

UNICEF Argentina

Annual Report 2025

Acknowledgments

This narrative annual report summarizes the key programme results achieved by UNICEF in Argentina over the course of the year 2025. To learn more about the UNICEF programme in Argentina, including details at the outcome and output level, as well as financial analyses, please visit the UNICEF Transparency Portal www.open.unicef.org.

UNICEF would like to take this opportunity to express its gratitude to all partners whose collaboration and contributions supported the achievement of results for children.

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Contact:

United Nations Children's Fund

3 United Nations Plaza, New York, NY 10017, USA

Tel: +1 (212) 326-7000

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Section 1

Update on the Context

Argentina is an upper-middle-income country, with gross national income per capita of USD13.440 (2024), ranked 47th out of 193 countries on the Human Development Index. Based on macroeconomic projections, Argentina could reach high-income country status between 2026 and 2028, depending on GDP growth, exchange rate dynamics, and Atlas method income thresholds.

Argentina transitioned into a period focused on structural reforms and fiscal adjustments. While the 2025 mid-term elections reinforced the government's legislative position, decision-making continues to rely on dialogue and agreements with opposition parties and provincial authorities, consistent with the country's federal structure.

Argentina's economy was stagnant for more than a decade, with inflation emerging as a structural challenge. Between 2012 and 2023, the primary fiscal deficit averaged 2.7 per cent of GDP and the overall deficit 4.6 per cent. These imbalances contributed to sharp currency devaluations, leading to rising inflation and declining real household incomes. Since late 2023, the government implemented a fiscal consolidation programme of 5.5 GDP points over 2024–2025, resulting in a primary fiscal balance shift from a deficit of -2.8 per cent of GDP in 2023 to a projected surplus of 1.6 per cent in 2025 (IMF, 2025). This consolidation contributed to the deceleration of interannual inflation, expected to fall to about 30 per cent in 2025, and to a projected expansion of the economy, with GDP expected to grow by 4.6 per cent in 2025 (INDEC, BCRA and World Bank, 2025).

The first semester of 2025, 46.1 per cent of children lived in monetary poverty, showing an interannual decrease of 21 percentage points. Extreme poverty also fell from 27% in 2024 to 10% in 2025. The proportion of indebted households, conversely, grew by eight percentage points in the last year, rising to 31%. Food security remained a challenge: 29 per cent of households with children reported stopping purchases of certain food items due to income constraints and around 24 per cent stated they incurred debt to purchase food.

In 2025, Argentina's social protection system maintained broad coverage, reaching 95 per cent of children, although approximately 500,000 remained outside its scope. The purchasing power of non-contributory benefits increased to cover 98 per cent of the basic food basket, driven by slower inflation and the indexation formula applied to the Universal Child Allowance (AUH). This adjustment played a critical role in containing extreme poverty, which would have increased by 10 percentage points without cash transfers. In 2025, the design of the AUH for children aged 0 to 4 was strengthened by automating the verification of conditionalities, allowing the payment of the full child benefit. This reform is consistent with UNICEF's long-standing recommendations emphasizing the reduction of administrative barriers, protection of the real value of benefits, and the effectiveness of income support for children.

Early childhood development (ECD) is a strategic priority, given its central role in reducing inequalities. The launch of the Federal Early Childhood Strategy (EFPI) in November 2025 represents a policy commitment to expand service access and improve quality. However, territorial and socioeconomic disparities persist, reflecting uneven availability across provinces and age groups. Addressing these gaps remains essential to ensure equitable early childhood outcomes nationwide.

Learning outcomes constitute one of Argentina's most pressing challenges. While the National Plan for the Transformation of Secondary Education launched in 2025 aims to improve learning, life skills and school completion, last available data highlights the depth of the problem. In 2024, 42 per cent of final-year secondary students failed to achieve satisfactory language skills, and 86 per cent did not reach minimum proficiency in mathematics, underscoring the need for systemic improvements in educational quality.

Argentina continues to show progress in key child health indicators. Within this context, immunization remains a major challenge. Although average vaccination coverage recovered between 2023 and 2024, the recommended 90 per cent level was not achieved for any vaccine. Coverage averaged 82 per cent during the first year of life and declined to 62 per cent among children aged 1 to 5, exposing persistent gaps in preventive care. Health agenda increasingly addressed emerging issues, including adolescent mental health, as recent evidence shows that, in 2025, 11 per cent of adolescents displayed signs of depression and nearly one third experienced anxiety.

Nutrition outcomes illustrate a complex and evolving challenge. Despite a robust regulatory framework—including legislation on healthy eating, breastfeeding promotion and the International Code of Marketing of Breast-milk Substitutes—implementation gaps persist. Latest data show that overweight and obesity have surpassed undernutrition as the predominant concern: in 2020, 9.4 per cent of children under five were overweight and 4.9 per cent obese, increasing to over 21 per cent and 20 per cent among children and adolescents aged 5 to 17. Poor dietary patterns continue to exacerbate nutritional risks, particularly among vulnerable populations.

Regarding children deprived of parental care, the most recent data indicate that approximately 6,400 children were placed with extended families, while 9,154 lived in residential care facilities. However, the absence of comprehensive, up-to-date and harmonized information at the federal level remains a significant challenge, limiting a full assessment of the magnitude and characteristics of children in alternative care across provinces. In this context, in 2025 the Ministry of Human Capital launched the Federal Programme for the Protection of Children and Adolescents, to strengthen the national child protection system and improve monitoring and evaluation of institutionalized children, a critical step toward safeguarding children's rights.

In Argentina, the age of criminal responsibility is 16, and public debates continue around juvenile justice, including proposals to lower this threshold and increase penalties, alongside ongoing reflections on standards, safeguards, and potential reforms. In 2024, 4,119 children and adolescents were in conflict with the criminal law, of whom 865 were held in penal facilities—including 44 under the age of 16.

Argentina presents a complex yet dynamic context where macroeconomic stabilization and policy reforms coexist with structural challenges for children. Sustaining progress requires consolidating social protection, reducing territorial disparities, and strengthening evidence-based policies to ensure equitable outcomes for all children.

Section 2

Major Achievements and UNICEF's Contribution

In 2025, UNICEF advanced an equity-focused strategy to safeguard children's rights amid economic volatility and fiscal constraints, focusing on strengthening the social protection system, child-sensitive public finance, and subnational governance. This positioning helped keep children's rights on the policy agenda despite fiscal consolidation. Building on this foundation, UNICEF anchored policy dialogue in robust evidence, reinforcing the importance of child poverty reduction and income protection in public decision-making. This approach supported more informed choices, encouraged coordinated action across levels of government, and consolidated national priorities for children.

In social protection, UNICEF helped sustain the prioritization of income transfers for households with children by providing decision-makers with rigorous evidence on child poverty trends and programme performance. This included strengthening the measurement and monitoring frameworks that inform policy decisions—such as provincial multidimensional analyses and Child-Care Baskets that estimate the real cost of raising children. This evidence-based advocacy reinforced the relevance of key income-protection programmes, supporting benefit adjustments and expanded coverage for adolescents in vulnerable households, especially those headed by women, to make social protection more responsive and equitable.

At the subnational level, the Municipalities United for Children and Adolescents (MUNA) initiative expanded to 160 municipalities, with potential to reach 5.4 million children and adolescents. Beyond scale, as the 2025 external evaluation of MUNA concluded, the initiative strengthened local governance for children institutionalizing intersectoral planning, monitoring, and accountability mechanisms with disability-inclusive training rolled out in about 25% of municipalities to embed inclusion in local systems. Evaluation findings and consolidated lessons enabled efficiency gains and informed a more cost-effective model, strengthening foundations for accelerated national scale-up.

Across the 2021–2025 cycle, consolidated in 2025, UNICEF played a key role in institutionalizing Public Finance for Children (PF4C). Efforts focused on improving the continuity and quality of official data on child-related spending at national and consolidated public sector levels, while progressively extending budget analysis and transparency models to provincial and local governments. In Argentina's federal system, provinces finance two-thirds of child investment and execute 70% of spending, while the national government contributes the remaining third and coordinates policies to promote territorial equity. Compared to the start of the cycle, these actions significantly expanded PF4C beyond the national level, strengthening fiscal dialogue, transparency, and accountability for children's rights—even amid fiscal consolidation. Notable advances included integrating budget tagging into the budget cycle in Entre Ríos province and partial progress in Santa Fe, Chaco, and Chubut, with further expansion anticipated in 2026.

At the same time, UNICEF invested in community-level responses to address immediate needs—linking systemic improvements with practical solutions for children in marginalized contexts. At the territorial level, UNICEF's engagement strengthened community-based responses and improved access to social protection and related services for children in highly vulnerable contexts, including informal settlements, rural and indigenous communities and children with disabilities. Through partnerships with grassroots organizations, initiatives

expanded health, nutrition, and livelihood support in highly isolated communities lacking basic services, reaching 25 rural areas facing deep structural inequities.

Finally, building on consolidated results in local governance, social policy, and collaboration with the Ministry of Finance—particularly on PF4C and budget tagging—UNICEF leveraged its technical expertise to demonstrate scalability beyond Argentina. In 2025, support to UNICEF Panama produced strategic tools on social policy, costing, and public finance, strengthening that office’s capacity for high-level policy dialogue and advancing regional efforts to embed children’s rights in fiscal planning.

Early childhood development (ECD) remained a strategic priority for reducing inequalities and shaping lifelong outcomes in health, learning, and protection. In 2025, UNICEF worked with national and provincial governments, municipalities, and communities to institutionalize policy frameworks and scale programs that expand access to quality services, addressing social and territorial disparities. These efforts sustained progress despite fiscal constraints and persistent gaps in services for young children.

At the national level, UNICEF contributed to the design of the Federal Early Childhood Strategy, launched in November 2025—a major policy commitment informed by lessons from subnational work. Evidence and models developed through support to provincial and municipal governments in planning, coordination, and service delivery shaped the strategy’s design. These experiences will also guide its implementation in 2026, contributing to national commitments that build on proven approaches.

In priority provinces, UNICEF supported five governments in advancing comprehensive ECD plans through intersectoral platforms that foster coordination among ministries for better planning, resource allocation, and monitoring of results. At the municipal level, more than 70 local governments strengthened service delivery, and oversight capacity through MUNA’s structured cycle, embedding early childhood priorities within broader social policies.

Building on these governance advances, subnational authorities strengthened ECD services through innovative delivery models and large-scale capacity-building initiatives supported by UNICEF. In 2025, over 36,000 educators, health workers, community promoters, and caregivers across 10 provinces—including rural and indigenous areas—completed professional certification training to enhance ECD service quality for young children and their families.

UNICEF also supported the Province of Salta in designing and implementing a positive parenting pilot program positioned to inform provincial and national decision-making. Through targeted technical assistance, advocacy and impact measurement, the pilot established a scalable model that can be integrated into the EFPI and adapted across diverse contexts. Implemented with nine municipalities and backed by a university-certified training program co-developed with the Salta Early Childhood Secretariat and UPATECO, the initiative created a coordinated platform for strengthening families and generated evidence that will guide the expansion of positive parenting policies in other provinces.

On child nutrition, UNICEF addressed persistent implementation gaps in Argentina’s regulatory framework—and urgent need given rising overweight and obesity among children—by supporting practical, locally driven measures to create healthier food environments. Fifty-four municipalities adopted standards for healthier food

provision in ECD centers and schools, helping improve diets and reduce risk factors. Breastfeeding protection advanced through a digital system to monitor Code violations, breastfeeding-friendly health facility certifications in Jujuy, and updated complementary-feeding guidelines in Santa Fe.

Adolescence is a critical stage for realizing rights and shaping future opportunities, yet many young people in Argentina face barriers such as limited learning and skills development, mental health challenges, insufficient access to reliable information, and exposure to violence. To contribute to national and subnational efforts to address these gaps, UNICEF implemented a comprehensive strategy to expand opportunities and improve adolescents' wellbeing. The approach strengthened education systems to boost learning and skills, enhanced health services to address mental health needs, and reinforced protection mechanisms to ensure safety and access to accurate information. Evidence-based advocacy supported the scale-up of local innovations into national policies, while platforms for adolescent participation amplified young people's voices in decision-making. These actions were underpinned by data-driven analysis and strategic partnerships—with the National Secretariat of Education, provincial education ministries, national and provincial health authorities, universities, civil society, and UN agencies such as UNESCO and ILO—which informed policy improvements, strengthened programmes, and advanced equitable opportunities for adolescents' active citizenship and future employability.

Education transformation remained central to UNICEF's adolescent strategy, with a strong focus on adolescent girls. In 2025, UNICEF supported seven provinces in scaling proven secondary education innovations—such as Technology-based Rural Schools and PLANEA program which strengthens teachers' and principals' capacities in project-based learning and computer sciences, to improve learning outcomes and skills development -benefiting over 33,000 students and informing the new federal policy on the Transformation of Secondary School. In parallel, policy dialogue through the Education Ministers' Forum helped 9 provinces advance secondary education reforms. UNICEF also contributed to the design of the National Plan to improve Math learning outcomes and supported adolescent literacy strategies through the joint UNICEF-UNESCO Uruguay-Argentina Experts and Authorities Network initiative.

To tackle exclusion and improve school-to-work transitions, UNICEF strengthened Generacion Unica —a multisectoral public-private partnership—implemented with key multilateral partners, including UNESCO, ILO, IDB and the World Bank. The initiative combines advocacy, evidence generation, and adolescent engagement, with a strong focus on adolescents' girls. Its Unique Opportunities digital platform -an innovation model designed to expand learning and employability options- offered through various governmental platforms provides free certified courses, digital and life-skills training, supporting 14,600 young people aged 15-24 in 2025.

Through the MUNA initiative, UNICEF supported 55 municipalities to institutionalize inclusion strategies that reconnect out-of-school adolescents. The work combined diagnostics to identify exclusion patterns, tailored action plans to re-engage youth, and local data systems that inform provincial education policies. By applying MUNA's structured cycle of technical assistance, training, and peer learning, UNICEF helped municipalities scale effective approaches to bring vulnerable adolescents back into education pathways.

In parallel, UNICEF worked with national and subnational authorities to elevate adolescent health and mental wellbeing on the public agenda, while supporting interventions to address persistent service gaps. A key innovation was the Listening Centers model —safe, community-based spaces, in schools and youth centres, where trained peer listeners provide emotional support and early detection of psychosocial distress, supervised

by mental health professionals and linked to referral pathways. In 2025, the model expanded to 14 active centres, with four more under development across four priority provinces, reaching 238,663 adolescents (118,471 girls and 120,192 boys).

UNICEF worked with the health ministries of Chaco, Salta and Misiones to position perinatal mental health as a priority and to advance the implementation of a Perinatal Mental Health programme in nine maternity clinics. This collaboration strengthened early identification, prevention and follow-up of perinatal mental health conditions among pregnant and postpartum women—particularly adolescents—in provinces with extensive rural areas, hard-to-reach communities and significant Indigenous populations. Through technical guidance, capacity development and evidence-based tools, UNICEF supported provincial teams in adapting the model to local realities and improving access to quality care for women facing the greatest barriers.

Alongside these system-level advances, UNICEF broadened its adolescent agenda to ensure young people's voices and leadership inform decisions that affect their lives. In 2025, UNICEF's work focused on strengthening adolescent autonomy and leadership through partnerships with local governments and youth-led organizations. Across MUNA municipalities, locally driven youth spaces enabled more than 407,000 adolescents to participate in decision-making and propose solutions on issues such as online gambling, learning, and access to employment. To further promote agency—particularly among girls—UNICEF collaborated with youth organizations to amplify advocacy and civic engagement. At the national level, the Adolescent Council (CAU) contributed insights that helped shape UNICEF's new Country Programme, ensuring approaches remain participatory and aligned with priorities defined by adolescents themselves.

Protecting children's rights and preventing violence remained urgent priorities in 2025, as fragmented capacities across provinces underscored systemic challenges. UNICEF responded by helping strengthen Argentina's child protection system through justice reforms, local capacity building, and national policy development—advancing coordinated, rights-based approaches nationwide.

At the national level, UNICEF contributed to the design of the Federal Program for the Protection of Children and Adolescents with the Undersecretariat for Family Strengthening (SENAF)—a landmark initiative approved by the Federal Council on November 5. The program establishes a unified framework to guide provincial systems and harmonize standards, laying the foundation for coordinated, rights-based child protection across Argentina's federal structure.

In parallel, and building on long-standing engagement, UNICEF supported systemic reforms in the justice sector with national and provincial authorities to reinforce capacities and strengthen accountability. Throughout 2025, UNICEF continued working with the Network of Judges Committed to the Rights of Children, to promote new agreements that improved judicial responses through more consistent application of child-rights standards, and contributed to the VIII Meeting of the Network of Judges and Judges committed to children's rights (Buenos Aires, 15–16 October 2025)—a federal gathering that advanced shared practices and commitments across jurisdictions.

Buenos Aires Province, with Argentina's largest population of children and adolescents, is essential for advancing juvenile justice reforms with potential for nationwide replication. UNICEF supported the province's efforts by providing technical assistance for an integrated approach that combines prevention and restorative practices; the Entramados program mobilized 28 municipalities that offered alternatives to deprivation of liberty and

restorative justice for adolescents in conflict with the law. These actions were complemented by systematizing local experiences, publishing official statistics, and strengthening REUNA—a unified case registry now active in 135 municipalities—providing reliable data for policy evaluation and public debate on Juvenile Justice.

At the policy level, UNICEF provided up-to-date evidence, expert review, and comparative international experience to inform debates on juvenile justice in the National Congress, and jointly produced a data report with the Supreme Court of Buenos Aires Province to enrich the discussion. These resources—including the report—draw on the latest global estimates of children deprived of liberty and UN guidance that prioritizes diversion and non-custodial measures with detention strictly as a last resort, and are intended to support alignment with the Convention on the Rights of the Child and related international human rights standards and recommendations.

At the local level, UNICEF strengthened child protection across Argentina by supporting provinces and municipalities to translate national standards into practical, coordinated action. Through the MUNA initiative, UNICEF helped local governments improve early detection and response to violence, expand access to protection services, and reinforce intersectoral coordination among social, health, education and justice actors. This work enabled municipalities—including rural and underserved areas—to establish or enhance local protection structures, implement comprehensive plans, and adopt rights-based approaches that reduce territorial disparities. Together, these efforts have positioned MUNA as a driver of innovation and municipal leadership, contributing to a more integrated and effective child protection system within Argentina's federal framework.

While driving systemic reforms, UNICEF also supported government-led responses to emergencies that threatened children's rights, ensuring continuity of essential services and protection during floods and water shortages. In 2025, UNICEF worked with local authorities in high-poverty areas of Salta and Chaco—where early childhood strategies are also underway—to address severe water scarcity and poor water quality. UNICEF provided WASH supplies -reaching 11,790 children and 9,432 adults- and promoted hygiene practices to safeguard young children's health while longer-term solutions were developed. Later in the year, floods in Salta, Chaco, and Bahía Blanca disrupted services for children. UNICEF partnered with municipal and provincial governments to restore access to safe water, maintain education continuity, and deliver mental health support—reaching more than 21,000 children. These actions reaffirm UNICEF's commitment to strengthening systems and supporting government-led emergency responses.

Mobilizing society is essential to making children's rights a shared national priority. Policies alone cannot drive lasting change; it requires broad engagement from citizens, the private sector, media, and influencers to sustain collective action to protect every child. In 2025, UNICEF leveraged its convening power to turn commitment into action.

Marking its 40th anniversary in Argentina—and in the context of an electoral year—UNICEF placed children's rights at the center of national debate. High-level events, including at the Buenos Aires Legislature convened government leaders, civil society organizations, private sector representatives, and cultural figures. A public photo exhibition at Palacio Libertad, further elevated visibility around persistent child-rights challenges and UNICEF's contribution to addressing them.

Strategic alliances with 180 media outlets, combined with a digital community of 1.85 million followers and 97% positive media coverage, strengthened UNICEF's ability to shape public agendas. Through these partnerships, the organization launched high-impact campaigns—Derechos: 40 años de UNICEF en la Argentina, No te quedes con el primer link — Selfie, and Las apuestas online afectan la salud mental de las chicas y los chicos—mobilizing ambassadors, influencers and national networks to promote children's rights, counter misinformation, and address the risks of online gambling, contributing to safer digital environments.

At the same time, UNICEF amplified youth voices through Activa tus ideas: TED-Ed collaborations, and interactive interviews with midterm candidates, providing adolescents a meaningful platform to engage in public debate and influence policy discussions.

Alongside media and youth mobilization, UNICEF galvanized the private sector to embed child rights into business practices, recognizing the influence of corporate behavior on education, family care, and protection environments. More than 2,200 companies advanced commitments on family-friendly policies and school-to-work transition strategies, positioning UNICEF as a leader in corporate engagement for children's rights. Together, these efforts underscore UNICEF's unique role as a catalyst for societal change, building alliances that transform awareness into concrete commitments to improve children's wellbeing.

UNICEF operates entirely with voluntary contributions, making resource mobilization essential to sustaining results for children. In 2025, UNICEF in Argentina strengthened this capacity through resilient and innovative fundraising strategies. Despite a challenging economic context, income grew solidly, driven by diversified channels and strong alignment between program priorities and private sector engagement. Overall revenue increased significantly compared to 2024, reflecting donor trust and the growing maturity of all fundraising streams.

UNICEF also strengthened its operational and programmatic foundations to maximize impact.

Digital upgrades modernized core platforms, enhanced cybersecurity and ensured continuity of essential operations during crises, while cost-management measures and shared premises with other UN agencies improved efficiency and collaboration. Staff well-being and professional development were prioritized to build a resilient, high-performing workforce.

At the same time, the office completed the design of its new Country Programme (2026–2030) through broad consultations, ensuring full alignment with national commitments for children. Safeguarding standards were reinforced across all partnerships, reaffirming UNICEF's zero-tolerance policy for sexual exploitation and abuse.

Section 3

Challenges, Lessons Learned and Future Outlook

Argentina's shift toward a more federal governance model—marked by decentralization and the transfer of responsibilities to provinces and municipalities—has reshaped how policies are designed, financed, and implemented. Under this context, delivering results in the current Country Programme while planning the next cycle, required balancing continuity with innovation amid uneven institutional capacities, greater coordination demands, and persistent fiscal constraints. Gaps in the quality and comparability of administrative data further underscored the need to strengthen evidence systems. These dynamics highlighted the value of early and continuous subnational engagement, effective coordination platforms, scalable capacity-building models, and agile operational arrangements to sustain impact in a rapidly evolving environment. These lessons were reinforced by two major evaluations in 2025—the Country Programme review and the assessment of the MUNA initiative—which provided clear direction for more effective implementation. Both evaluations emphasized that achieving impact at scale in a federal context requires earlier and more systematic engagement with provinces and municipalities; policy dialogue grounded in accessible evidence; and practical collaboration with subnational actors throughout design, implementation, and monitoring. They also reaffirmed UNICEF's value as a trusted partner, rooted in its ability to provide reliable data, actionable analysis, and consistent technical support that help government counterparts address operational challenges while advancing policy commitments for children and adolescents.

Building on these findings, UNICEF also prioritized closing information gaps to sustain evidence-based dialogue. Official data on children's rights were regularly updated, and where gaps persisted, UNICEF produced high-quality data through targeted studies, including Kids Online and the Rapid Survey on Households with Children. These efforts ensured that decision-making at national and subnational levels remained grounded in robust and timely evidence.

UNICEF further adapted its approach to significant changes in the division of responsibilities between national and provincial authorities, including the introduction of a new federal strategy for Early Childhood Development (ECD) and the transfer of key functions to provinces.

To maintain continuity and strengthen collaboration under this new framework, the office applied flexible planning, provided targeted technical assistance where it added the most value, and used evidence from previous interventions to inform policy decisions. UNICEF was invited to working tables and provided input that helped shape the strategy's content and implementation focus. This experience showed that national policy changes work best when engagement begins early, evidence is clear, and collaboration with provinces is structured to translate plans into consistent, quality services for children.

In child protection, decentralization created new demands for stronger local systems, clearer roles, and more effective coordination. UNICEF supported the design of the Federal Programme for the Protection of Children and Adolescents—endorsed by the Federal Council—as a unified framework to harmonize standards and strengthen provincial systems. Building on this foundation, the office advanced strategies such as evidence-based monitoring, intersectoral coordination, and scalable capacity-building models adaptable to diverse contexts. These approaches are essential to improving efficiency and impact across jurisdictions while safeguarding provincial leadership and ownership.

Consistent with the emphasis on subnational engagement and evidence-informed collaboration, UNICEF also advanced youth participation toward active leadership in policy dialogue and programme design. Through platforms such as Generación Única and provincial youth councils, adolescents helped shape strategies in education and mental health, ensuring interventions reflected their living realities. UNICEF further moved toward more institutionalized mechanisms for participation, integrating youth inputs into planning cycles and monitoring frameworks in areas including secondary education, adolescent mental health, and safer digital environments. The country programme evaluation encouraged continued innovation to deepen adolescent participation and embed their contribution more systematically across the programme.

Strategic communication and public engagement remained central to advancing children's rights in 2025. Building on the visibility generated throughout the anniversary year, UNICEF strengthened its role as a convener of multisector dialogue—bringing government, the private sector, civil society, academia and young people into evidence-based conversations on the issues that most affect children. Partnerships with leading media actors expanded the reach of child-rights messaging and promoted more inclusive public debate, particularly through formats that positioned adolescents as credible voices in policy discussions. These experiences highlighted the importance of accessible, timely information and demonstrated how strategic communication can help keep children's perspectives at the forefront of national decision-making processes.

Despite economic challenges, resource mobilization remained resilient, driven by diversified channels and strengthened long-term relationships with individual supporters and corporate partners. The approach emphasized trust, measurable results and transparent reporting. This experience highlighted the importance of aligning fundraising narratives with demonstrated outcomes and maintaining agility to redirect support as needs and policy contexts evolve. Looking ahead, efficiency, innovation and predictability will remain priorities to safeguard and scale results for children.

Experience in 2025 confirmed several enablers of success in a federal context: early and continuous subnational engagement; coordination platforms that harmonize standards while allowing local innovation; and scalable capacity-building models to address uneven institutional capacity. Equally critical was to strengthen accountability and agile operations that optimize resources amid economic constraints. Evidence generation and strategic partnerships enabled innovation, supporting both the piloting of new approaches and scaling of proven solutions. Together, these elements form a solid foundation for sustained impact for children.

Building on these insights, UNICEF will deepen collaboration with national and provincial authorities, strengthen systems, and expand partnerships to deliver solutions that work across Argentina's diverse federal landscape. In 2026, guided by the Country Program Evaluation findings, the office will place greater emphasis on prioritization to maximize impact and improve data comparability and timeliness. The next cooperation cycle will focus on four strategic areas: health and nutrition, with emphasis ECD, maternal and child health, and mental health; education, ensuring equitable learning and skills for life and work; protection from violence, through stronger child protection systems and prevention; and social inclusion and poverty reduction, through improved governance, budgeting, and planning for child-focused policies and services.

By leveraging evidence-driven collaboration, innovation, and strategic partnerships, UNICEF will deliver differentiated solutions that scale across Argentina's federal context—ensuring relevance and delivering efficient

and measurable improvements in children’s wellbeing.