

## Senegal

### Update on the context and situation of children

The year 2022 witnessed continuous challenges for Senegal's children and women as the nation faced slower economic growth, increases in food and energy prices, heavy flooding, and the lingering impact of the COVID-19 pandemic.

Senegal's economic growth stood at 4.8% of gross domestic product (GDP), 1.3 percentage points below the estimated economic growth rate of 6.1% for 2021. Inflation, which reached its highest point in decades, was estimated at 8.5% on average in 2022, compared with 2.2% in 2021 – almost three times the maximum limit of 3% set within the West African Economic and Monetary Union.

To curb these inflationary pressures, the Government of Senegal took several measures including reducing essential commodity prices and providing exceptional direct cash transfers to more than half a million of the poorest households in Senegal.

The UNICEF-led child poverty and multidimensional overlapping deprivation analysis (MODA) revealed that 43.3% of children in Senegal are monetarily poor, 50.7% suffer multiple deprivations in at least four dimensions, and 66.5% of rural children are affected by multidimensional poverty compared to 28.1% in urban areas. Despite the significant decrease of monetary poverty in households where children live – from 47% to 37% between 2011 and 2019 – the Gini index stagnated over that same period.

On the political front, the country witnessed two major elections, resulting in the formation of a new government. Children and young people advocated for a stronger focus on children's and girls' rights in candidates' political agendas, supported by UNICEF and partners.

On the continental level, the President of Senegal chaired the African Union from February 2022 for a year, taking center stage in several regional and global initiatives impacting children such as the Transforming Education Summit (Sept 2022) to accelerate reforms and improve equity in access and learning outcomes for all children and adolescents.

Senegal is ranked amongst the top 25 countries facing extremely high climatic risk for children, as per the UNICEF-supported Children Climate Risk Analysis. Heavy floods during the year destroyed infrastructure, including schools and homes, triggering the National Disaster Relief Plan and, with UNICEF support, mobilizing health and water services to mitigate the humanitarian impact on children. A strong push from the government was given to reopen all schools safely despite the impact of the floods.

To address the risk of insecurity spilling over from neighboring countries, the government initiated large-scale programmes in border areas, increasingly focusing on investments in social sectors. Security operations were held in March 2022 in the Ziguinchor region bordering The Gambia. More than 20,000 children were affected, with efforts from UNICEF and partners to provide them continuing access to education and social welfare services.

The increase in food and energy prices resulting from the war in Ukraine, compounded by the floods, increased acute malnutrition rates among young children, reaching 13.4% compared to 8.1% in 2019. There was no progress to achieve Sustainable Development Goal (SDG) 2 and reduce stunting, which has stood at 17.9% since 2020, and is related to limited availability and accessibility of affordable diversified nutritious foods for children. UNICEF strongly advocated for prioritization of breastfeeding

and diversity in complementary feeding to improve infant and young child feeding.

Progress on health-related SDG 3 is on track with a decreasing trend in under-five mortality from 51.0% in 2015 to 38.6% in 2021. However, the good resumption of health services noted in 2021 after the impact of COVID-19 did not continue with the same trend in 2022. This was due to increasing strikes in the health sector and the unavailability of routine data, which prevented the continuous monitoring of health indicators' performance.

The immunization sector, previously spared from strike movements, saw a drop in coverage. For example, with a low completeness of data (80%), Penta3 coverage dropped from 90% in 2021 to 80% in 2022. However, some critical activities to improve the vaccine coverage were conducted with UNICEF and partners' support such as monitoring meetings, supervision, and catch-up vaccination activities.

The achievement of SDG 4 targets on access to quality basic education for all remains challenged, with nearly 4 in 10 (38.9%) school-aged children still out of school at the national level and a difference of about 11 points overall between boys and girls, to the detriment of boys. Gross primary and middle school enrollment rates were at 84% and 52%, respectively, in 2022, compared with 86% and 51% in 2021, while transition rates from primary to middle school improved slightly for both boys and girls (reaching 75.9% on average in 2021 compared to 73.6% in 2020). At the preschool level, the gross enrollment rate remained low at 18.2% in 2022 (17.7% in 2021). This situation was also related to the impact of the pandemic and inflation, as school dropout is associated with families' lack of resources and inability to pay school fees.

Senegal has achieved substantial progress towards achieving the SDG 6 on safe drinking water and sanitation for all, with 87.2% of households who have access to improved water services (86.4% one year before) and 74.3% to improved sanitation systems. Efforts will be strengthened in 2023 for peri-urban sanitation – a new government priority – with a significant increase (60%) in the allocated budget to sanitation from US\$471.7 million in 2022 to US\$753.2 million in 2023 (achieved with UNICEF's advocacy). Senegal also hosted the 9th World Water Forum in March 2022, serving as a platform to mobilize more resources for the scale-up of the Community-Led Total Sanitation (CTLS) approach.

In child protection, much remains to be done to implement CRC Recommendations 38 and 40, and to reach SDG 16 to combat violence against children (VAC), with approximately 2 out of 10 girls (18.2%) victims of physical violence and 3% of sexual violence. Positive developments in 2022 included the focus of the Senegalese President on the evaluation and update of the National Child Protection Strategy; commitment to map and modernize Quranic schools at the highest level; and the adoption of national action plans on civil registration, child marriage, and female genital mutilation (FGM).

## Major contributions and drivers of results

In 2022, UNICEF Senegal Country Office continued to support the government in implementing children's rights in line with the recommendations of the Committee on the Rights of the Child. The year was punctuated by the conclusion of the Mid-Term Review early in 2022 and the implementation of its recommendations such as strengthening multisectoral convergence, engaging on climate change adaptation, stronger integration of gender in all programmes, and the pursuit of private sector partnerships.

During the last quarter, UNICEF started developing the new country programme for 2024–2028 in an

inclusive manner with the contribution of all partners, including young people. The process is framed within the development of the new United Nations Cooperation Framework for the same cycle.

### **Every child survives and thrives**

To achieve its key result for children on immunization, UNICEF focused its support on logistics, service delivery, and vaccine communication. Three hundred items of cold chain equipment were procured and delivered to health facilities for optimal refrigeration of vaccines, including COVID-19 vaccines. However, vaccine coverage decreased from 90% to 80% for Penta 3 with a low completeness of data. To improve vaccine coverage in 2023, a zero-dose mapping analysis will be conducted to define tailored strategies for reaching the most deprived children.

Despite strong UNICEF and partners engagement, COVID-19 immunization coverage also remained low, with 24% of adults receiving at least one vaccine dose as of 30 November 2022. To get better results, a national working group on COVID-19 vaccination monitoring was set up and demand generation was reinforced through innovative partnerships, including with the University of Dakar's research institute (LARTES) to define more targeted strategies; with VIAMO, an international organization working on SMS messaging in local languages to cover hard-to-reach localities; and with Plan International, Catholic Relief Services, and World Vision to implement local-level activities throughout the country. UNICEF proactive engagement with partners resulted in additional funding for health systems strengthening in the context of the COVID-19 response from Canada, GAVI, Germany and USAID.

UNICEF invested in health and nutrition systems strengthening (CRC Recommendation 52). A national forum on primary health care (PHC) financing, organized with support from UNICEF, WHO, the World Bank/Global Financing Facility and USAID, was a key step towards improving the financing of PHC and facilitating the move towards universal health coverage. UNICEF also influenced the integration of oxygen therapy in the health sector at PHC level and inspired the elaboration of the new oxygen strategic plan, which laid the groundwork for the massive deployment of oxygen equipment for COVID-19 and strengthened the delivery of maternal and newborn care. Based on the lesson learned from the Scaling Pneumonia Response INnovaTions (SPRINT), UNICEF procured 500 oxygen concentrators and 500 pulse oximeters for the diagnosis and management of severe hypoxia in all 14 regions to reach the most vulnerable communities, addressing inequity in terms of access to quality of care and accelerating the reduction of neonatal and child mortality.

UNICEF initiated a national situation analysis on adolescent mental health and well-being whose results will be used to strengthen interventions in 2023.

UNICEF accelerated its engagement to reach its key result for children on stunting prevention. A situation analysis was conducted on the salt sector leading to the important consensus to centralize salt production and contribute to iodine deficiency prevention activities. For diet diversity, UNICEF engaged at the highest level to ensure that the budgeted action plan for food diversity developed in 2022 is effectively implemented in 2023 with all key sectors. In the southern regions with the highest stunting rates, UNICEF and the National Council for the Development of Nutrition set up 80 improved children's granaries for complementary feeding, combined with social and behavior change interventions to address barriers to appropriate diets for children.

Severe acute malnutrition admissions decreased by a third in 2022 from 32,223 in 2021 to 21,477. However, the dropout rate decreased from 18% in 2021 to 16% in 2022 with an excellent cure rate of 82%. The number of children under 5 who received two doses of Vitamin A decreased by 8%, from 1,413,624 in the first semester of 2021 to 1,297,453 for the same period in 2022. These decreasing trends might be linked to the low completeness of data.

In WASH, strong community engagement contributed to accelerating the achievement of the key result for children to end open defecation, with the implementation of the CLTS approach. A total of 835 new villages were triggered (exceeding the annual target of 600 villages) of which 738 villages were free of open defecation in 2022. These CLTS interventions directly impacted 336,720 people, giving them access to a sanitary living environment. UNICEF advocacy resulted in increased domestic resources for rural sanitation by 200%, from US\$1.3 million in 2022 to US\$4 million in 2023. In addition, with UNICEF's support, the government developed new strategic directions, with a focus on peri-urban sanitation and sanitation marketing, which uses market-based approaches to stimulate private market demand and supply.

### **Every child learns**

UNICEF supported the expansion of community-based preschools in 2022, providing at least one year of pre-primary education to all 5-year-old children in underprivileged communities, in line with the National Education Strategy. A total of 8,962 children, including 4,548 girls, were enrolled in community-based preschools thanks to UNICEF support.

To improve equitable and inclusive access to education, UNICEF accelerated its support to alternative and catch-up learning opportunities benefiting 30,784 out-of-school children and youths, which represented one third of all out-of-school children supported by the government and exceeding its annual target for the corresponding regional key result for children.

At national level, UNICEF supported the inclusion of children with disabilities (CRC Recommendation 50b) by reengaging the Ministry of Education on a draft national policy on inclusive and special needs education. In addition, UNICEF was active in bilingual education reform – primarily in the region of Kolda where UNICEF supported a study on languages used in primary schools, helped develop an action plan with the Ministry of Education, and supported implementing a new pre-primary curriculum through a joint programme with UNOPS, supported by KOICA. UNICEF also helped introduce digital learning in schools through a pilot intervention in a suburban district near Dakar that will be evaluated for a possible scaling up in 2023.

UNICEF continued to support the government's policy and efforts to modernize *daaras* (Quranic schools) through improvements to the learning environment and the introduction of literacy and numeracy in the schools. These efforts directly benefitted 6,721 learners.

Teacher capacity development advanced with UNICEF support. A total of 7,977 teachers (2,518 female) were trained on differentiated pedagogy, foundational literacy and numeracy teaching skills, remedial and catch-up strategies, and innovative approaches to formative assessment and remedial education. Teaching and learning materials were also provided to 581 educational institutions, benefiting 75,765 learners, including 33,909 girls.

To support school retention of vulnerable learners, especially girls, 407 school-based support groups for girls were established in eight regions, alongside the introduction of menstrual hygiene management and education. In addition, 648 public schools received dignity kits, including reusable sanitary pads, covering 263,450 girls.

Following a UNICEF-supported study on the obstacles to children's education, UNICEF and partners advocated for stronger contribution by local authorities, a reduction in school fees for vulnerable households, and the allocation of teachers in sufficient numbers in vulnerable areas.

UNICEF contributed to sector coordination as the Local Education Group lead agency, leveraged resources through budget and programme support from several development partners, including from the Global Partnership for Education, and engaged in advocacy through preparations for the review of

the national education sector plan and participation in the Transforming Education Summit. Evidence generation was also strengthened through the ‘Teachers for All’ study, which identifies how the deployment of qualified teachers can be optimized to improve equity in learning outcomes, and integration of data on out-of-school children in the education management information system, recording high out-of-school rates among children aged 6 to 15.

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

UNICEF continued to support the government and civil society to strengthen child protection systems, protect children against violence by addressing negative social norms and harmful practices, and ensure access to birth registration.

UNICEF supported the evaluation of the National Child Protection Strategy to analyse its effectiveness and relevance after almost 10 years of implementation (CRC Recommendation 38f). UNICEF also continued building child protection-related evidence through several studies, including an assessment of the social services workforce and a survey on the knowledge, attitudes and practices of parents related to birth registration. A study on social norms with Ipsos (an international survey institute), which revealed, among other findings, that respondents do not have confidence in the justice system to address sexual violence, will be used to improve planning and programming in the next country programme. Advocacy also continued to increase the budget allocation for child protection, which stands at 0.05% of the national budget, significantly below the Economic Community of West African States ECOWAS target of 3%.

To contribute towards the achievement of the key result for children on the prevention of sexual violence, a total of 2,836 child who experienced violence, including sexual violence (1,264 girls and 1,572 boys), accessed services in 2022, an increase from 2021. Partnerships are being diversified to ensure access to services for a greater number of child victims. The Directorate of Social Welfare increased its capacity to collect, analyse and store child protection data in the national health and social welfare information system, with 55 social welfare professionals from six regions trained.

UNICEF supported partners to conduct local dialogues on Violence Against Children (VAC) and harmful practices (CRC Recommendation 38f). A total of 90,899 people (39,069 girls, 25,444 boys, 15,051 women and 11,335 men) strengthened their skills in preventing, detecting, and reporting VAC through participation in community dialogues. In addition, 50,827 people (15,297 girls, 12,601 boys, 13,528 women and 9,401 men) engaged in community dialogues, including inter-generational and peer dialogues, for FGM abandonment and adolescent girls’ empowerment.

UNICEF continued to build service provider capacities in child protection, helping train 20,774 professionals from various sectors in child protection-related prevention, detection, and case management. In addition, 25 district child protection committees were supported to train frontline workers, raise awareness, mobilize communities, and provide support to care structures. With UNICEF support, the Rapid Pro system of reporting cases to services was successfully expanded beyond three districts of Dakar to a fourth district in the south.

In the context of the UNFPA-UNICEF Joint Programme on ending FGM, the government launched a national strategy and action plan for 2022–2026 and the Ministry of Family, Women, and Child Protection implemented a national campaign on FGM. UNICEF also supported the development of a national action plan on child marriage. Senegal hosted the annual field visit of the End FGM Steering Committee, including key donors, resulting in recommendations to accelerate progress towards the elimination of FGM.

National efforts to accelerate birth registration led to the establishment of civil registration support desks in health centres in six regions, increasing the number of health centres offering this service from

126 to 195 out of 571 in UNICEF intervention regions. A total of 1,139 health care providers, civil registrars, local and administrative authorities, and members of civil society organizations were trained on birth registration. Through UNICEF support, the government was able to finalize and launch a national strategy and action plan on civil registration.

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

The UNICEF-led child poverty and multidimensional overlapping deprivation analysis (MODA) was finalized and estimated children's monetary, multidimensional, and subjective poverty by age group and highlighted social inequities. UNICEF also initiated the situation of children in Senegal to identify the key bottlenecks that impede the fulfillment of children's rights in many areas.

UNICEF contributed to strengthening the national statistical system through its support to data collection for the General Census of Population and Housing and the Demographic and Health Survey. This will help to measure progress in achieving the targets of the SDGs, the National Development Plan, and different child-sensitive sector strategies.

In social protection, to address the social and economic impacts of the COVID-19 crisis, UNICEF provided direct cash support to over 55,000 school-age children and students from the poorest households in the Tambacounda, Kaffrine, Matam, Kolda, Sédhiou and Kédougou regions with special focus on girls and people with disabilities to facilitate their enrollment and retention in schools. UNICEF has developed a strategic partnership with the Global UNICEF Innocenti research team to monitor the impact of the cash transfer intervention programme on children's school enrollment.

As lead of the development partners' social protection sector group, UNICEF partnered with ILO and the European Union to start a public expenditure review and analysed the fiscal space for social protection financing, which will provide a strategy for mobilizing tax revenues to finance the social protection system. Similarly, UNICEF helped to assess the Universal Health Coverage's budgetary sustainability and financial viability of mutual health insurance. Together with the NGO International Budget Partnership, UNICEF developed a mechanism for budget accountability through which grassroots communities can monitor and challenge the central government on national budget execution.

The evaluation of child-friendly communities approach is informing the design of the new UNICEF country programme focusing on reducing geographic disparities in public service provision and outcomes for children.

### **Cross-sectoral and Operations support**

UNICEF strengthened its programme effectiveness by using its influence at thematic and partner group levels to position child rights on the national agenda and mobilize additional resources for children.

UNICEF leveraged key times to proactively engage more partners through mass communication campaigns and drive sustainable change for child rights, reaching over 20 million people through digital platforms compared to 16 million in 2021. A specific focus was given to engage youth in gender transformation in their communities, advocacy on girls' rights and promotion of positive masculinity.

UNICEF also supported the organization of the first-ever forum on children's rights in Tambacounda region, to accelerate results for children.

UNICEF continued to expand its alliances with national celebrities such as the National Federation of Football and the national soccer team, as well as with artists to accelerate demand for vaccination (DJ

Boobs, Coumba Gawlo, Yoro Ndiaye, Jahman, BBB). Partnerships with religious leaders, including the Khalife Général des Mourides, were strengthened to engage community leaders in promoting birth registration.

UNICEF obtained significant results in mobilizing the private sector for children. After defining a Business for Results strategy, UNICEF signed, for the first time, two groundbreaking partnership agreements with local private companies and will continue to strengthen its engagement with the private sector for the delivery of services and products to accelerate the achievement of key results for children for nutrition, education and WASH.

Progress toward gender transformative programming was analysed through a Gender Programmatic Review and helped identify the main priorities for the implementation of the Gender Action Plan during the next country programme.

UNICEF continued its active role as the hosting agency of the Independent Project Unit for the UN House in Diamniadio, implementing preparatory activities for the relocation of the UN agencies in 2023.

## UN Collaboration and Other Partnerships

For the third consecutive year, UNICEF was elected as chair of the Development Partners Coordination Group G15, with the African Development Bank (AfDB) as vice-chair. UNICEF's role within the group allowed for the development of thematic and multisectoral advocacy issues, increasingly linked to the children and youth's agenda. UNICEF held a dialogue with development partners around child protection, placed youth representation in decision-making as a priority theme for 2022, and contributed to major social protection reform, including increasing the number of beneficiary households in the single national social register and implementing a child-oriented response to the multidimensional fallout from the Ukraine crisis.

UNICEF mobilized major global partnerships that helped leverage additional resources for the education (US\$80 million budget support from GPE) and the health sector (US\$10.6 million from GAVI). In 2022, UNICEF mobilized more than US\$21 million for its own programmes (including US\$9.6 million against its Humanitarian Action Appeal target) surpassing its fundraising targets for a second year in a row. UNICEF continues to proactively consolidate and expand its public and multilateral partnerships including with governments (additional funding were received from US, Canada, Germany and Spain), multilateral actors and other entities (World Bank, AfDB, European Union, COVID-19 Vaccine Delivery Partnership, GPE, GAVI), as well as the private sector (Free, I-Cons, etc.) and National Committees (Spain, France, Belgium, Switzerland, Finland).

Within the framework of the SDG Fund, UNICEF partnered with UNDP, WFP, FAO, and UN Women to address the food and nutritional crisis. As the lead of the Human Development UN Result Group, UNICEF developed joint work plans for 2022–2023 and engaged with FAO and UNDP for greater synergy of actions in nutrition, youth employment and public financing for children. Significant joint advocacy efforts were carried out with the UN system, including during the UN Secretary General's visit, at the Transforming Education Summit, with the UN Foundation and during the End FGM Steering Committee's visits.

Civil society partnerships were strengthened, helping to reinforce local-level programming and create enhanced ownership and synergies. Six new partnerships were developed with CRS, Plan International, World Vision, TOSTAN, CONAFE, and UnisVers'Elle, and two SSFAs with EDUCO and ENDA ECOPOL. UNICEF also pursued a strategic partnership with the Joining Forces Coalition and established a Memorandum of Understanding with the INGO Child Fund to solidify collaboration especially in the most remote parts of Senegal.

UNICEF strengthened the GenU Senegal public-private-youth partnership, through technical support to the Senegal Youth Consortium (CJS). As a result, CJS doubled its membership, mobilized US\$10 million through strategic partners with the European Union, AFD and Challenge Fund for Youth Employment, and offered training and employment opportunities to almost 100,000 young people. These youth-led CJS approaches, and successes are being hailed as a role model for GenU partnerships and initiatives in other countries.

UNICEF supported youth-led advocacy initiatives in multiple areas, including engagement with candidates for local and legislative elections with the AOJS alliance, advocacy on climate action with the Young Voices of the Sahel, and the appointment of UNICEF Youth Advocates.

## Lessons Learned and Innovations

In 2022, UNICEF Senegal continued to spearhead innovations in youth development and private sector partnerships and drew lessons from gender transformative programming and investments in the well-



being of its staff.

Recognizing that the development of young people's skills and the improvement of their employability play a key role in integrating the youth into the labour market, a key innovation was supporting youth employability throughout the country programme. In the COVID-19 response, for example, youth employability was facilitated through the partnership with MasterCard Foundation, where young people were involved in the design and production of innovative handwashing equipment for household and public use. This initiative finally can serve as a lever for other initiatives led by and for youth to better engage with them in the preparedness and response for future crises.

In the context of the 'Reimagine Education' initiative, several digital learning innovations were developed with the Ministry of Education and Simplon and Salmaitou project partners, providing young people with opportunities to acquire 21st century skills, life skills, and skills for work. The private sector is a key player to accelerate these outcomes and ready to invest in building a qualified workforce while providing products and expertise instrumental for UNICEF, the Ministry of Education and partners to achieve results at scale. In this context, UNICEF had promising shared value partnerships conversations with mobile network operators and companies such as Nokia, to provide funding and technology. Another innovative area in entrepreneurship development for young people, especially young girls, was UNICEF support for the local production of dignity kits, which fostered young people's vocational training, entrepreneurship, and social development.

Valuable lessons were learned in 2022. Regarding the eradication of harmful practices, while the partnership with the Youth Ministry continued to show tremendous potential in mobilizing young people and engaging them in social dialogue within communities and families on VAC and harmful practices, the End FGM Steering Committee visit made it clear that shifts needed to be made towards more gender transformative and rights-based approaches. Greater collaboration with civil society will also contribute to greater impact at community level.

There is also a need to define how to apply a positive deviance strategy, to identify early-adopters of innovations and further engage young people as future parents, and men in the decision-making process. Despite decades of interventions and 14 years of the UNICEF-UNFPA Joint Programme on FGM, progress remains slow. To go to scale, accelerating the engagement of key sectors such as education and health is crucial. Community-based interventions need to be monitored, documented, and analysed so that they can be scaled up to reach a critical mass of people that will trigger change in FGM-practicing communities. When religious leaders have a strong stance against FGM, it is easier to eliminate FGM. It is therefore important to accelerate engagement in high-level advocacy with religious leaders.

Strategic lessons learned were identified during the Gender Programmatic Review. While there are gender equality champions at all levels in Senegal, there is overall a limited understanding of gender-related concepts, among professionals across sectors and at central and decentralized levels. This highlights the importance of further analyzing and integrating gender equality in all existing programmes. To achieve gender-transformation it is important to institutionalize gender in all spheres, beyond only designating gender focal points/units and hiring women at decision-making levels in ministries. All aspects of system strengthening, structures and services, should continuously identify, analyze and address underlying causes of gender inequalities. Knowing how to communicate and promote gender equality among families, communities and leaders resistant to change is critical, requiring culturally sensitive social and behavioral change approaches and increasingly gaining female and male gender champions in all walks of life from community to national levels.

Finally, important lessons were learned in 2022 with the positive outcomes from the substantial investments made in strengthening the duty of care and staff well-being, particularly focused on career development, psychological safety, as well as gender equality and women's empowerment. With a

strong triangular partnership between the newly elected staff association, the human resources team and the senior management, as well as buy-in by all staff and involvement of the gender specialist, a coaching programme was implemented on the organizational culture and practices focusing on a positive/appreciative inquiry approach– with specific sessions focused on the women’s experience of the workplace environment. Two all-staff retreats were held to identify quick-wins and longer-term actions, whose implementation has been systematically monitored in a participatory manner. Staff members, in particular managers, and all teams benefited from the ambitious coaching programme throughout the year, with frequent mini retreats to reinforce positive approaches on team leadership and collaboration.

An independent review of the UNICEF sub-office in Kolda (covering the southern part of Senegal) was held to identify measures that will improve the duty of care of staff working in this remote location. The recommendations have been implemented, including with the imminent move of the team to new premises as of early 2023.

Career development opportunities of staff in the General Services category were also prioritized with proactive encouragement of stretches, swaps, learning activities and field visits. Staff members achievements and contributions were systematically acknowledged and celebrated during bi-weekly all staff meetings and special events – with staff identified as ‘gender champions’ and ‘best managers’ praised for their accomplishments. As documented through the systematic staff well-being pulses and the global staff survey, UNICEF is assessed as a positive environment by most staff, especially regarding personnel empowerment, two-way communication, work-life balance, and standards of conduct. UNICEF will continue to invest in staff well-being efforts and promote active engagement and participation of all in the upcoming change management processes, in the context of the new UNICEF Country Programme Management Plan (2024-2028), the move to the UN House common premises and the rolling out of the UN Common-Back Office process in 2023.