

# Protection from Sexual Exploitation and Abuse: Independent Review of the UNICEF Response

**UNICEF Evaluation Office**  
**UNICEF Executive Board Informal Consultation**  
**March 8, 2018**

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# Review Objectives

- The Executive Director has requested the Evaluation Office to undertake an independent review of the UNICEF response to PSEA.
- The objective is to examine what is working and areas that need improvement; identifying ways of deepening management accountability; and improving the organization's policies and systems, and its responses, as well as its culture.

# Specifically the Review will assess

1. The quality, timeliness and effectiveness of UNICEF's response.
2. The adequacy of UNICEF's policies, standard operating procedures, protocols, and systems to manage PSEA to the highest standards.
3. The effectiveness of the response, in terms of progress, gaps and lessons, integration with broader gender-based programming and organizational culture for prevention, including safeguarding, protection and swift action on SEA.
4. The efficiency of the response in terms of the capacity and resources assigned to PSEA and the institutional arrangement to advance PSEA
5. The extent to which innovation and international best practice are being leveraged by the organization to advance PSEA
6. Assessment of organisational culture, and of management accountability procedures, internal oversight processes, HR processes, vetting, and enforcement of ethical standards in addressing SEA.
7. Provide findings and recommendations for a comprehensive improvement of the UNICEF PSEA response, including policies, SOPs, protocols, guidance, programmes, systems, reporting and response mechanisms and capacity strengthening initiatives.

# Scope

- A comprehensive review that benchmarks and compares UNICEF policies and approaches to PSEA with the highest standards within the UN, international aid system and public and private sectors.
- The Review will cover policies, SOPs, programmes and systems of all pillars of UNICEF's work on PSEA to establish how well the PSEA response is working and what improvements are needed.
  - Prevention including through Safeguarding
  - Reporting Mechanisms
  - Victim Assistance
  - Investigation and Accountability
  - Governance
  - Capacity Strengthening and Coordination

# Review Methods

- Country and regional visits:
  - Review team to assess UNICEF PSEA work at the regional and country level (in addition to Headquarters). Three country visits to provide an in-depth assessment and illustrate PSEA issues, and how they have been managed at the country level as well as analysing to what extent UNICEF HQ and regional offices support country offices in terms of guidance and technical support.
- Three desk-based country studies to supplement the field visits and inform the review report.
- Interview internal and external stakeholders.

# Governance and Management

The review will be conducted by an **external independent review team** to be managed by UNICEF's Evaluation Office.

An **external Independent Advisory Group** is being set up to contribute to the conceptualization of the review and ensure that the findings and recommendations of the review will help establish highest standards for PSEA in UNICEF.

The Terms of Reference for the review has been published on the Evaluation Office website.

[https://www.unicef.org/evaluation/index\\_102739.html](https://www.unicef.org/evaluation/index_102739.html)

# Timeline

Final Review Report by 31 May 2018