



Market in Bangui, July 2018

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UNICEF Executive Board  
February 2019

# Independent Panel Review of the UNICEF Response to PSEA

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# PURPOSE OF INDEPENDENT REVIEW

## **Terms of Reference for Independent Panel included:**

- Assessment of UNICEF systems and response to Sexual Exploitation and Abuse (SEA)
- Looking at UN system-wide and IASC evolution of policies, mechanisms and responses to Prevention of Sexual Exploitation and Abuse (PSEA)
- Organisational culture

# REVIEW METHODS

- **Document review:** country level reports, UNICEF, UN offices, IASC, SG reports, evaluations, reports, online sources.
- **Country visits:** Lebanon, Bangladesh, Central African Republic, Kenya; Desk study of Iraq.
- **Interviews:** Panel member and consultant undertook range of interviews to supplement earlier work. Over 125 people were interviewed. UNICEF leadership and staff, other UN entities – IASC members; civil society representatives.

# REVIEW MANAGEMENT

- The review was managed by the UNICEF Evaluation Office
- Independent Panel of Experts\* carried out the review.
- UNEG norms and standards were adhered to through out the evaluation management process.
- Transparency: The Review Report was made public on completion as per the Evaluation Policy of UNICEF.

*\* The Independent Panel Members were Kathleen Cravero, Yasmin Sooka and Susanne Frueh. They were supported by Eleanor O’Gorman.*

# NECESSARY CONDITIONS FOR PSEA



# 10 KEY MESSAGES OF THE REVIEW

1. The individuals and communities with which UNICEF works must be viewed as rights-holders rather than beneficiaries. UNICEF is a duty-bearer in relation to these rights.
2. *Ad hoc* fragmented actions across the many levels of UNICEF must be replaced by a clear and compelling whole of organization strategy.
3. PSEA must be seen as a management responsibility rather than the extension of child protection or GBV programmes.

# 10 KEY MESSAGES OF THE REVIEW

4. The emphasis must move from a maze of policy documents on PSEA to operational reality. UNICEF staff need practical, user-friendly guidance on PSEA. They need to understand their accountability as duty-bearers towards children and the communities in which children live.
5. PSEA must be seen as relevant in all UNICEF operations, not only in humanitarian settings. UNICEF must be pro-active in identifying and managing PSEA risks, not only responding to crisis. The root causes of and risks for SEA must be identified in all contexts, across all programme areas and in every setting that UNICEF works.

# 10 KEY MESSAGES OF THE REVIEW

6. Implementing partners should be seen as potential allies in PSEA and, as such, given support, guidance and resources to ensure PSEA within their operations. While implementing partners must be held accountable in this regard, UNICEF cannot transfer its own risk and responsibilities to these partners.
7. A culture must be created that rewards speaking up on PSEA, eliminates fear of retribution and inspires confidence that the “system works”.
8. Deterrence contributes to the prevention of SEA and reinforces the presence of accountability. To this end, consequences for SEA need to be communicated and backed up by credible sanctions.



# 10 KEY MESSAGES OF THE REVIEW

9. UNICEF must embrace its role as lead advocate for children's rights and needs in all system-wide policies, mechanisms and actions on the ground.
10. SEA and preventing it, are not problems for UNICEF alone. They are system-wide issues and thus require system-wide accountability and action. UNICEF cannot and should not allow the rest of the system to abdicate its responsibility for prevention or for victim assistance. It has two key and reinforcing roles: push the system to do more and better to prevent SEA; and ensure that whatever system-wide action is taken has the rights and needs of children at its center.

# STRATEGIC DIRECTIONS (1)

1. Continue the persistent tone at the top aiming at culture change at all levels through various means – including ensuring the centrality of accountability in all of UNICEF’s actions on PSEA.
2. Shift the focus on reporting, policy development and guidance materials to prevention and ensuring accountability both at global and country level.
3. Develop a concise, strategic, three-year whole-of-organization strategy, accompanied by a theory of change and an accountability framework.
4. Develop a clear communications approach to PSEA that is adaptable to the country-specific context.

# STRATEGIC DIRECTIONS (2)

5. Using a risk-based approach, provide support for full PSEA roll out throughout UNICEF in both humanitarian and development contexts.
6. Put accountability at the center of detection, investigation and sanctions for cases, as well as the treatment of victims as rights-holders at all stages of reporting, investigation, assistance and outcome.
7. Use the chairpersonship of IASC SEA/SHA to promote inter-agency accountability and learning, pooling of resources to maximize in-country impact, rolling out of a rights-based approach to community engagement on PSEA, simplifying and centralizing reporting at the country level to a single focal point responsible to the SRSG/RC/HC who in turn should be held accountable for ensuring sustainable PSEA systems.

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Thank You

