

Update on UNICEF's Efforts on Organizational Culture and Protection from Sexual Exploitation and Abuse

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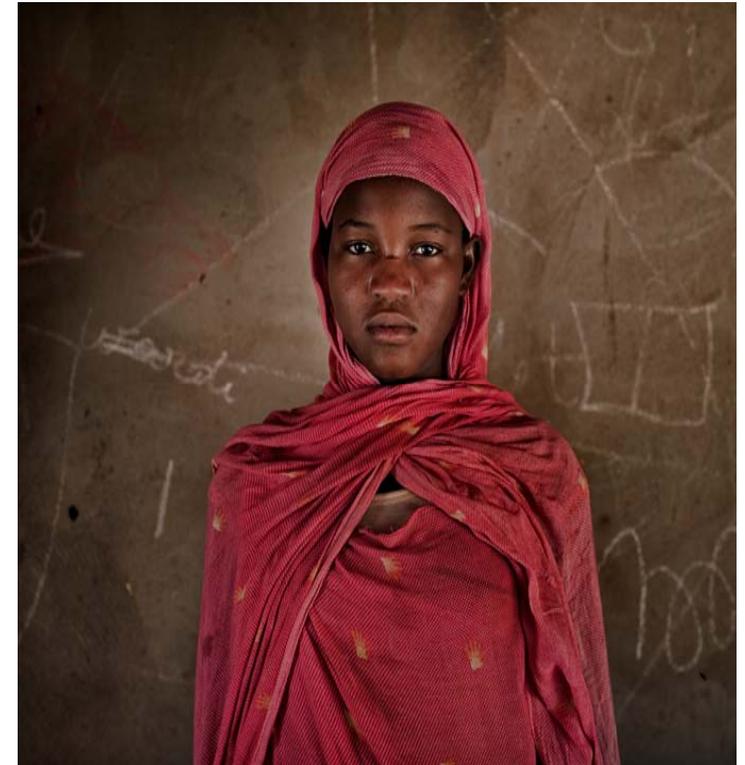
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Overview

- Where are we now? Three (3) main pillars of work:
 - Living our core values and embedding them in all our work
 - Redefining people management
 - Strengthening incentives and accountabilities
- Cross-cutting areas of work
- What have we learned?



Living our core values

- Senior leadership fully engaged and providing direction
- Staff engagement and dialogue increasing
- Building on what works
- **Gender equality:** EDGE certification ongoing actions: flexible work arrangements uptake has expanded organization-wide, from 7% in Q1/2019 to 29% in Q4/2019 for all staff. Women represent 64% of all FWA users. EDGE re-certification process initiated in January.
- **Focus on integrity:** Extensive outreach – e.g. 59 offices engaged on integrity during Ethics month

Redefining people management

- **Strengthening core values in how we recruit and assess people:** New competency framework rolled out for 2020, with a focus on people skills.
- **Making recruitment more rigorous:** 'Think Before You Click' primer released for all managers who approve staff selections. Recruitment of senior leaders strengthened + more vetting.
- **Building a culture of appreciation:** “Humans of UNICEF” peer to peer staff appreciation programme to be launched in February.
- **Improving performance management:** Matrix management initiated across different functions and for the GMT.
- **Building people management skills**

Improving accountability for behavior

- **Adding mediation services** for UNICEF staff established via Ombudsman's Office
- **Growing trust in the investigation process.** In 2019, the Office of Internal Audit and Investigations (OIAI):
 - Established [a communications platform](#)
 - Received 364 new allegations; 105% increase over 2018.
 - Closed 287 cases, an increase of 208% over 2018.
 - Sent 109 cases to the Division of Human Resources possible disciplinary action.
 - Increasing investigative staff and opening office in Budapest
- **Increasing transparency and communication on the disciplinary process:** publishing to all staff statistics on disciplinary cases.
- DHR reviewed 141 allegations in 2019 for disciplinary and other measures, of which 98 (70% were related to interpersonal misconduct). **Sexual harassment and sexual exploitation and abuse accounted for 16% of the allegations.** Of the reviewed allegations, 32 (23%) resulted in disciplinary actions.

Communicating and engaging staff

Increasing access to information for staff:

- e.g. Webpages and emails including a dedicated PSEA site; products/tools to clarify processes related to PSEA, reporting and investigation.

Interactive two-way dialogues and conversations with staff and senior management:

- e.g. Participatory webinars conducted on organizational culture and PSEA; dedicated Yammer groups on PSEA and organizational culture



Inter-agency collaboration

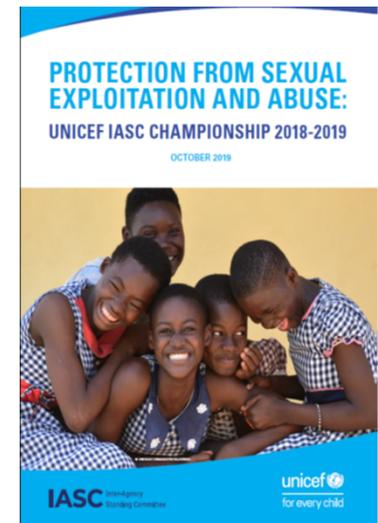
- **Sharing of practices and approaches on how to improve the UN's workplace culture** through "New Ways of Working" Task Force
- **Institutionalizing PSEA work in humanitarian settings and monitoring progress** through the IASC Results Group on Accountability and Inclusion
- Advancing **UN system wide PSEA work** on victim assistance, working with partners, vetting, reporting
- **Strengthening SH reporting** within the UN system through the CEB Taskforce on SH



Additional actions specific to PSEA

4 KEY MESSAGES: Where are we today

1. Measurable progress against all the **25 action points** included in the **UNICEF Management Response to the PSEA Independent Panel review**
2. Accelerated PSEA action at country level with injection of additional dedicated financial resources in **32 priority countries** with a monitoring framework to track progress
3. Strengthened due diligence with Implementing Partners (IPs), in line with the requirements of the **UN Protocol on allegations of SEA involving IPs** – a new regulatory framework in place with supporting tools for UNICEF staff and partners.
4. System wide action in humanitarian settings demonstrably strengthened under **UNICEF IASC championship mandate and continuing under UNHCR**



[UNICEF IASC PSEA
Championship report](#)

What have we learned?

Main drivers of success:

- Strong leadership
- Committed Staff Association
- Dedicated capacity and resources helped to accelerate action
- Cross-divisional collaboration supports institutionalization
- Enhanced interaction/communication with staff

Challenges:

- Changes in behaviours + changes in systems = sustainable change
- UN system-wide changes take time
- Need for more engagement/communications with staff
- Organizational culture change is happening, but not yet perceived by all staff in the same way
- Inconsistency of impact

Key takeaways

- All the actions we are taking to improve our workplace culture are coming *not at the expense* of our mandate for children, but *in service to it*.
- All Morgan Lewis recommendations actioned/closed
- All PSEA Independent Panel Review recommendations actioned/several closed; update on the implementation of the UNICEF SEA/SH strategy is on the agenda of the June session
- PSEA not a time-bound project – investment in safeguarding systems needs to be sustained overtime with dedicated resources

- **Priorities in 2020 for organizational culture:** establish monitoring/metrics; focus on sharing good practices and staff engagement at all levels
- **Priorities in 2020 for PSEA:** assessment and training of partners; support roll out of new Uniform Protocol on Victims' Assistance; increase investment in communication efforts; further reinforce internal accountability systems.

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Thank You

