

### Update on the context and situation of children

2019 marked the first year of both UNICEF's country programme for Senegal (2019–2023) and the country's national development plan, which is aligned with the SDGs. The incumbent president was re-elected for a second term and pledged to put children, women and youth at the centre of his agenda. He initiated several public policy reforms to address social and geographic inequities and instituted substantial institutional changes – such as the creation of a new Ministry of Family, Women, Gender and Child Protection, now a key interlocutor for UNICEF and other partners working on child rights.

Senegal's macroeconomic situation remained stable in 2019; the growth rate was about 6 per cent – almost double the average for sub-Saharan Africa. Future projections are optimistic due to the discovery of offshore oil and gas; production is expected to begin in 2022. The human development index has not improved significantly since 2017, with Senegal ranked 166 out of 189 countries. Senegal's rating by the World Bank's human capital index also stagnated, mostly due to weak education indicators.

Based on an analysis undertaken by UNICEF and partners in 2019, the share of public expenditure dedicated to social service sectors declined in recent years (18 per cent in 2018 vs. 26 per cent in 2010), well below the recommended threshold of 35 per cent. Between 2010 and 2018 spending on basic education fell from 18.1 to 14.3 per cent; declines were also registered for child protection and nutrition. The health ministry budget fell from 5 per cent in 2010 to 3.9 per cent in 2018. Senegal's debt as a percentage of GDP is rising (64.4 per cent in 2019, 47 per cent in 2016), which may affect its fiscal space and ability to invest in children.

According to the World Bank, poverty declined between 2016 and 2019 (from 35.2 to 32.6 per cent), mainly due to scale-up of the government's universal social protection policy and flagship family cash transfer programme, targeting the poorest households. The number of households benefitting from the programme increased six-fold over the past five years. Children benefit directly, as they comprise 48 per cent of recipient households.

The political and security situation remained stable throughout 2019: political crises in neighbouring countries had minimal impact. There is a risk that instability in the Sahelian sub-region could affect eastern Senegal in the future. Internally, the region of Casamance faced low-level disruption of social services along its border with the Gambia. To date, children constitute a small percentage of migration flows within Senegal and the region.

Violence against children remains a major challenge in Senegal, including both physical and sexual violence; 2.5 per cent of girls aged 15-17 reported experiencing sexual violence in 2017, rising to 3.4 per cent in 2018. Mobilization and advocacy undertaken by women's and child rights actors resulted in a new law criminalizing sexual violence and paedophilia. The Ministry of Justice completed a review of the Children's Code, which was awaiting adoption as of end-2019. Addressing the situation of street children and 'talibé' victims of abuse and forced begging was elevated to the top of the Government agenda. A consultative process was underway, with strong UNICEF engagement, to craft a national action plan to better protect children against such abuses.

Rising numbers of out-of-school children constitute a major concern (41 per cent in 2017 vs. 37.3 per cent in 2016). The draft law on reform of Quranic schools – which accommodate a substantial proportion of Senegal's out-of-school children and adolescents – is yet to be adopted by the Parliament. The same is true for the reorganization of the basic education cycle, promotion of mother-tongue instruction and reform of the national teachers' policy and management system. These systemic reforms will continue to be at the centre of the national education sector agenda in 2020.

A major health sector milestone in 2019 was the adoption of a national health and social development plan (2019–2028) to tackle health and social issues such as stagnating rates of neonatal and infant mortality. In 2019 the Government initiated an evaluation of universal health coverage, to develop structural reforms and achieve greater efficiency.

Vaccine coverage increased significantly: from 81 per cent of children aged 0-11 months receiving three doses of DTP-containing Penta nationally in 2018 to 98 per cent in 2019, as well as a rise from 82 to 94 per cent for the first dose of measles/rubella vaccine. Ninety-five per cent of districts achieved at least 80 per cent coverage. Increased immunization coverage in 2019 can be attributed to the use of innovative approaches and the resumption of activities by health personnel, after several months of strikes in 2018.

The prevalence of chronic malnutrition among children aged 6–59 months increased from 17 to 19 per cent between 2017 and 2019, after significant decreases in past years. Poor households are three times more likely to have a child suffering from chronic malnutrition than wealthy households. Despite progress on exclusive breastfeeding (46 per cent in 2018, 42 per cent in 2017) resulting from scaled-up social and behaviour change communication initiatives and high-level advocacy, only 12 per cent of young children have sufficient dietary intake, requiring additional major efforts to accelerate

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complementary feeding interventions – although the figure demonstrates progress since 2018 (8 per cent).

Recent data show that birth registration rates for children under five years of age have stagnated at around 77 per cent. However registration of children under 12 months increased substantially in regions where UNICEF and partners helped strengthen the role of health facilities: 44 per cent compared to a 3 per cent increase nationwide.

### Major contributions and drivers of results

#### Every child survives and thrives

During 2019 UNICEF Senegal continued to promote comprehensive child survival and development, prioritizing achievement of key results in immunization, nutrition and sanitation.

Increased vaccine coverage was obtained through a combined equity approach and urban strategy, following UNICEF research conducted in 12 health districts among unreached and hard-to-reach populations and intensification of outreach and immunization-plus activities (e.g., Vitamin A supplementation and deworming) after the end of health personnel strike. UNICEF played a critical role in improving equity by influencing the Ministry of Health and Social Action (MoH) and key partners to include equity and urban approaches in the GAVI health systems-strengthening grant for 2019-2020, generating momentum for prioritizing programming in urban and peri-urban areas. Support continued for including HPV vaccine for nine-year-old girls in routine immunization. UNICEF also continued the renewal of cold chain equipment through the GAVI-funded cold chain equipment optimization platform.

Efforts to reduce stunting focused on addressing key determinants – particularly exclusive breastfeeding, dietary diversification and micronutrient deficiencies – and the response to severe acute malnutrition (SAM). UNICEF Senegal supported the development of a national costed plan to eliminate water and other fluids in breastfeeding and a national roadmap for anaemia, which affects 70 per cent of children aged 6–59 months. Through UNICEF support to MoH, some 28,000 children suffering from SAM were given ready-to-use-therapeutic-feeding at health facilities (28,674 admitted cases on a caseload of 57,817) and 1,305,650 children received two vitamin A doses, mainly through routine supplementation. UNICEF co-led the Scaling-Up Nutrition platform with the government unit addressing malnutrition, facilitating elaboration of a joint United Nations nutrition agenda, involving WFP, WHO, and FAO. Throughout 2019 domestic funding for nutritional commodities to treat SAM was insufficient; UNICEF and partners continue to advocate with the ministries of Health and Finance on this issue.

The annual target for ending open defecation (OD) was met: of 630 villages triggered, 473 achieved open defecation-free (ODF) status (target 400): 214,496 people (target 200,000) abandoned OD in 2019, largely due to UNICEF technical and financial support to national water and sanitation authorities. UNICEF supported scale-up of community-led total sanitation (CLTS) through partnerships with the U.S. Agency for International Development (USAID), Global Sanitation Fund and World Vision, resulting in ODF achievement in 214 villages. UNICEF also supported validation of the roadmap for an ODF Senegal by 2030, which aims to certify 1,000 villages as ODF annually. A CLTS guide was developed with all WASH stakeholders. Partnership with private banks to facilitate loans for WASH interventions with guarantees from Senegal's Strategic Investment Fund is envisaged for 2020.

To accelerate gains in reducing neonatal and child mortality UNICEF supported emergency new-born and paediatric care, in particular by providing four new neonatal units in peri-urban and remote areas. Funding for vital equipment for at least six neonatal units was included in the MoH budget, thanks to successful UNICEF advocacy. UNICEF was instrumental in establishing a network to manage paediatric emergencies in 14 regions through a training of trainers to support operationalization of national guidelines on emergencies. Training on the integrated management of childhood illnesses was incorporated into the MoH e-learning portal, with support from the WHO and AMREF, and through the development of short educational videos with the MoH and Virtual University of Senegal, for inclusion in the curriculum for medical students.

With support from UNICEF and CHAI (UNITAID funds to pilot point-of-care testing), 107 children were tested for HIV and placed on treatment within 24 hours, compared to the previous average of 106 days using conventional machines.

Efforts by UNICEF and USAID led to revitalization of the technical coordination group on health promotion, which meets quarterly to share information and refine and monitor communication for development (C4D) interventions being planned or implemented in Senegal.

UNICEF collaborated with WHO, USAID and UNFPA, UNICEF to address recurrent stock-outs of medicines and essential products that pose a major challenge in Senegal, including through a review of the capacity and institutional set-up of the National Pharmaceutical Warehouse (PNA). UNICEF also worked with PNA to gradually transfer the management of nutrition supplies, including end-user monitoring.

### Every child learns

During 2019 UNICEF Senegal's education programme supported implementation of the new education sector plan nationally and in eight target regions.

New learning opportunities were extended to about 10,789 out-of-school primary- and secondary-aged children and youth in 2019 (more than half girls), nearly doubling 2018 outreach. Strong focus was placed on expanding 'catch-up' and second-chance education interventions from two to seven regions, in partnership with the Ministry of Education (MoE) and local NGOs. The model targeted mainly girls and boys aged 9-to-15 years lacking primary school education through an accelerated learning programme and revised curriculum that promotes reading in mother tongue and integrates life skills, including entrepreneurship. The approach will be further scaled-up in 2020 through partnerships with USAID, the International Francophone Organization and the World Bank. An evaluation is planned for 2020 to inform future efforts and leverage domestic funding for national scale-up. Other UNICEF interventions – back-to-school campaigns in partnership with municipalities and communities, as well as with schools (through dissemination of the World Largest Lesson) – facilitated the reinsertion of nearly 2,000 out-of-school children.

While urgently needed, investment in developing and expanding back-to-school initiatives is not sufficient to reverse current trends at the required scale and meet the needs of adolescents unwilling to return to school or children enrolled in alternative models (Quranic institutions). Thus, UNICEF should develop innovative strategies (e.g., distance education) and expand its education programming to influence and tap into the technical and vocational training sub-sector and develop relevant learning strategies for young people lacking minimum academic instruction and marketable skills for securing employment.

Despite strong advocacy from UNICEF and partners, Parliament did not pass legislation on reforming Quranic schools during 2019. UNICEF Senegal facilitated a dialogue with religious authorities and local governments in two regions related to education and skills-development opportunities for children and adolescents attending these institutions. UNICEF also supported a policy framework on inclusive education for children with disabilities, in collaboration with the Government of Italy, other UN agencies, other partners and associations of people with disabilities.

To improve retention and transition rates for basic education, UNICEF supported formulation of a draft strategy to ensure that pupils have birth certificates before they complete primary education. UNICEF also procured hygiene kits and installed hand-washing facilities at 473 educational institutions, mostly in rural areas, benefitting over 76,000 pupils (over 50 per cent girls) and significantly improving learning environments in underserved regions. To meet girls' specific needs, UNICEF also initiated instruction on menstrual hygiene management (MHM) in primary and secondary schools, supporting MHM education through the establishment of female teachers' networks and facilitation of group activities with girls at schools to address pertinent health and protection issues, with support from the Government of Canada. Strategies for addressing girls' vulnerability and securing conducive learning environments will be expanded to other regions in 2020.

UNICEF support for strengthening the national education management and information system (EMIS) resulted in production of national data on pupils with disabilities and the integration of new data on violence and civil registration. In collaboration with the World Bank, UNICEF supported the development of school profiles generated through EMIS, which in 2020 should inform strengthened education planning, programming for equity and learning outcomes throughout the system.

To improve teaching and learning quality, 374 educators and teachers operating in pre-primary and primary education institutions received training on the curriculum and management of multi-grade classrooms. Training content will be integrated into the curriculum of teacher training institutions in 2020. Close to 11,000 learners (majority of girls) received individual education/early learning materials to facilitate their effective participation and learning. UNICEF also supported the formulation of a draft policy framework on bilingual education to guide expansion of the national reading instruction programme promoting the use of mother tongue through early grades, in partnership with USAID.

To promote children's participation in early learning and increase pre-primary enrolment, UNICEF also supported development of an intervention framework to be applied jointly by the MoE and decentralized authorities. UNICEF will support its implementation in 2020, in the context of a joint early childhood education programme supported by the Republic of Korea in partnership with UNOPS and in close collaboration with the World Bank.

### Every child is protected from violence and exploitation

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In 2019 UNICEF supported the government and civil society to meet child protection (CP) needs, focusing on violence against children (VAC), access to services by child victims of sexual violence (SV) and birth registration (BR).

UNICEF supported eleven districts in 2019, contributing to access to services for 3439 children, including 2,109 child victims of violence (870 girls and 1239 boys) with 501 SV victims (only 12 reported cases affecting boys). On average, the number of VAC victims per district able to access services in 2019 increased by 39 per cent and the number of SV victims by 95 per cent. While access to justice for child victims of SV increased by 40 per cent compared to 2018, less than one quarter of all SV cases reach courts.

Improvements in children's access to services were mainly due to: UNICEF support to CP district committees, capacity building among front-line service providers, awareness-raising and community mobilization, as well as the innovative approach launched in Pikine District (Dakar), where Rapid Pro was used to facilitate case reporting. The number of CP cases reported through Rapid Pro in 2019 reached 1,522 children including 303 girls and 1219 boys (1.5 increase over 2018). Most boys are victims of forced begging/violence. The number of child victims of VAC has increased by four-fold, 673 cases have been reported (20% girls and 80% boys). Sexual violence is affecting girls more than boys. Replication is underway in another (rural) district before national scale up.

UNICEF's advocacy and convener role with key child protection partners resulted in significant policy advances. UNICEF promoted and coordinated dialogue between the Senegalese government, UN agencies, non-governmental organizations and leading partners (including Canada, European Union, France, Italy, Spain, Switzerland and the U.S.). Dialogue focused on finalizing the Children's Code and a holistic response to the issue of child begging. Further efforts are needed to fully address and implement national laws and policies to protect the most vulnerable children, especially victims of forced begging and exploitation.

National guidelines for multi-sector CP services were developed for the first time in Senegal, clarifying all sectors' responsibilities. The 2019–2028 national health and social development plan acknowledged that VAC is a priority, leading the MoH to begin developing national guidelines for health staff to better detect and respond to child abuse, particularly sexual abuse. The MoE – with UNICEF support and in partnership with Canada, France, UNESCO and Plan International – launched and disseminated national guidelines to enable education staff to better protect children, as well as staff training. Finally, the Ministries in charge of justice and social welfare engaged in in-depth work to review CP standards and tools.

With support from UNICEF and UNFPA, the Ministry for Women, the Family, Gender Equality and the Protection of Children (MoCP) launched an inclusive process to develop a multi-sector national strategy and action plan for eliminating female genital mutilation (FGM). Through South-South cooperation, a Senegalese delegation visited Burkina Faso to learn about effective FGM law enforcement strategies.

Strengthening and scaling up approaches for social/gender norms and behaviour-change in CP is a Government priority. Jointly with the MoCP and UNFPA, UNICEF established a strategic partnership with Georgetown University to review innovative community approaches to FGM abandonment and developed a national guide and tools to address underlying factors (e.g., gender imbalances and power relations). In parallel, with support from the Regional Office, UNICEF Senegal utilized the CP behaviour-change model to build evidence-based social norms programming focused on preventing sexual and physical violence.

UNICEF-supported efforts to increase birth registration achieved significant results – a 44 per cent increase for children under 12 months old in UNICEF-targeted regions, vs. 3 per cent increase in other regions. Major efforts were made to strengthen health facilities' role, build capacities and support awareness-raising in targeted regions. National guidelines for expanding BR through health facilities were adopted, and UNICEF's approach of interoperability with the health sector was integrated into the EU's planned support for the Government's civil registration and vital statistics (CRVS) programme. UNICEF dialogue with the ministry responsible for birth registration influenced a decision by key partners (EU, ECA, Spain, World Bank, AfDB, IDRC and UNFPA) to re-launch the CRVS steering committee and develop a national strategy, a priority for 2020.

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

In line with the 2030 Agenda, UNICEF supported Senegal's national statistical system to produce and disseminate high-quality data. In particular, UNICEF supported the National Institute of Statistics and Demography to integrate new modules into the yearly Demographic Health Survey (DHS) on child discipline, violence against girls and women and physical violence against boys.

UNICEF also successfully introduced a module on early childhood development, which measures the cognitive, physical and

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socio-emotional capacities of young children, as well as the Washington Group's 'child functioning' module to measure child disability. Thanks to UNICEF, for the first time the DHS will also enable verification of available integrated nutrition and health service packages for children aged 0–3 years, highlighting bottlenecks to results for children in immunization and nutrition.

Given the importance of statistics for the formulation, implementation, monitoring and evaluation of development policies, UNICEF contributed to finalizing Senegal's national statistics strategy, providing guidance on data-gathering needs for 2020–2024, in partnership with the African Development Bank, UNFPA, UN Women and UNDP.

To improve the execution of public policies, projects and programmes and promote a culture of results and accountability, the West African Monetary Economic Union introduced in 2011 a law to guide the introduction by member states of results-oriented budgets by January 2020. To support this reform, during 2019 UNICEF collaborated with Senegal's Social Budget Monitoring Observatory to build capacity among 50 planners and managers to monitor and evaluate sectoral ministries' budgets using child-sensitive and gender equality lenses. UNICEF also supported training for members of two advisory bodies in charge of monitoring ministerial actions, including budgets. As a result, for the first time 110 members of the Economic, Social and Environmental Council and the High Council of Territorial Collectives were empowered to better implement and monitor progress on public finance reform.

In collaboration with the Government agency responsible for social protection, UNICEF established a partnership with the International Labour Organization (ILO) and the EU to develop a strategy for increasing the fiscal space for public financing of nationwide social protection programmes, to be finalized in 2020.

UNICEF supported eight municipalities to adopt development plans integrating child and youth participation in planning and budgeting sensitive to children, gender and vulnerable groups. Moreover, more than 550 decentralized decision-makers gained greater capacity for planning and results-based management. These included adolescents from Municipal Children's Councils (43 per cent girls) who were trained to participate fully in discussions and debates, with the objective of taking children's views and needs into account in municipal plans and actions.

### Cross-cutting Initiatives

Preparations and celebration of the 30th anniversary of the Convention on the Rights of the Child (CRC@30) offered a unique opportunity to put child rights at the top of the public and political agendas. With the Child Rights Now Coalition – comprised of major child rights international NGOs in Senegal, UN agencies, local organizations and major partners such as the EU – UNICEF led efforts with the Government to organize consultations on CRC@30 with children throughout Senegal. Children took over major media outlets on/around 20 November, while high-visibility actions and events throughout the second half of 2019 helped advocate for a renewed focus and investment on child rights, (e.g., ending child begging and accelerating adoption of a Child Code).

In 2019 UNICEF Senegal was elected as vice-president of the National Development Partners Coordination Group, comprising all key external government partners. UNICEF was thus a major driver of the aid efficiency and effectiveness agenda, focused on advancing social development and human/child rights. UNICEF will serve as president in 2020, and will continue these efforts.

The management priority of raising one fourth of the new country programme budget was achieved by maintaining, expanding and initiating new partnerships. The governments of Canada, France, the Republic of Korea, Spain and USA provided valuable technical cooperation and generous contributions in 2019, and UNICEF National Committees in France, Spain and Germany offered vital support during the year.

Efforts were also undertaken to develop strategic and predictable partnerships from within the UN system (UNDP, UNFPA and WFP), particularly the World Bank. Partnerships with UN agencies, especially WFP, ILO, and UNCDF were strengthened through the development of joint proposals for the UN SDG Fund and the management of joint programmes on health (e.g. the Muskoka initiative, with UNFPA, WHO and UN Women) and child protection/FGM elimination (with UNFPA). Private sector engagement was pursued based on a mapping of key actors and opportunities, as well as the expansion of direct engagement with major companies and investor networks. UNICEF continued to engage with and support the Senegal Child Rights and Business Coalition within the framework of its business for results programming.

The Government of Senegal has generously offered to host all UN agencies in a UN House as of 2021. At the end of 2019, after a thorough selection process, UN agencies chose UNICEF as the host agency for the future common services unit (CSU) to manage and run UN House. UNICEF volunteered to play this role – a first for our organization world-wide. The House will host 27 agencies (over 1,800 staff) in a 60,000 m<sup>2</sup> space, including a conference centre. Hosting the CSU offers

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an opportunity to demonstrate UNICEF's capacity to provide high-quality, efficient operational services benefiting all UN agencies in Senegal and constitutes an important contribution to UN reform.

To increase staff well-being and capacity to deliver ever-stronger results for children, UNICEF Senegal invested in several initiatives aimed at becoming the best employer possible by promoting a positive, caring work environment. A well-being charter was developed and adopted by all staff as a framework to guide behaviour of staff, teams and managers. Implementation of a detailed action plan with measurable actions will continue to be a 2020 priority for UNICEF Senegal.

### Lessons Learned and Innovations

The 'Salmaitou' public-private partnership was launched to offer highly disadvantaged girls an opportunity to acquire digital; entrepreneurial; science, technology, engineering and mathematics; and life skills. The UNICEF-led initiative involves several start-ups, the Virtual University of Senegal and partners with the Chloe Foundation (France) and Rovio Entertainment Group (Finland). Through their participation in boot-camps, 10-18 years old girls were able to develop self-confidence, learn transferrable skills and competencies and gain access to professional opportunities. The approach targeted out-of-school adolescent girls from marginalized municipalities in Kolda Region. Based on the 2019 pilot, the initiative will expand in 2020. The 'Salmaitou' project exemplifies the importance of unleashing girls' potential to become achievers in traditionally male-dominated sectors and to bridge the digital gap between boys and girls.

UNICEF was involved in establishing the 'Youth Consortium' in Senegal – the first network of youth-led organizations addressing young peoples' access education, employment and empowerment opportunities. The Consortium includes more than 20 youth networks and partners with the Ministry of Youth, key public and private sector entities and others (UN agencies, EU etc.). Based on the Generation Unlimited approach and framework of action, the Consortium offers a unique platform for working for and with young people in Senegal. It will be formally launched in 2020 and will focus on impactful large-scale initiatives.

In the framework of CRC@30 celebrations, UNICEF initiated an innovative partnership with the MoE to teach the 'World Largest Lesson' to all pupils enrolled in upper-primary schools throughout the country, with a special focus on child rights and the right to education. Some 370,000 pupils were mobilized, triggering the development of local solutions for enrolling out-of-school children.

Pneumonia is the leading cause of death from infectious disease for Senegalese children aged 1–5 years. The Scaling-Up Pneumonia Response (SPRINT) initiative was launched in Senegal as part of an improved package of interventions for frontline health facilities: a combination of oxygen and amoxicillin dispersible tablets is available for the first time at health posts and a pulse oximeter used to monitor hypoxia. Lifesaving pneumonia treatment will be an entry point for empowering people and communities, integrated health services and multi-sectoral policy and action; private sector partnerships will be sought for scale-up. UNICEF supported the development of a national plan for SPRINT in 2019, aiming to benefit close to 100,000 children with this life-saving intervention in 2020.

Child protection relies on a chain of responsibilities across sectors, including prevention, detection, care and rehabilitation. The system's efficiency depends on each sector's contribution, but other sectors rarely consider CP as part of their mandate. In Senegal, UNICEF promoted bilateral dialogue with each sector, particularly health and education, to promote understanding of the importance of violence and harmful practices to their own agenda and how to mainstream CP into their policies and services. Thus UNICEF devoted special attention to support the ministry in charge of CP to coordinate a multi-sectoral reflection process and point to specific opportunities for integrating CP. This resulted in new national guidelines clarifying sectors' CP responsibilities, as well as the integration of CP into health and education policies, procedures and routine monitoring.

In targeted regions UNICEF promoted inter-operability between health and civil registry services at the operational level to accelerate birth registration, following the completion in 2019 of two UNICEF-supported studies demonstrating the crucial impact of health services on BR. Children born in health facilities with BR support desks are twice as likely to be registered as children born in other health facilities, and their parents are seven times more likely to register their child than others and twice as likely to receive their child's birth certificate. An evaluation of UNICEF Senegal's contribution to the project linking BR to health facilities, supported by Canada, showed the relevance, effectiveness, efficiency and sustainability of this collaborative model. Investments in scaling up this approach will continue in 2020.

With support from UNICEF and in close consultation with other ministries and civil society, the Ministry of Family, Women, Gender and Child Protection adopted, for the first time in Senegal, national handbooks for social dialogue with communities, parents and adolescents/children on child protection, with a special focus on VAC and child marriage. Child participation and gender equality concepts incorporated in this work contributed to building a child-friendly culture and listening to girls'/women's voices. Further roll-out of the approach will continue in 2020.

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Throughout 2019, the UNICEF operations team focused on increasing and expanding its customer orientation in the delivery of services to the organization and partners. An Intranet platform was launched in 2019, providing easy access to internal work processes, tools and forms for interacting with operations. Training on the Table of Authority, role of committees and the harmonized approach to cash transfers was held to reinforce staff capacity. An internal survey was undertaken to measure satisfaction with operations services, yielding an overall rating of (4.1/5), an increase over 2018 (3.7/5).

Establishing new alliances with leading national institutions is critical to UNICEF's efforts for children in Senegal. The Social, Economic and Environment Council (CESE) is a national government body accountable for matters of national interest and initiating societal dialogue, as well as formulating recommendations to the National Assembly to be considered by the executive branch, which is obliged by law to respond to CESE. Defining the scope of the strategic partnership with CESE initiated in 2019 will be prioritized in early 2020. Another new alliance for UNICEF was with the national committee of the Extractive Industries Transparency Initiative, a multi-stakeholder platform that seeks to place children at the heart of discussions about the distribution of state revenues from the extractive industry, given the recent discovery of gas and oil in Senegal. This strategic partnership will enable UNICEF to deepen its outreach and influence on decision-making processes that impact children's lives and determine social sector investments.