Pillar 1: Living our core values

- Senior leadership fully engaged and providing direction: e.g. GMT, RMT, SA
- Gender equality promoted: e.g. EDGE certification ongoing actions: flexible work arrangements uptake has expanded, from 7% in Q1/2019 to 29% in Q4/2019 for all staff (women = 64%)
- Extensive outreach on values, e.g. 59 offices engaged on integrity during Ethics month
- Integrating culture and PSEA into our systems: e.g. Office Scorecards; MTR-SP (for org culture)

Pillar 2: Redefining people management

- Core values embedded in recruitment and assessment: e.g. new competency framework in 2020, focus on people skills; increased accountability for managers; recruitment of senior leaders strengthened + more stringent vetting
- Improving performance management: e.g. Matrix management
- Building a culture of appreciation: e.g. “Humans of UNICEF” peer to peer staff appreciation program
- Building people management skills: e.g. Management Masterclass for +/- 32% of supervisors (2017-19); national staff development programs launched
Pillar 3: Improving accountability for behavior

- **Additional mediation services available** for UNICEF staff, via Ombudsman’s Office

- **Growing trust in the investigation process**, e.g.
  - Received 364 new allegations; 105% increase over 2018
  - Closed 287 cases, 208% increase over 2018
  - Increasing investigative staff and opening office in Budapest

- **Increasing transparency and communication on the disciplinary process**: e.g. publishing to all staff statistics on disciplinary cases. New communication platforms

- **Stronger disciplinary response for misconduct**: e.g. DHR reviewed 141 allegations in 2019 for disciplinary and other measures, of which 98 (70%) were related to interpersonal misconduct; of the reviewed allegations, 32 (23%) resulted in disciplinary actions. SH and SEA accounted for 16% of the total allegations. Advisory panel to DED-M operational as of March 1.
Communicating and engaging staff

- **Increasing access to information for staff:** e.g. dedicated webpages with resources, including a dedicated PSEA site; organizational culture email; 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; dedicated Yammer groups; Young UNICEF; Global Town Halls

Investing in inter-agency collaboration

- **Sharing of practices and approaches on how to improve the UN's workplace culture** through “New Ways of Working” Task Force (UNICEF, UNHCR, Secretariat)

- **Institutionalizing PSEA work in humanitarian settings and monitoring progress** through the IASC Results Group on Accountability and Inclusion (UNICEF and UNHCR)

- **Advancing UN system-wide PSEA work,** e.g. Victims’ Assistance Protocol, common tools for SEA assessments of partners, joint vetting systems (Clear Check), public reporting of SEA allegations; joint training initiatives

- **Improved statistical reporting on SH,** e.g. through the CEB working group on SH report (UNICEF, WFP)
Additional actions specific to PSEA: Where are we today

- **Measurable progress on all recommendations in the PSEA independent panel review** – 25 action points in UNICEF Management Response; 3 years implementation timeframe, work ongoing on all, about half closed

- **Improved vetting**: e.g. Clear Check, mandatory reference checks, new Child Safeguarding Personnel Standards

- **Increased compliance with mandatory SEA training**: e.g. 95% completion as of last year for personnel + 9,500 external learners in 2019; revision of content ongoing

- **Strengthened due diligence with Implementing Partners**: e.g. new regulatory framework in place with supporting training tools

- **Enhanced SEA risk management**: e.g. SEA (and Child Safeguarding) introduced as distinct enterprise mandatory risk to assess for all offices

- **Accelerated PSEA action at country level**: e.g. IASC championship, injection of additional dedicated financial resources in 32 priority countries with a monitoring framework to track progress

- **Increased SEA reporting** – threefold increase since previous year (2017: 8 - 2018:18 - 2019:48)

- **Strengthened investigative function for greater accountability** – e.g. more investigators, specialized training, 90 days investigation mark
What have we learned?

Main drivers of success:

• Strong leadership and committed Staff Association
• Dedicated capacity helped to accelerate action and ensure a ‘whole of organization’ approach
• Cross-divisional collaboration -> sustainability
• Enhanced interaction/communication with staff

Challenges:

• For sustainable impact, need to invest simultaneously in changing behaviors + systems
• UN system-wide changes take time - slower pace
• Need for more engagement with staff
• Knowledge and perceptions vary across the organization about the changes underway

Thank You