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

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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
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.
Thank You