



Management Response to the Independent Panel Review of the UNICEF Response to PSEA

Ted Chaiban, Director, Programmes
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Overview of the Management Response

Thematic Recommendations	UNICEF Actions
1: Global leadership	1, 3, 4, 9, 12, 19(b), 22, 25
2: Organization-wide approach	2, 5, 6, 7, 13, 14
3: Country-level implementation	4, 8, 18, 19(a), 23
4: Child rights and community engagement	10, 11, 24
5: Culture change	15, 16, 17, 20, 21

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p>1: Global leadership</p> <p>Key message: UNICEF must embrace its role as lead advocate for children’s rights for the UN and humanitarian system.</p> <p>Recommendations: The Executive Director, in her role as the IASC Champion on PSEA and sexual harassment, should:</p> <ul style="list-style-type: none">• Develop IASC system-wide plan for support, with targeted actions and resources;• Strengthen UN and IASC system-wide coherence;• Engage national authorities in PSEA.	<p>1, 3: Update the IASC PSEA Minimum Operating Standards and 6 Principles on PSEA to strengthen prohibitions of SEA.</p> <p>4: Establish IASC PSEA Technical Field Support team.</p> <p>9: Convene IASC and UN system-wide PSEA learning event on culture change and accountability.</p> <p>12, 19(b), 25: Proposal to accelerate country-level implementation of PSEA, including a) safe and accessible reporting channels, b) quality SEA survivor assistance, c) enhanced accountability, including investigations, endorsed by IASC Principals. Country-level gap analysis underway.</p> <p>22: Establish clear and consistent IASC reporting of allegations to the Emergency Relief Coordinator.</p>

Overview of the Management Response

Thematic Recommendations

2: Organization-wide approach

Key message: Develop a clear and compelling whole of organization strategy on PSEA to address fragmentation.

Recommendations:

- Consolidate a strategic framework, including **Strategy and Action Plan on PSEA** with specific objectives and aims;
- Establish clear distinction between management and programme-based responses;
- Establish dedicated PSEA senior coordinator in OED to guide a whole-of-organization response.

UNICEF Actions

2: OED convenes **multi-disciplinary team to develop PSEA Strategy.**

5: Develop a communications strategy on PSEA.

6: Develop a **whole-of-UNICEF accountability framework**, led by DED Management.

7: Establish a dedicated **senior-level PSEA Coordinator** in OED.

13: Outline systemic approach to prevention in the **PSEA Action Plan.**

14: Promote 90-day investigation target and appropriate sanctions for SEA within UNICEF, CEB and IASC.

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Thematic Recommendations

3: Country-level implementation

Key message: PSEA must be seen as relevant in all UNICEF operations. UNICEF must be proactive in identifying and managing PSEA risks.

Recommendations:

- Increase hands-on support for capacity-building at the operational level;
- **Dedicate resources to implement PSEA** throughout UNICEF operations;
- Integrate PSEA as standard part of any risk analysis at project, programme, country and corporate levels.

UNICEF Actions

4, 8: \$11 million allocation to boost technical capacity and implementation of PSEA across 16 Country Offices, 3 Regional Offices, and HQ. Launch of a **global PSEA results monitoring framework**, SharePoint, global webinars and technical field support.

18: Capacity development and support to partners to implement PSEA requirements in the revised Programme Cooperation Agreement (PCA).

19(a): SEA risk assessment tools developed for UNICEF programmes and partners.

23: Allocation of resources to strengthen investigations capacity. Reduce the timeframe for investigation completion.

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="173 439 937 554">4: Child rights and community engagement</p> <p data-bbox="173 596 1187 682">Key message: Children and communities must be seen as rights-holders rather than beneficiaries.</p> <p data-bbox="173 739 529 773">Recommendations:</p> <ul data-bbox="173 782 1187 1096" style="list-style-type: none">• Adopt a rights-based approach to community-engagement and empowerment;• Advocate across the UN system for a rights-based approach to victim assistance, with the rights and needs of children at the centre;• Consider timely, predictable and sustainable funding for SEA victim assistance as core UN operating cost.	<p data-bbox="1355 439 2354 559">10, 11: Scale up community engagement as core UNICEF country-level intervention, including through U-Report for PSEA.</p> <p data-bbox="1355 602 2333 722">24(a, d, e, f): Finalize the UN Victim Assistance Protocol, with the operational links between SEA victim assistance and GBV and CP programming.</p> <p data-bbox="1355 765 2364 885">24(b): ED convenes a joint pledging event on PSEA and GBV to invest in response services for survivors and mobilize funds.</p> <p data-bbox="1355 928 2374 1002">24(c): Mobilize IASC and CEB to address gaps in providing SEA victims with effective legal remedies.</p>

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="173 439 621 486">5: Culture change</p> <p data-bbox="173 529 1156 654">Key message: A culture must be created that rewards speaking up on PSEA, eliminating fear of retribution and inspiring confidence that the system works.</p> <p data-bbox="173 715 529 746">Recommendations:</p> <ul data-bbox="173 761 1174 1115" style="list-style-type: none"><li data-bbox="173 761 1174 882">• Build on the online training course to explore more integrated packages for staff development and performance;<li data-bbox="173 896 1174 975">• Set a clear tone from the top on PSEA and back it up with a focused plan of action;<li data-bbox="173 989 1174 1115">• Initiate active measures to promote an open “speak up, speak out” culture on PSEA, including to address root causes of under-reporting.	<p data-bbox="1358 439 2288 515">15: PSEA module introduced in UNICEF management master class.</p> <p data-bbox="1358 554 2313 678">16: UNICEF senior-level PSEA Coordinator and Culture Advisor posts created in OED to galvanize a culture of respect, care, trust and equality.</p> <p data-bbox="1358 715 2249 839">17: OED actively promotes an open, “speak out” culture on PSEA, including issuing internal monthly updates.</p> <p data-bbox="1358 876 2372 1001">20: OED has made PSEA a standing item at every Regional, Country and Global Management Team meeting, to reinforce active engagement on this issue.</p> <p data-bbox="1358 1038 2372 1115">21: Active promotion of the whistle-blower policy: webinars, pocket-guide, and FAQs.</p>

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Thank you