Update on UNICEF efforts on Organizational Culture and on Tackling Sexual Misconduct

Geeta Narayan
Principal Adviser, Organizational Culture

Miles Hastie
Senior Adviser, Child Safeguarding

UNICEF Executive Board – Informal briefing – 26 May 2021
Item 11: Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority
Reference document: E/ICEF/2021/14
Organizational culture

Improved monitoring and follow-up actions on culture:
- Global Staff Survey follow-up conversations with 55 country offices
- Implementation of United Nations Disability Inclusion Strategy
- Pulse Check – global launch in June
- EDGE recertification and follow-up

Increased capacity, awareness, skills
- Increased awareness and use of mediation; Global Mediation Pledge
- 682 national staff benefitted from new career development programmes
- +600 senior leaders and managers reached with coaching, training, feedback assessments, etc.
- 95% of employees completed e-learning on sexual harassment and abuse of authority

Improved employee engagement
- +5,000 employees participated in regional dialogues and consultations on organizational improvement (including culture)
- Conversation with DED Management in May on mediation

Contribution to UN system-wide culture efforts
- HLCM task force on the future of work: Flexible work arrangements; senior leadership commitments; diversity and inclusion
- CEB task force on sexual harassment
- Inter-agency disability group and UNDIS network
- SG’s task force on racism and dignity for all; SG’s task force on LGBTIQ+
Humans of UNICEF – One Year On

Total nominations: 2,100
Total # of Humans: 1,300
Average # monthly nominations: 150

Nominations by Region/Division (% of total nominations)

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HoU – Insights and learning

1. A vehicle to drive a value-based work culture and opportunity to create a movement for culture change

The programme has identified colleagues across all regions and job levels/types who are highly motivated to help promote behaviour change around our values. HoU feel a certain 'positive collectiveness' as they become a part of the group of nominated Humans.

2. Supporting delivery of results and commitment to UNICEF

Feedback and anecdotal evidence (from nominees and managers) suggest that the recognition has had a good influence on job performance.

“this recognition reinforces my willingness to promote UNICEF values in every aspect”

“The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results. Thanks to Chief and colleagues for nurturing the values of CRITA [care, respect, integrity, trust, accountability].”

“It encourages me to work much harder and helps me redetermine my work for children”

“I feel motivated to keep doing what I’m doing. Just better. What a great family we are”

“the wave of humans is becoming higher and higher”

“It’s my pleasure to be a part of this encouraging and inspirational initiative”

“What a privilege to be a member of this group and what an honour! I am sure UNICEF staff is a great example of Humans of the world and I am proud to work with all our colleagues and be a part of our UNICEF community.”
Anti-racism and discrimination

Task Team key results:

• 15 expert speakers on different diversity issues
• Global meeting (March 2021) – highest-ever attended such event (2,400)
• Communications platforms, tools, ‘safe spaces’ to listen to staff; learning materials curated
• Recommendations: 35 recommendations on programme, supply, human resources, partnerships, communications, and United Nations-wide actions

Next Steps:

• UNICEF to review recommendations and identify, prioritize initial actions for 2020 and future years
• Implement, monitor, report, communicate with all personnel
• Share agreed recommendations with other UN agencies, initiate joint work in key areas (e.g., learning on diversity, equity and inclusion)
Protection from sexual exploitation and abuse – Major results

- **94%** of country offices reporting PSEA progress

PSEA part of humanitarian response:
- COVID-19 response; CCC inclusion; updated emergency procedures
- >2,000 civil society partners risk-assessed
- 400% ↑ in access to reporting channels
- 50% countries with high-quality procedures for victim assistance

Persistent challenges

PSEA Independent Panel Review – Implementation status of recommendations

- **6** Completed
- **9** On track/ongoing
- **1** Delayed
- **21** Not yet started
UNICEF contributions to inter-agency scale up of PSEA

IASC PSEA Acceleration Plan

IASC PSEA field support team established; support to accelerate PSEA is being provided to 42 countries

50+ PSEA coordinators & network co-chairs supported

Virtual monthly meetings

UN victims’ assistance protocol

System-wide approach to assistance through gender-based violence services

248 Key resources including training materials

11 Languages

168 Country specific inter-agency endorsed documents

IASC PSEA and COVID-19 technical note & checklist

To support HCT scale up PSEA from the outset of the response

Scaling up of PSEA across RC/UNCTs with COVID-19 as an accelerator

Global dashboard

39 Countries with a humanitarian response tracking progress on PSEA

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Tackling sexual harassment – Major results

UNICEF Strategy to tackle SEA/SH: 5 Priorities

- ORGANIZATIONAL CULTURE – 83% positive staff views on responses to independent reviews; 95% completion of sexual harassment course

- REPORTING – ↓ 58% (36 vs. 15)

- INVESTIGATIONS AND SANCTIONS – dedicated intake team; high ratio of investigated cases to action

- SURVIVOR-CENTRED RESPONSE – user-friendly guidance on process; review of standards for victim-friendliness

- WORKING WITH PARTNERS – Continued work with CEB Task Force on sexual harassment; commitment to OECD recommendation

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Challenges

Organizational culture (including racism and discrimination)
• Lack of confidence/trust in systems and outcomes; fear of retaliation
• Perceived tolerance of misconduct, especially by senior staff
• Staff perceptions of change 'lagging'
• Denial/seeing it as relevant for only some regions – especially for racism
• Internalize culture and values-based behaviour into mindsets

PSEA/SH
• Socio-cultural and legal tolerance of sexual exploitation and abuse
• Community awareness
• Community-based complaint mechanisms
• Victim assistance – gaps in service categories and reach
• Prevention
• Detection and reporting

+ Inter-agency coordination; Resourcing; COVID-19
Thank you.