stunting by over one-third. However, the pace of progress falls short of achieving the SDG nutrition targets and disparities persist both among and within countries in the region. Despite ongoing efforts, the region still bears a substantial burden, with 36 per cent of the global total of stunted children under five and more than half of all wasted children under five.

The education landscape in SAR faces significant challenges, with the region hosting the highest number of Out-of-School Children (OOSC) estimated at 93 million. This crisis is further exacerbated by alarming learning deficits, particularly highlighted during the COVID-19 pandemic. Six out of ten children in South Asia are unable to read by the age of 10, even after attending school. Compounding these issues is the limited investment in Early Childhood Education (ECE) and foundational learning which influence education outcomes. The digital divide persists, characterized by disparities in connectivity and aggravated by gender norms and other socio-cultural issues, hindering equitable access to digital learning resources and opportunities.

Climate change has multi-dimensional impacts on young people, with the International Labour Organisation (ILO) highlighting its impact on productivity and employment due to environmental degradation. Their effects fall disproportionately on the most vulnerable, especially youth. In 2022 and 2023, the share of job postings requiring at least one green skill increased by 22.4 per cent. Despite a rapid growth in demand for green skills, there remains a gap in the availability of green skill talent. Increasing climate-related emergencies and extreme events were witnessed in the region, with 2023 being the hottest in human history and several records being surpassed.

Child protection violations, in the form of violence against children, child marriage, child labour, children in institutions, unsafe migration of children, and lack of access to justice for children, among others, remain a key concern in the region. While there has been some progress made to tackle these issues, much remains to be addressed. Child labour is an issue of concern in five of the region's eight countries. While its prevalence has declined on average, the region still accounts for 22 million

children engaged in labour. Nearly half are engaged in hazardous work.

Digital access and social media have emerged as significant opportunities and resources for young people for civic engagement and advocacy, yet more young people from marginalized communities face continued digital exclusion. There are 1.1 billion individuals in SAR who are not using the internet, due to lack of access and high cost of data. Online safety is a growing concern, coupled with social media overload with contradictory and age-inappropriate content.

Press freedom has deteriorated, with many SAR country ratings falling in the Press Freedom Index, leading to reduced space and quality reporting. Increasing donor fatigue due to repeated natural disasters and escalating humanitarian crisis has resulted in shrinking funding pools.

In the 2023 Global Gender Gap Report, SAR ranked the second lowest score of the eight world regions, with significant disparities persisting in economic participation and health and survival. Despite being home to nearly one-third of the world's adolescent girls, investment in their development remains limited, compounded by deeply entrenched structural barriers and harmful gender norms and practices. SAR is also home to 290 million child brides – nearly half of the total global burden and contributing to high fertility rates among adolescent girls (the second highest after sub-Saharan Africa) and young women, affecting their health and education. Gender disparities extend beyond a lack of access to basic services, with many deprived of essential 21st century skills and are concentrated in vulnerable, low-skill jobs and underpaid/unpaid care work. South Asia has the second-lowest regional female labour force participation rate globally.

The exclusion of women and girls from most facets of life in Afghanistan has significantly increased their protection risks and exacerbated a dire humanitarian situation. Following more than five years of support, donor interest in continuing to fund the Rohingya refugee crisis in Bangladesh is waning, and the political situation in Pakistan makes humanitarian operations challenging. Climate-induced disasters in the region are rising and represent a significant risk for children's wellbeing while a dengue fever emergency in Bangladesh underscores the region's vulnerability to public health emergencies.

[1] South Asia Overview: Development news, research, data | World Bank

## Major contributions and drivers of results

### Every child survives and thrives

The Regional Office for South Asia (ROSA) played a pivotal role in championing the Primary Health Care (PHC) for Universal Health Coverage (UHC) agenda, focusing on system gaps and the integration of emerging areas such as paediatric non-communicable diseases (NCDs) and child and adolescent mental health. Key efforts include the development of PHC roadmaps and costing, revising newborn care strategies, and implementing national consultations on stillbirths across multiple countries in the region. ROSA provided dedicated support to Afghanistan, assisting in the development of Health Sector Transition Plan (HSTP), Health Emergency Response (HER2) and essential maternal, newborn, child, and adolescent health (RMNCAH) strategies. Moreover, ROSA provided holistic technical support to strengthening country Every Newborn Action Plans (ENAP) and Ending Preventable Maternal Mortality (EPMM) frameworks implementation in eight South Asian countries. Efforts were also directed towards accelerating the elimination of mother-to-child transmission of HIV, including the development of a regional situation report and acceleration roadmap.

ROSA continued to provide technical support and guidance, foster regional collaborations, and maintain close cooperation with UNICEF MENAR, EAPR, HQ, and Supply Division. Notable achievements included India and Pakistan vaccinating 1.76 million zero-dose children in 2022. Five

out of eight countries with completed Effective Vaccine Management Assessments initiated continuous improvement plans. India, Nepal and Pakistan were trailblazers in health facility solar electrification. Afghanistan, Nepal, and Pakistan submitted Gavi full portfolio planning proposals and all Gavi-eligible countries will secure access to Gavi funding for 2024. Bangladesh emerged as a pioneer in HPV vaccination rollout in the region, while Nepal's rollout was postponed due to vaccine availability issues.

The *Nourishing South Asia @2030*, UNICEF Regional Framework for Accelerating Results for Improved Nutrition aims to enhance strategic alignment in addressing key drivers of malnutrition across UNICEF country programmes. Informed by situation analyses, the framework focuses on three pillars – improving girls and women's nutrition and prevention of low birth weight; early detection and nutritional support and care for 'most vulnerable' children at risk of poor growth and development and wasting; and improving access to nutritious foods in early childhood, including breastfeeding. A series of regional actions were supported across these three pillars. ROSA galvanized regional action to improve nutrition of adolescent girls and women. A regional conference – Nourishing South Asia, Scaling-up Equitable Nutritional Care for Girls and Women in South Asia – was convened, further positioning nutrition of adolescent girls and women as a priority development agenda and culminating in a regional call to action and development of a regional framework for adolescent girl nutrition.

Strategic technical guidance and advocacy support was provided to countries to convene women's nutrition advocacy roundtables, and antenatal multiple micronutrient supplements were introduced in three additional countries (Bhutan, Sri Lanka, and Nepal), bringing the total number of countries to five, further positioning South Asia as a front runner region for scale-up. ROSA continued to provide technical support to strengthen the sustainability of national efforts to improve iodine nutrition in South Asia.

To strengthen implementation, monitoring and enforcement of legal protection measures for breastfeeding, ROSA supported development of a Model Law for protection of breastfeeding in South Asia, a tool to help strengthen national regulatory frameworks for ending inappropriate marketing of breast-milk substitutes and promotion of foods for infants and young children. A regional capacity building workshop on BMS Code monitoring and enforcement systems using the WHO-UNICEF Net Code protocol was conducted in collaboration with WHO SEARO. Furthermore, ROSA collaborated with WHO SEARO on a regional consultation to strengthen country strategies to optimize young child diets and the food environment.

The countries under the GAP wasting plan continued to receive intensive support, which also gained momentum through the global launch of the WHO 2023 guidelines on wasting, which recognize under-six months as an important group. To optimize young child diets and food environments, a scoping review of social business enterprise models was completed, and findings shared with Bangladesh and Nepal.

Knowledge leadership, including knowledge creation, partnerships and dissemination were further strengthened. Four peer review journal papers and four Nourishing South Asia reports were published. Nourishing South Asia @2030 Knowledge Exchange Dissemination Platform, which started in 2022, continued into 2023. Five studies to tackle the evolving face of the triple burden of adolescent malnutrition were completed and a regional dissemination is planned for 2024.

### **Every child learns**

Throughout the reporting period, ROSA provided comprehensive support to all eight COs, focusing on five priority areas: Early Childhood Development (ECD), Out-of-School Children (OOSC), foundational learning recovery, digital learning, and emergencies. ROSA's efforts included organizing a national learning recovery workshop in Sri Lanka and initiating a teacher training programme in Afghanistan to address educational challenges. In Bhutan, ROSA successfully launched a language-

focused digital learning programme. Moreover, ROSA facilitated capacity development initiatives for disability inclusion in Bangladesh, India, Pakistan, and Sri Lanka, culminating in the development of a regional action plan for the implementation of the Disability Inclusion Policy and Strategy (DIPAS). This plan, informed by consultations with stakeholders, aims to enhance disability inclusion in education, water, sanitation, and hygiene (WASH), and humanitarian action.

ROSA also played a pivotal role in humanitarian response and recovery efforts in Afghanistan, Bangladesh, Pakistan, and Sri Lanka. Through these strategic initiatives, ROSA has demonstrated its commitment to addressing educational challenges and promoting inclusive and quality learning opportunities across South Asia.

ROSA's leadership and intensive technical support contributed to significant scale-up of the UPSHIFT/ASE Generation programme, reaching more than 258,000 adolescents in India, Bhutan and Maldives. Through a system strengthening approach, UPSHIFT was implemented in more than 24,500 education institutions in South Asia, including more than one-quarter of schools in Maldives and all government secondary schools in Tamil Nadu, India.

In partnership with the Office of Innovation and the Evaluation section, ROSA conducted assessments of the UPSHIFT programme to develop further sustainable scale-up strategies under the government education systems in the region. The UNICEF Office of Innovation, Accenture, ROSA ICT and APSE Section conducted the Grant Action Learning assessment to capture learning and best practices for scaling the UPSHIFT programme. In addition, with support from the ROSA Evaluation Section, a process evaluation was conducted on UPSHIFT School Innovation Challenge Programme in Telangana State in India to assess its relevance, effectiveness, coherence and sustainability for achieving youth learning outcomes, while identifying factors influencing its uptake and effectiveness. The findings from those innovative assessments will enable sustainable scale up and replication of the UPSHIFT programme in the region, under the government education system.

Partnerships are essential enablers to mobilize wide-scale action, identify innovative solutions, and accelerate results for adolescent skills and employability. ROSA co-led the Regional Inter-agency Adolescent Skills Technical Working Group (TWG), with the UNESCO regional focal point and EAPRO Adolescent focal point, and supported facilitation of quarterly working group meetings and management of TWG annual work plan activities. Through this framework, ROSA, ILO and UNESCO conducted a joint webinar on youth Not in Education, Employment and Training (NEET), highlighting the profile and analysis of youth NEET in the region. The Asian Development Bank, Plan International and ROSA implemented the Asia Pacific youth symposium in April 2023 and the result of youth consultations informed ADB's 2023 annual meeting discussions. ROSA actively participated in the inter-agency green skills initiatives in partnership with United Nations Environment Programme, UN Women, ILO, and UNICEF EAPRO, and collaborated with UN Women to conduct green skills' mapping in the SAR. In 2024, UNICEF will strengthen partnerships with key stakeholders, aiming to explore deeper collaboration with private sector partners for green skills and school-to-work transition programmes.

### **Every child is protected from violence and exploitation**

ROSA provided strategic guidance and technical support to align child protection programmes in all eight countries with global strategic plans and child protection strategies, with a heightened focus on preventing child protection violations. Efforts were also made to promote the child rights agenda robustly. Targeted regional programming, including the completion of the second phase of the Global Programme to End Child Marriage and Child Labour, achieved planned results at both country and regional levels. Progress was also notable in implementing the WHO-UNICEF joint programme on Mental Health and Psychosocial Support (MHPSS) and fostering cross-sectoral collaboration in this area.

ROSA finalized a regional study on the impact of COVID-19 on child marriage and a mapping of the justice for children workforce in South Asia, providing evidence for targeted interventions and advocacy efforts. Capacity development efforts included in-country missions and workshops on child marriage, child labour, and social and behaviour change, enhancing the abilities of COs to address these issues effectively. Mainstreaming the Prevention of Sexual Exploitation and Abuse (PSEA) involved scaling up technical support to high-risk countries and implementing an enhanced PSEA architecture for effective prevention efforts. ROSA also supported the roll-out of the harmonized UN Interagency Common Assessment of Civil Society Organization Implementing Partners, further enhancing capacity at the country level to address this critical issue.

### **Every child lives in a safe and clean environment**

Significant progress in urban sanitation, water security, youth engagement, capacity development, climate resilience, and environmental sustainability has been achieved. In urban sanitation, ROSA has advocated for inclusiveness through City Wide Inclusive Sanitation (CWIS) concepts, promoting Safely Managed Sanitation in both rural and urban areas. A regional proposal for Climate Resilient Inclusive Sanitation was developed and submitted, emphasizing WASH regulation, data strengthening, capacity building, and climate-resilient sanitation. ROSA conducted a comprehensive study on water security and scarcity, leading to the development of a concept note on groundwater resilience and a regional proposal for four countries facing severe water scarcity issues. In 2023, hygiene programming focused on strengthening systems for hand hygiene through multiple assessments. Capacity development initiatives included training programmes on the WASH Facility Improvement Tool (WASH-FIT) and healthcare waste management. ROSA secured funding for WASH in healthcare facilities and supported training sessions on WASH in emergencies, enabling staff to respond effectively to emergencies.

Youth engagement on WASH and environment activities was prioritized, with ROSA developing concept notes and funding proposals in collaboration with the Adolescent Development section. ROSA also facilitated advanced writing workshops and supported COs in developing knowledge products. Support for climate resilience and environmental sustainability included assisting Sri Lanka CO in developing a Green Climate Fund (GCF) Readiness proposal and engaging with the private sector to develop a regional Business Community Resilience (BCR) strategy. ROSA finalized programming priorities for climate, energy, environment, and climate-induced disaster risk reduction, guiding multi-country programming. Engagement with children, adolescents, and young people in climate action and advocacy was emphasized, including participation in COP28 preparation processes and influencing government policies. Furthermore, ROSA led a climate landscape mapping exercise to identify funding opportunities aligned with UNICEF's key sectors. A climate migration data analysis was commissioned to generate evidence on the impact of climate-related disasters on child displacement. In collaboration with EAPRO, ROSA is conducting a study on climate finance in the social sectors. Additionally, ROSA represented UNICEF at regional climate events and partnerships, contributing to global climate action.

### **Every child has an equitable chance in life**

ROSA has made significant strides in strengthening capacity on Public Finance for Children (PF4C) and fostering strategic engagements with Ministries of Finance (MOF) and line ministries to advocate for a greater focus on the needs of children in budgets. ROSA's efforts included embedding PF4C activities in COs to inform and support advocacy efforts, such as child-focused budget tracking, monitoring and capacity-building initiatives on sector financing. Additionally, ROSA served as a regional convener for knowledge sharing and peer-to-peer learning, organizing a technical South-South knowledge exchange focused on child budgeting and social sector financing. ROSA also deepened its relationship with the European Union (EU) through the Public Finance Facility, leading to evidence generation and advocacy successes in various countries.

Despite a constrained fiscal environment across the region, ROSA continued to advocate for children's

rights through its Leadership in Evidence Initiative. The initiative, highlighted by the Responding Today For Tomorrow report series, raised awareness of children's needs in the context of the COVID-19 pandemic and economic crisis. Collaboration across sectors and leveraging regional expertise were instrumental in driving this initiative forward.

The ROSA team also played a pivotal role in promoting inclusive social protection systems, engaging in regional and national forums to elevate the role of social protection in supporting various outcomes. Technical support provided to COs included advocating for social protection priorities in national plans, raising awareness of child and family benefits. Furthermore, COs were supported in prioritizing shock-responsive social protection in their agendas, particularly in the context of natural disasters. Capacity-building exercises and technical support on cash response and shock-responsive social protection were provided, including webinar series and policy dialogues with governments and stakeholders.

### **Changes strategies, enablers and cross cutting areas**

ROSA continued to roll out the Emergency Preparedness and Response trainings, targeting Bangladesh, Bhutan, Nepal, Pakistan and Sri Lanka COs as well as ROSA. In total, nine trainings were organized, in which 225 UNICEF staff were trained. HR and Emergency sections collaborated to update the regional rapid response mechanism roster, resulting in 121 staff from COs and ROSA being available for deployment for emergencies.

COs were supported to develop and endorse collective Accountability to Affected People (AAP) roadmaps to ensure implementation of activities related to information provision, feedback / complaints, and participation. This included the roll-out of capacity building trainings in Afghanistan, Nepal and Sri Lanka where 142 key staff from UNICEF, UN agencies, other humanitarian organizations, and the government were trained on AAP in humanitarian action in collaboration with SBC.

The Emergency team provided emergency surge support for three rapid onset earthquake emergency responses in Afghanistan (2) and Nepal (1). That support helped ensure high quality flash updates, situation reports, Emergency Programme Fund applications, and response plans were developed to meet the needs of affected children.

A stocktake of Child-Centred Disaster Risk Reduction (CCDRR) policies and strategies in the region was conducted and a draft concept of a regional knowledge exchange on CCDRR, with full endorsement from governments and UNICEF COs, was developed and will continue to be prioritized.

Systemic approaches to institutionalizing meaningful adolescent and youth participation and civic engagement, including quarterly webinars and regional best practice sessions on the topic, resulted in strengthened capacity of eight country teams with deepened participation and civic engagement of adolescents and young people in across sectors, including child protection, education and social policy.

An estimated 26 million young people were reached in South Asia through the U-Report regional platform and the evidence from polls provided young people's perspectives on issues related to their health, nutrition, climate change, education, and participation, including a regional report on overweight and obesity in children and adolescents in the region.

The MOOC – *Leadership for Planning and Decision-Making with Adolescents, a co-created learning programme with adolescents and youth* – was launched, with over 7,000 participants registered (800 certified), contributing to strengthened national and regional capacities in mainstreaming adolescent and youth participation in decision-making processes.

SBC significantly strengthened the regional SBC service hub for eight countries, offering specialized support in digital engagement, social listening, behavioural science, social norms, community resilience, and knowledge management. Technical assistance extended to sectors and SBC teams in all eight COs and the RO, focusing on community system strengthening for nutrition and health.

A bold regional voice was carved out on child rights and elevated UNICEF's global and regional priorities, including nutrition of girls and women, child marriage, education of girls, social protection services for children and adolescent girls, impacts of climate on children, and several G20-related events in India.

ROSA has already achieved its 2025 first quarter target of garnering 3.5 million digital supporters, experiencing heightened engagement on key digital platforms. Over 25,000 articles were published during the reporting period, referencing UNICEF and its spokespersons, representing a 26 per cent increase in coverage compared to 2022. Substantial strides have been made in addressing the digital divide through strategic partnerships aimed at enhancing the delivery of community health interventions. Additionally, the Information and Communication Technology for Development section collaborated with Google for Education to drive digital transformation (DX) in education. Simultaneously, partnerships with Hewlett Packard Enterprise have been forged for regional capacity building on DX. These collaborative efforts have led to the commencement of more than 15 projects by SAR countries, with a target audience of approximately 29 million people, contributing significantly to narrowing the digital divide.

Strategic and technical guidance and quality assurance support was provided to all COs for better gender programming across goal areas. That resulted in the integration of gender priorities in their country programme development and monitoring processes. During the reporting period, tailored support was provided to (i) Afghanistan CO to define gender and women's and girls' empowerment strategy 2024-25; (ii) Bhutan to finalize the Gender Programmatic Review and ensure key gender recommendations inform their CPD; and (iii) to Afghanistan, Bhutan and Maldives to develop the gender action plan and strategies to operationalize their CPDs. A costed regional strategy to address the gender digital divide is in place and used as a roadmap to guide the resource mobilization and implementation of digital solutions for adolescent girls. A ROSA-led evidence piece on what works for adolescent girls in South Asia captured good practices from regional initiatives.

The Evaluation section ensured quality for 16 evaluations and evaluative activities finalized in 2023. It supported finalization of the Costed Evaluation Plan for Bhutan and contributed to regional sections defining evidence needs and approaches. All countries were supported to develop management responses for 22 evaluations in 2022. The Section developed a roadmap on how UNICEF can support national evaluation capacity development. The roadmap seeks to foster a culture of evaluation in partner countries, where evidence-based decision-making becomes the norm and evaluation is recognized as an integral component of national development programming. ROSA provided programme planning technical support resulting in successful CPD development processes in Bhutan and Nepal. The Multiple Indicator Cluster Survey was completed in Afghanistan, providing crucial data on the situation of women and children.

## Lessons Learned and Innovations

Accelerating progress toward the SDG newborn and stillbirth targets in South Asian countries requires a focused approach. ROSA's support in developing biannual Maternal and Newborn Health acceleration plans highlights the vital role of this strategy in achieving SDG newborn targets. Strong models of small and sick newborn care from India and Bangladesh can be replicated by other countries to strengthen second level and tertiary newborn health services. Strong leadership and political commitment are key to ensuring adequate and sustainable financing for Primary Health Care (PHC).

This will be part of the leadership agenda for health financing in the future.

Adopting a holistic approach beyond digital solutions to digitally enable health systems expedited advancements in the region including governance, coordination, user-centric service delivery, and architecture connecting different levels of care. MNCH programmes at the national level should take ownership and leadership in initiatives aimed at scaling oxygen availability and use in MNCH services. This is crucial for improving the quality of newborn and paediatric care, which includes managing hypoxemia and caring for small and sick newborns. UNICEF's ongoing efforts to leverage COVID-19 investments offer significant opportunities for enhancing the quality of MNCH care. Solarization of power sources for oxygen generation in health facilities emerges as an innovative and eco-friendly solution, particularly beneficial in under-resourced countries with unreliable electricity supply.

Amidst complex challenges post-COVID-19 and increasing climate change-induced crises, education programming prioritizes learning recovery, Early Childhood Development (ECD), Out Of School Children (OOSC), digital learning, and emergency preparedness, with a focus on developing skills and employability for marginalized groups. A particular challenge remains on how to establish sustainable and scalable solutions to develop skills and employability for the most marginalized groups of young people (especially OOSY, adolescent girls from disadvantaged backgrounds, youth from minority groups, poor households and those from remote rural areas). ROSA APSE section will continue working with multiple programme sections and eight COs to explore innovative cross-sectoral solutions, including the implementation of community-based alternative learning programme using the local eco-system approach.

Programming to end child marriage in South Asia should have strategies that consider the complexities of polycrisis while harnessing systems, partnerships, and resources for results at scale. It is important to adapt programme strategies to address humanitarian situations and integrate efforts to end child marriage into humanitarian responses. Building and strengthening an effective and sustainable Justice for Children (J4C) workforce that can deliver child-friendly justice services across South Asia requires systematic and coordinated approaches that include strategic planning, a multi-level and multi-disciplinary competency framework for the various roles of the J4C workforce; provision of regular supportive supervision; and systems for monitoring, and information management. Intersectoral collaboration and dedicated technical support is essential to operationalize key SAR Areas for Acceleration.

ROSA's convening of technical knowledge exchanges and collaboration with governments and parliamentarians underscores the importance of interlinked programmatic approaches and strategic advocacy to drive impactful programming, particularly for adolescent girls. Seizing opportunities around various funding envelopes led to opportunities to push evidence-driven gender equity approaches. Use of key moments and platforms for advocacy was strategic in amplifying key gender priorities and focus areas for the region and in harnessing commitments and allies for programmatic actions at country level.

The U-Report platform demonstrated the power of technology in extensive data collection, facilitating evidence-based planning and advocacy across thematic areas. The integration of behavioural science has delivered crucial lessons. Social listening emerged as a pivotal tool, particularly in Pakistan and across regions, illuminating mental health and nutritional behaviours. Innovative strategies amplified behavioural nudges in country-led programmes, while regional capacity building broadened behavioural science applications. U-Report showcased the potential of technology to support engagement and data collection, while cross-sectoral initiatives opened new opportunities for collaboration with other UN agencies.

Emergencies and humanitarian crises offer a reminder of the opportunity to build brand trust and

affinity at community/household level and the national/international levels, raise awareness of child rights, and strengthen links between communication and fundraising functions. Leveraging DX, innovations, and data emerges as key change strategies, emphasizing the importance of identifying synergies and forging collaboration across various sections and regions. Tailored fundraising campaigns to align with national events like Ramadan is relatively successful.