Update on UNICEF’s Efforts on Organizational Culture and on Tackling Sexual Misconduct

Geeta Narayan
Principal Adviser, Organizational Culture

Isabella Castrogiovanni
Senior Coordinator, Protection from Sexual Exploitation and Abuse and Workplace Abuse

UNICEF Executive Board – Informal briefing – 18 August 2020

Item 12: Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority

Reference document: E//ICEF/2020/24
Organizational Culture – main areas of progress

**Improved staff engagement and awareness**
- Staff recognition - Humans of UNICEF
- Values Charter
- Young UNICEF expanded
- More frequent, coordinated engagement with staff

**Swift and effective COVID-19 reorientation**
- Rapid pivot to working from home
- Senior Leaders dialogues
- Staff Counselling support

**Contribution to UN system-wide culture efforts**
- Contribution to UN inter-agency thinking and reforms

**Increased capacity and sharper policies and processes**
- Increased awareness and use of mediation
- Updated DHR policies and procedures; Do’s & Don’ts
- Administrative Law Unit and Advisory Panel operational
- OIAI increased capacity
ITF Report – Status of Actions (N=56)

- Completed: 32%
- On track/ongoing: 39%
- Delayed: 6%
- Not yet started/major delay: 11%
- Not enough data: 7%
- Action not accepted: 5%

C A R E • R E S P E C T • I N T E G R I T Y • T R U S T • A C C O U N T A B I L I T Y
Anti-Discrimination & Anti-Racism

• Established Internal Task Team
• Created Engagement Group
• Identified initial actions on anti-Black racism
• Holding regional focus group discussions
• Sharing experiences with inter-agency partners
• Global Staff Survey data
Protection from Sexual Exploitation and Abuse (PSEA) - Main areas of progress

**RESPONSE**
- E.g. PSEA integrated in COVID-19 response plans; accelerated country-level action with a focus on strengthened **reporting** and **victim assistance**

**RISK MANAGEMENT**
- E.g. ongoing global **roll out of PSEA assessments with implementing partners** and support to strengthen their institutional PSEA capacities

**INTER-AGENCY INITIATIVES**
- E.g. new IASC learning package released; common IASC resources and tools developed; system-wide guidance on victim's assistance prepared; legal aid consultation conducted; alignment with/support to UN system-wide initiatives

---

**UNICEF Management Response to the 2018 PSEA Independent Panel Review Report**

**STATUS OF THE 37 ACTION POINTS**
- Completed
- On track/ongoing
- Delayed (but in progress)
- Not yet started

- 22
- 5
- 9
- 1
Tackling Sexual Harassment (SH) - Main areas of progress

- **ORGANIZATIONAL CULTURE** – e.g. full alignment with UN Model Policy on SH; 94% completion of mandatory SH eLearning course; engagement with senior leaders

- **REPORTING** – 36 SH cases reported in 2019; 11 in 2020 (as of July)

- **INVESTIGATIONS AND SANCTIONS** – strengthened investigations services and increased trust in our systems

- **SURVIVOR-CENTRED RESPONSE** – internal investigation procedures reviewed to adapt a more victim-centered approach; prioritization of SEA/SH cases for quickest response

- **WORKING WITH PARTNERS** - CEB Task Force on SH - 2019 UN system-wide survey on SH reporting completed (Q3); joint review of UN mandatory course.
Some areas to accelerate

• Compliance/deterrence *and* Prevention
• Invest in culture change
• Raise awareness and understanding among all personnel
• Restructure the safeguarding portfolio
• Further strengthen metrics to track progress
• Improve the performance management system
• Adapt to the transformations due to COVID-19
Thank you.