

## Cote d'Ivoire

### Update on the context and situation of children

Côte d'Ivoire remains politically stable; no major incidents occurred since the end of tensions generated by the 2020 presidential elections. With the return of major political leaders from exile, the upcoming municipal and regional elections in 2023 will be a major test of the country's political and social stability prior to presidential elections planned for 2025.

Population census (5ème Recensement Général de la Population et de l'Habitat, RGPH 2021) results were released in 2022 confirming that Côte d'Ivoire has a total population of 29.4 million, of whom 49 per cent are under 20 years old. Transformation of this youthful population into a demographic dividend requires significant investment in human capital to enable today's youth to reach their full potential and contribute to economic and social transformation in their country. Preliminary results from the Demographic and Health Survey (DHS 2021) confirmed that important progress was made over the past decade in improving maternal and child survival. Between 2012 and 2021, the maternal mortality ratio fell from 614 to 385 per 100,000 live births, and the under-five mortality rate fell from 108 to 74 per 1,000 live births. However this progress remains insufficient to achieve targets related to Sustainable Development Goal (SDG) 3, particularly in a context characterized by demographic growth of 2.9 per cent. This growth rate is one of the highest in the region, partly due to migration. According to the RGPH, the country now has 6.4 million immigrants, representing 22 per cent of the total population. The vast majority (98 per cent) are from the Economic Community of West African States, particularly neighbouring Burkina Faso, Guinea and Mali.

Economic growth remained strong since the end of the 2011 political crisis, and Côte d'Ivoire's economy was not severely affected by COVID-19 in 2021–2022. Economic growth reached 6.5 per cent in 2021 and was estimated at 5.5 per cent in 2022 (International Monetary Fund, World Economic Outlook Database, October 2022). The drop in 2022 was mainly due to external shocks, including the Russia-Ukraine conflict. Inflation soared to 5.5 per cent in 2022 (IMF 2022). In November the World Food Programme (WFP) conducted a market survey, which estimated overall inflation at 5.2 per cent, although food prices rose by 10.8 per cent.

Despite a decline in the monetary poverty headcount from 44.4 per cent in 2015 to 39.4 per cent in 2018 (Enquête harmonisée sur les conditions de vie des ménages, 2018), important socioeconomic and geographic disparities persist. The monetary child poverty analysis conducted by UNICEF in 2022 showed that about 46.5 per cent of children live in impoverished households.

Côte d'Ivoire continued to cope with COVID-19. The highest number of cases was recorded in January 2022; 9,714 cases and 65 deaths. Efforts were made by the government, with support from partners, to carry out four nationwide COVID-19 immunization campaigns, which resulted in full immunization of about 11 million of people, corresponding to 40 per cent of the national target (among whom 18 per cent were aged 12-to-18).

Burkina Faso, Guinea and Mali, which along with Liberia have borders with Cote d'Ivoire, are subject to political instability. Burkina Faso experienced two coups in 2022 (31 January and 30 September), while Mali and Guinea experienced coups in 2021 and political tensions continued in 2022. This instability affected the entire sub-region, including Côte d'Ivoire, which has commercial and cultural links with the three neighbouring countries.

Insecurity in Burkina Faso led to cross-border population movements in January, March, May and December 2022 from Burkina Faso to Cote d'Ivoire. The number of displaced people recorded rose from 3,222 people at end-2021 to 6,476 people by December 2022, including 3,861 children

(administrative data). All the displaced were being hosted in already fragile communities. The country's land borders have been closed since the outbreak of COVID-19, negatively affecting the informal sector that relies mainly on small-scale local trade.

During the year, a storm with strong winds damaged the Odienné airport (in the north) and other infrastructure, including schools built by UNICEF. This situation highlighted the urgent need to promote climate-resilient basic social infrastructure.

In July 2022 UNICEF activated a Level-2 corporate emergency for the Central Sahel and coastal countries, including Côte d'Ivoire. The inter-agency contingency plan was updated and was approved by the UN country team in early 2023. The combined effects of climate change (particularly in northern regions), risk of spill-over from the Central Sahel crisis and the Russia-Ukraine war could have a cumulative negative impact on food security in the regions bordering Burkina Faso and Mali.

The Government conducted its second voluntary national review (VNR) of progress toward the Sustainable Development Goals (SDGs)—with particular focus on SDGs 4, 5, 14, 15 and 17—and with support from UNICEF and other United Nations (UN) partners. Preparing the VNR represented an opportunity to assess progress made in implementing the 2030 sustainable development agenda, including the principle of leaving no one behind, and to further engage civil society organizations, local authorities and development partners in accelerating progress toward achieving the SDGs.

In line with the national development plan (PND 2021–2025), and as a response to increasing disparities and the security threat in the north, the Government developed its second Social Programme (PS Gouv 2, 2022–2024), aimed at reducing persistent disparities through a comprehensive plan amounting to about US\$5 million focused on the country's northeast (Bounkani and Tchologo regions, bordering Burkina Faso). Alongside other partners (World Bank, U.S. Agency for International Development, European Union (EU), and French, Japanese and German Cooperation), UNICEF led the UN country team in developing a joint programmatic framework for resilience-building in the northeast. Seven UN agencies are implementing this joint framework: UNICEF, UN Development Programme (UNDP), International Organization for Migration (IOM), UN High Commission for Refugees (UNHCR), UN Population Fund (UNFPA), World Health Organization (WHO) and World Food Programme (WFP).

## Major contributions and drivers of results

During the second year of the country programme UNICEF structured its annual management plan (AMP) programme results around the regionally defined key results for children (KRCs), building on multisectoral approaches, cross-sectoral synergies, strategic partnerships and innovations to deliver impactful results for children and adolescents, particularly the most vulnerable.

### Goal Area 1

***AMP 2022 priority 1: Country office engagement on KRC #1, on Immunization: “By 2022, The percentage of children 0-11 months vaccinated with DTP/Penta 3-containing vaccine is at least 90 per cent nationally”. This objective was met.***

In line with the KRCs and other organizational targets the country office, in collaboration with WHO, USAID and the Global Vaccine Alliance, contributed to the vaccination of 817,525 children under one year of age with three doses of DPT-containing vaccines (target: 90 per cent), 802,196 children with three doses of polio vaccine (target: 88 per cent) and 767,868 with measles-containing vaccine (target: 84 per cent). UNICEF supported the procurement and distribution of more than 16 million doses of vaccines, 500 motorbikes for vaccinators and community mobilizers and the installation of 1,364 cold chain equipment items at health facilities, as well as awareness-raising. The ‘Polio +’ initiative funded

by Bill and Melinda Gates was introduced in two sub-prefectures selected by the country programme for piloting the community-based approach. Taking advantage of the momentum created around COVID-19 immunization, a third objective was added: that every person older than 12 years is vaccinated against COVID-19.

During 2022 UNICEF supported four nationwide COVID-19 immunization campaigns, resulting in a 40 per cent immunization rate. Cross-sectoral synergies enabled awareness-raising among some 20 million people and implementation of effective outreach strategies. The country office supported a two-pronged approach involving introduction of the COVID-19 vaccine into the routine vaccination system while also boosting immunization coverage through support for nationwide campaigns.

During 2022 UNICEF supported high-impact nutrition interventions, including two rounds of vitamin A supplementation and deworming, and pursued the transition of VAS from campaign mode to routine health services while maintaining acceptable VAS coverage. Thirty-two new districts joined the routine VAS strategy, bringing the total to 73 (of 113) health districts.

UNICEF contributed to the implementation of community-based, multisectoral platforms in nutrition and early childhood development in 16 localities and continued to provide technical and financial support for the expansion of the integrated management of acute malnutrition (IMAM) programme to 36 additional districts, bringing the total number of health districts implementing IMAM to 73. From January to October 2022, some 19,655 children screened for severe acute malnutrition were admitted to the programme.

Building on the 2021 Ebola after-action review, as part of the 2022 COVID-19 intra-action review the country office advocated successfully for the development and validation of a ‘multidemic transition plan’ involving transformation of the Ebola Treatment Centre in Man to a routine health centre during non-emergency times, but with protocols in place to allow its conversion to an emergency centre during public health crises.

Through its regular resources, the country office provided medical equipment and essential health and nutrition supplies to two health centres in the northeast to meet the needs of the influx of people from Burkina-Faso.

## Goal Area 2

**AMP 2022 priority 2: Country office engagement on the KRCs #3 and #4, on education:** “By 2022, additional 6,000 out-of-school girls and boys participated in early learning, primary or secondary education through UNICEF-supported programmes”. “By 2022, an additional 6,000 children are provided with individual (one-per-child) education/early learning materials through UNICEF-supported programmes”. These objectives were met.

In line with the KRCs and organizational priorities related to equitable and sustainable access to education, more than 13,000 out-of-school children were reintegrated into formal education in 2022 with UNICEF support. As part of scaling-up the recycled plastic bricks project, 159 new classrooms were built with plastic bricks, benefitting more than 7,900 children. This project contributed to increased school enrolment through the construction of classrooms with a full package of water, sanitation and hygiene (WASH) facilities, school equipment and furniture as well as the provision of teaching and learning material and teacher training to improve children’s learning outcomes. During 2022 specific actions were taken to give girls equal opportunities, notably through curriculum reforms at 120 training centres for girls and young women to better match girls’ aspirations with emerging market needs.

The country office supported the achievement of KRCs on improved learning outcomes by providing school materials to 150,000 children attending lower-secondary school. In addition, it supported the Ministry of Education (MoE) to improve the quality of learning in the early primary grades. Through

the national programme to improve basic learning 987 teachers, school principals and advisors were trained in new pedagogical approaches. The digital platform ‘My school at home’, launched during the pandemic, was enhanced through the production of additional quizzes and videos.

The Government of Cote d’Ivoire identified human capital development as a key priority in its national development plan and launched a ‘Status of education and literacy’ initiative in 2021 to guide transformation of the education system and improve learning outcomes through an open and inclusive dialogue with all actors. UNICEF was strongly involved in this process through support to updating the education sector plan for the next 10 years, strengthening partnerships around quality education and facilitating government participation in the ‘Transforming Education’ summit in October 2022.

Following UNICEF advocacy, the Togolokay primary school (in the north) that was closed following an attack by a non-state armed group in April 2021 was re-opened, allowing about 100 school children to start the 2022–2023 school year.

### Goal Area 3

**AMP priority 3 and 4: Country office engagement on KRCs #5 and #7 (child protection):**  
***By 2022, 5,000 girls and boys who have experienced violence are reached by health, social work or justice/law enforcement services. This objective was met. “By 2022, 72 per cent of children under one year whose births are registered in Cote d’Ivoire”. This objective was not met.***

In 2022 UNICEF Côte d’Ivoire made considerable progress in protecting children against violence, abuse and exploitation, in line with organizational targets and KRCs. The 2021–2022 national campaign on ‘Reimagining Cote d’Ivoire without violence against children’ was an innovative way of communicating about violence prevention through various channels – local authorities, traditional and social media networks, national influencers and artists. Key actors, ranging from the government to the private sector, proposed concrete solutions to #endviolence in Cote d’Ivoire. UNICEF’s first-ever concert at the end of the campaign brought together the concept of a live concert that mobilized national and international artists to perform to over 3,000 urban children, while simultaneously broadcasting the event on prime-time national TV, thereby reaching millions of people with messages on violence prevention and available support mechanisms for victims. Additionally, by strengthening the social service workforce UNICEF supported quality assistance to 5,078 vulnerable children through a variety of interventions.

Birth registration of children younger than 12 months maintained a steady increase, from 65 to 68 per cent, keeping Côte d’Ivoire on track to achieve universal birth registration by 2030. Over 150,000 children were registered in 2022 through late registration, which in Côte d’Ivoire follows a well-designed administrative process involving the ministries of education, justice and interior. UNICEF played an instrumental role in standardizing late registration procedures and plans to advocate with relevant authorities for the establishment of a late-registration process for out-of-school children, as a step toward equity.

In June 2022 the country office strengthened the capacity of 54 social workers from Bounkani and Tchologo regions in northern Cote d’Ivoire to protect children during emergencies, including mental health and psychosocial support. Thirty-four social actors were trained on preventing sexual exploitation and abuse (PSEA) and 30 child protection committees were established in the two regions to strengthen violence-prevention efforts.

### Goal Area 4:

The 2021–2025 country programme WASH target was met in 2022; an additional 123,230 people are living in newly certified open defecation-free (ODF) communities. According to earlier RPGH studies, the percentage of people practicing open defecation declined from 38.2 per cent in 1998 to 14.9 percent in 2021, placing Cote d’Ivoire on-track to eradicate open defecation by 2030, in accordance

with SDG #6. This result is largely attributable to scaling up the community-led total sanitation (CLTS) approach with government resources and support from partners, including UNICEF.

As part of its preparedness and response to the Level-2 corporate emergency, UNICEF provided access to basic water services for refugees from Burkina Faso and host communities in northern villages. Seven human-powered pumps were repaired and 10 new pumps installed to meet the needs of both communities.

· Goal Area 5:

· AMP 2022 priority 5: “By 2022, 5,000 adolescent girls and boys and youth have access to opportunities to develop their full potential, engagement, and active participation in the life of their communities”. This objective was met.

During 2022 UNICEF engaged in policy dialogue to influence the development of a new, child-sensitive, inclusive and shock-responsive social protection strategy. Combined with its new role as lead of the development partners working group on social protection and co-lead of the cash-transfer working group, UNICEF was well-positioned as a major government partner in social protection.

Thanks to UNICEF support, 8,728 adolescent girls and boys and youth gained access in 2022 to opportunities to develop their full potential for engagement and active participation in the life of their communities (4,022 through life-skills training, 295 from the ‘girl power’ project and 4,411 through youth engagement training programme). In addition, 64,166 adolescents and youth (52.2 per cent females; 30 per cent aged 13–14) were enrolled in technical and vocational education and training programmes.

In partnership with the private sector, 4,411 adolescents and youth were reached through online and offline skills-development programmes such as YOMA, a digital marketplace for youth across the world to build and transform their futures by actively engaging in tasks and learning with a social impact. UNICEF also supported expansion of the U-Test project, an innovative HIV-prevention programme targeting the most vulnerable adolescents and young people. As a result, 137,455 adolescents aged 10–19 improved their knowledge of sexual and reproductive health (including HIV, substance abuse prevention and nutrition), while 1,812,833 adolescents and young people received the combined HIV information/prevention package via the U-Report information centre.

UNICEF partnered with the Ministry of Youth to launch a ‘Youth ambassadors for peace’ programme. Eight life-skills training modules for peacebuilding and social cohesion were updated and reached 4,022 adolescents and youth with education messages (51 per cent female; 59 per cent young adolescents). In addition, 10 U-Report communities were set up in northern regions and engaged in peacebuilding.

In addition to AMP 2022 programme results, the country office also produced two results related to management:

· **Promotion of ethics and PSEA:** The 2022 PSEA action plan was developed and approved by the country management team and monitored quarterly. All implementing partners are committed, since PSEA commitments were automatically included in partnership agreements.

· **Enabling environment for effective and efficient programme delivery through improved systems, processes and procedures:** The accountability framework between the zonal offices (ZO) and the main office in Abidjan was successfully implemented. Each ZO (Man and Korhogo) developed and monitored their operational zonal office plan, aligned with country office annual plans and the AMP 2022. These plans facilitated decentralized ownership and a sharper focus on the convergence area. More than 30 concept notes/proposals were developed in 2022 to mobilize resources to fill funding gaps for the 2021–2025 country programme. A concept note on resilience-building developed in late

2021, aligned with the PS Gouv 2 pillar on northeast fragility, led in 2022 to the development of a UN joint resilience framework with engagement of the Resident Coordinator's Office, UNDP, IOM, UNHCR, UNFPA, WFP and WHO.

Activation of the L2 corporate procedure in July 2022 spurred the country office to strengthen coordination mechanisms for emergency preparedness and response at both the national and decentralized levels. UNICEF implemented activities along the humanitarian/development/peace nexus in the northeast, through its response to the needs of those displaced from Burkina Faso; the cross-border peacebuilding project with WASH and child protection; and the engagement of youth in conflict- prevention and social cohesion, in collaboration with UNDP in Côte d'Ivoire and Burkina Faso and UNICEF in Burkina Faso.

In 2022 the country office set up a gender task force charged with developing a gender strategy to be integrated into the country programme. Gender was mainstreamed in the education, adolescents & young people and child protection components, involving capacity building of all programme and operations components, including in zonal offices.

UNICEF's community approach taskforce built on the community-based strategy developed and approved in 2021 and its initial implementation in two sub-prefectures. The strengthening of social behaviour change (with ending OD as the entry point for one and child-friendly communities for the other), and the addition of the human-centred design approach and community feedback mechanisms ensured that the country office package of high-impact interventions would reach the neediest populations.

Release of the Global Staff Survey in June 2022 led to a series of meetings to examine country office results and capture staff recommendations. The country office benefitted from the visit of the regional staff counsellor and organized office-wide consultations to address issues raised in the survey. This led to development of an action plan that was presented during the end-of-year country office internal review. The gender ratio had declined from 42 per cent female in 2021 to 40 per cent female by end-2022. Women were encouraged to apply to posts in ZOs, where the ratio increased from 19 per cent in 2021 to 23 per cent in 2022. Of a total of 119 staff (12 in Man, 10 in Korhogo), 18 are below 30 years old, including 15 UN volunteers and three interns.

At the end of December 2022 overall funding for the country office totalled US\$68,911,247 (US\$ 14,226,565 in RR, US\$43,676,959 in ORR, and US\$11,007,723 in ORE), plus US\$38,292,169 already re-phased (OR and ORE) for 2023 and beyond. Funding for 2022 was higher than in 2021 (US \$63,277,123) and 2020 (US\$57,668,018). As of 31 December 2022, the budget utilization rate was 100 per cent for RR, 100 per cent for ORE and 89 per cent for OR, and no DCT was outstanding for more than nine months. A technical issue related to the no-cost extension of the 'strategic purchasing and alignment of resources & knowledge in health' project awaited approval from the World Bank and escalated to the Regional Office and HQ, which explains the low OR performance. This internal problem was resolved, and the no-cost extension was approved, so no funds were lost.

## UN Collaboration and Other Partnerships

During 2022 UNICEF Cote d'Ivoire took the lead for developing an innovative UN joint project to address the root causes of child labour in the cocoa sector (Nawa region, west). This partnership with the International Labour Organization (ILO) and International Organization on Migration (IOM) was funded by the European Union and Swiss Cooperation for about US\$8.7million. The collaboration also included a joint programme dedicated to youth employability and enhanced youth participation in the north. Structuring this project—involving two donors, three UN agencies and two different intervention areas—posed many challenges, but was finalized in December 2022. The innovative joint project is intended as a pilot/model that may interest the private sector as it evolves.

Partnerships with mobile phone companies (MTN, Orange, MOOV) allowed the country office to send free messages providing information to more than 4 million U-Reporters, as well as to introduce innovations using digital tools and leverage civic engagement to advance the child rights agenda. The partnership with IHS Towers S.A continued, allowing UNICEF to mobilize funding for birth registration and in-kind donations for the 'Reimagining Côte d'Ivoire without violence against children' campaign. UNICEF also collaborated with 11 private companies that offered internships to 295 girls through the 'girl power' project.

UNICEF supported an ethical charter signed by three local media groups committing to protect children, give them a voice and train TV-professionals on children's rights, thus exerting a positive influence on business policies.

In addition to existing collaboration with UN agencies (Muskoka project with WHO, UNFPA, UN Women and UNICEF; studies conducted with the ILO; peacebuilding project with UNDP; scaling up of the U-Test model with WHO, UNFPA, UNESCO and CSOs), the development of the UN joint resilience framework engaged UNICEF in collaboration with six other UN agencies (UNDP, IOM, UNHCR, UNFPA, WFP and WHO) and the Regional Coordinator's Office. The seven UN agencies began implementing the planned resilience-building interventions based on their own resources; fundraising for 2023 and 2024 was ongoing.

UNICEF continued to lead the United Nations Sustainable Development Cooperation Framework (UNSDCF 2021-2025) education group and co-lead the UNSDCF basic social services group with WHO, as well as actively participating in results groups focusing on youth, gender and governance. Interagency collaboration was also effective in supporting evidence-generation through joint support to the DHS 2021 and the VNR.

In Cote d'Ivoire, UNICEF has the lead of the technical and financial partners' group in nutrition, WASH, birth registration and social protection sectors and worked together with notably the World Bank, French Development Agency, USAID and the EU, to harmonize support for national reforms and the development and implementation of new policies.

The country office also reinforced its partnership with civil society, notably through the signature of 13 partnership agreements, including for emergency preparedness and response, for a total value of US \$3,128,982.

## Lessons Learned and Innovations

The cost of COVID-19 campaigns and the related risk of diverting part of the health workforce, to the detriment of other health interventions, led the country office to advocate successfully for the integration of COVID-19 vaccination into the routine immunization system, while continuing campaigns to boost routine immunization. Integrating other interventions, such as the 'Polio +' initiative and VAS-D, with COVID-19 campaigns was an innovative approach that contributed to

enhancing the cost-effectiveness of child survival and development interventions and accelerating the regionally defined results for child immunization and stunting prevention.

In response to the learning crisis, the country office enhanced the digital learning platform ‘My school at home’. During 2022 about 4,000 e-lessons were made available, along with quizzes and videos to ensure quality digital learning. Online videos included a window for sign-language translation, encouraging inclusive education. Although digital lessons and videos are quality tools for educational continuity during emergencies, the requirement of internet access means they pose a risk of increasing the digital divide. Thus, UNICEF held discussions with the government and private sector to ensure that no child is left behind. It introduced an SMS-based tool whose use is not dependent on internet access. Teachers were sent a predefined text (‘dictation of the day’), adapted to different grade levels, via SMS or WhatsApp for classroom use. In 2022 about 3,000 teachers read the ‘dictation’ to 150,000 children in public, private, community and Islamic schools. The text, usually on children’s rights, was accompanied by a tutorial, a scoring grid and online data feedback, allowing teachers to get detailed results. Preliminary results showed that only 24 per cent of first graders could write the alphabet letters, which motivated teachers to develop adapted remedies. Use of the tool also motivated teachers by bringing them together as a community of practice. Digital education initiatives like this constitute an accelerator for KRCs related to equitable access to education and improved learning outcomes.

UNICEF’s partnership with Conceptos Plásticos continued to generate considerable interest from donors, notably through UNICEF National Committees. The production of plastic bricks stabilized in 2022 with the delivery of 192 kits (each containing enough bricks to build one classroom). In March 2022 storms with very high winds struck northern Cote d’Ivoire, damaging four schools built with recycled plastic bricks. UNICEF immediately responded by securing the school areas and setting up tents to host schoolchildren and their teachers, permitting continuity of education. UNICEF engineers assessed all buildings located in the high-risk area to verify their stability. As climate change advances it is expected that high winds and storms will increase in this region. The engineers found that classroom architecture needs technical improvements, notably regarding roofs, to ensure better resistance to high winds. The new school design will potentially impact the cost per school.

The WASH sub-prefectural level approach created a positive competitive environment among villages and communities and accelerated the scaling-up of the CLTS approach. ODF promotion benefited from strong support by local authorities, particularly prefectural authorities, and resulted in meeting the country programme ODF target with 123,230 additional people living in newly certified ODF communities. This approach could be considered as an accelerator for regionally defined results related to eliminating open defecation.

When the ‘girl power’ programme enrolled new cohorts of girls, the capacity of the national civic service office (NCSO) to monitor quality and support integration of larger numbers into internships, jobs and entrepreneurship opportunities was found to be limited. In addition to strengthening the capacity of NCSO agents and the private sector, UNICEF innovated by setting up peer-to-peer coaching that leveraged the skills and experience of previous cohorts to support the current ones. This strengthened solidarity among the girls and enhanced their leadership skills. Peer coaching could become a key approach for advancing the Gen-U agenda and gender action plan.

Evaluation of interoperability mechanisms for birth registration revealed that involvement by maternity and immunization services had a positive impact, strengthening the link between communities and civil registration services. However, high staff turn-over, particularly in immunization services, calls for new methods of transferring knowledge and competencies to ensure continuity of services and accelerated progress toward achieving the related KRCs.

During 2022 the security threat in northern regions created additional pressure on the social service workforce, which is limited in number and under multiple demands by partners. UNICEF support for strengthening the social workforce and providing mobile money for social centres was essential to



ensure that children received necessary support and quality assistance by qualified social services. Setting up regional pools of champion social workers and civil registrars served as an important means to mobilize frontline workers to develop sectoral plans, by leveraging their commitment and expertise. It also supported UNICEF's priorities on decentralization by engaging regional-level actors directly in the development of support mechanisms. These two approaches constituted an accelerator for regionally defined results related to protecting children from violence, including in humanitarian contexts.

Despite serious efforts to actively train and engage girls and young women as ambassadors for peace, very few were active in creating awareness and co-organizing intergenerational dialogues for peace and social cohesion. Factors affecting their leadership are multi-dimensional, including illiteracy, unemployability, early pregnancy, lack of ID documents and social and gender norms. There is a need to strengthen the 'Young ambassadors for peace' programme, including through collaboration and partnership with existing initiatives to improve the outcomes, particularly for girls and young women.

The decentralized semi-annual and annual review process by the field offices in Man and Korhogo, allowed the office to analyse progress in programme implementation in convergence zones and engage government and civil society at decentralized levels, reinforcing the "localized" approach and allowing communities to contribute national-level planning.

The June 2022 publication of the Global Staff Survey and preceding PULSE surveys offered an opportunity for the office and the staff association to jointly organize small group meetings and wide consultations involving all staff, managers to address issues raised in the survey. This process allowed the office to have difficult conversations and practice 'speak up' culture.