

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

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UNICEF Executive Board – Informal briefing – 25 January 2022

Item 9: 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/2022/6](#)

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Protection from sexual exploitation and abuse – Major results



8.6 million people reached with gender-based violence mitigation and response in first half of 2021



Satisfactory rating by MOPAN; Strategic Plan indicators introduced



98% of surveyed personnel think UNICEF takes zero tolerance seriously



Emergency procedures require protection from sexual exploitation and abuse from the outset

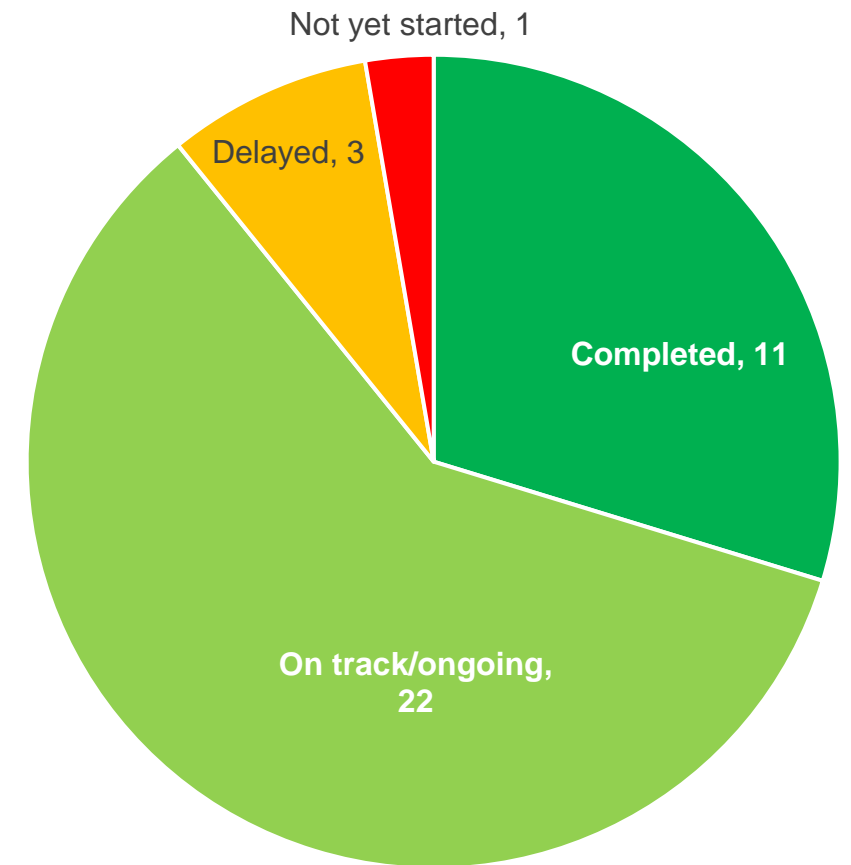


>3,800 (98%) of civil society **partners risk-assessed**



39 victims of UNICEF personnel/partners assisted (2021)

Independent panel review – Implementation status of recommendations



Protection from Sexual Exploitation and Abuse

Inter-Agency Initiatives



Led inter-agency roll-out of **‘United Nations Victims’ Assistance protocol’** and **training to humanitarian county teams/United Nations country teams**, with 500+ practitioners trained to date



>50 protection from sexual exploitation and abuse coordinators supported by UNICEF through the Inter-Agency Standing Committee (IASC)



United Nations-wide civil society implementing partner **risk assessment** adopted



Contribution to civil society partner **investigative training**



50,000 users of IASC prevention of sexual exploitation and abuse dashboard and resources, provided by UNICEF



Tackling sexual harassment – Major results

UNICEF strategy to tackle sexual exploitation and abuse/sexual harassment: 5 Priorities

Organizational culture of zero tolerance

Safe, trusted reporting mechanisms

Swift, credible investigations and sanctions

Survivor-centred responses

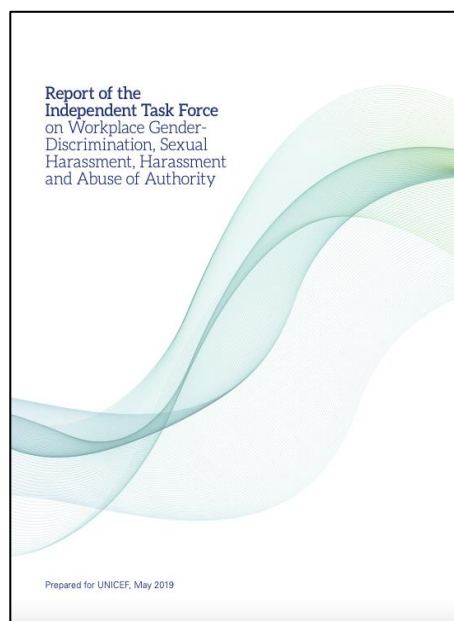
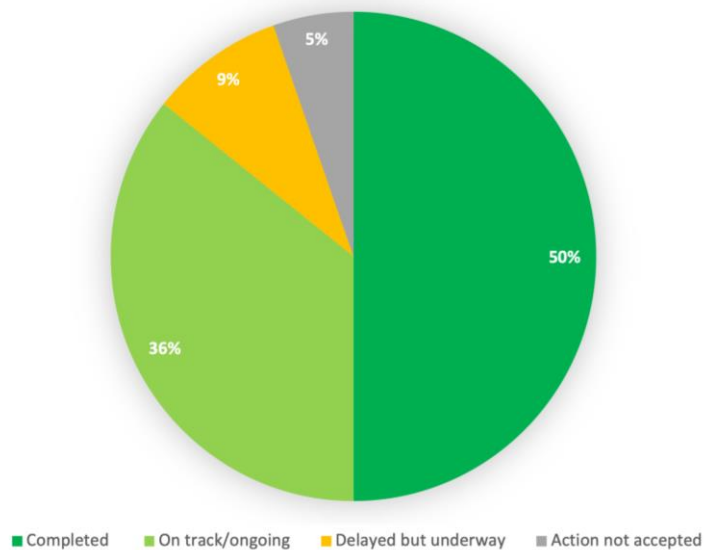
Working with partners to fight sexual exploitation & abuse/sexual harassment

- **ORGANIZATIONAL CULTURE** – 95% completion of sexual harassment course; *Dignity at Work* guide/toolkit launched
- **REPORTING** – 10 cases Q1-Q3 (2021) (≈15 in 2020)
- **INVESTIGATIONS AND SANCTIONS** – 88% of sexual misconduct investigations within time targets; 5 persons disciplined (4 separated) for sexual harassment in 2021
- **SURVIVOR-CENTRED RESPONSE** – User-friendly guidance on process; review of standards for victim-friendliness; counselling sessions offered in 9 cases
- **WORKING WITH PARTNERS** – Continued work with Chief Executive Boards for Coordination task force on sexual harassment



Organizational culture

Status of Recommendations from the ITF Report, as of end 2021



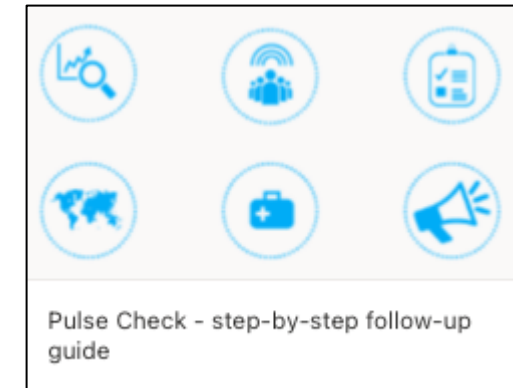
- **Humans of UNICEF Peer to Peer Appreciation Programme:** 2400+ nominations; 81% are non-headquarters employees; 19% are managers
- **Leading during COVID-19 Conversations with Senior Leaders:** 8th round held in September with around 120 leaders.
- **Mediation:** Global Mediation Pledge signed; mediation webinars and Conversations with Mediators; e-learning programme; 340% increase in mediation cases in 2021 requested to Ombudsman's Office (all agencies); 22 mediations conducted for UNICEF in 2021 (50% of total)
- **Ethics Month** – October
- **Spectrum of Behaviours tool**



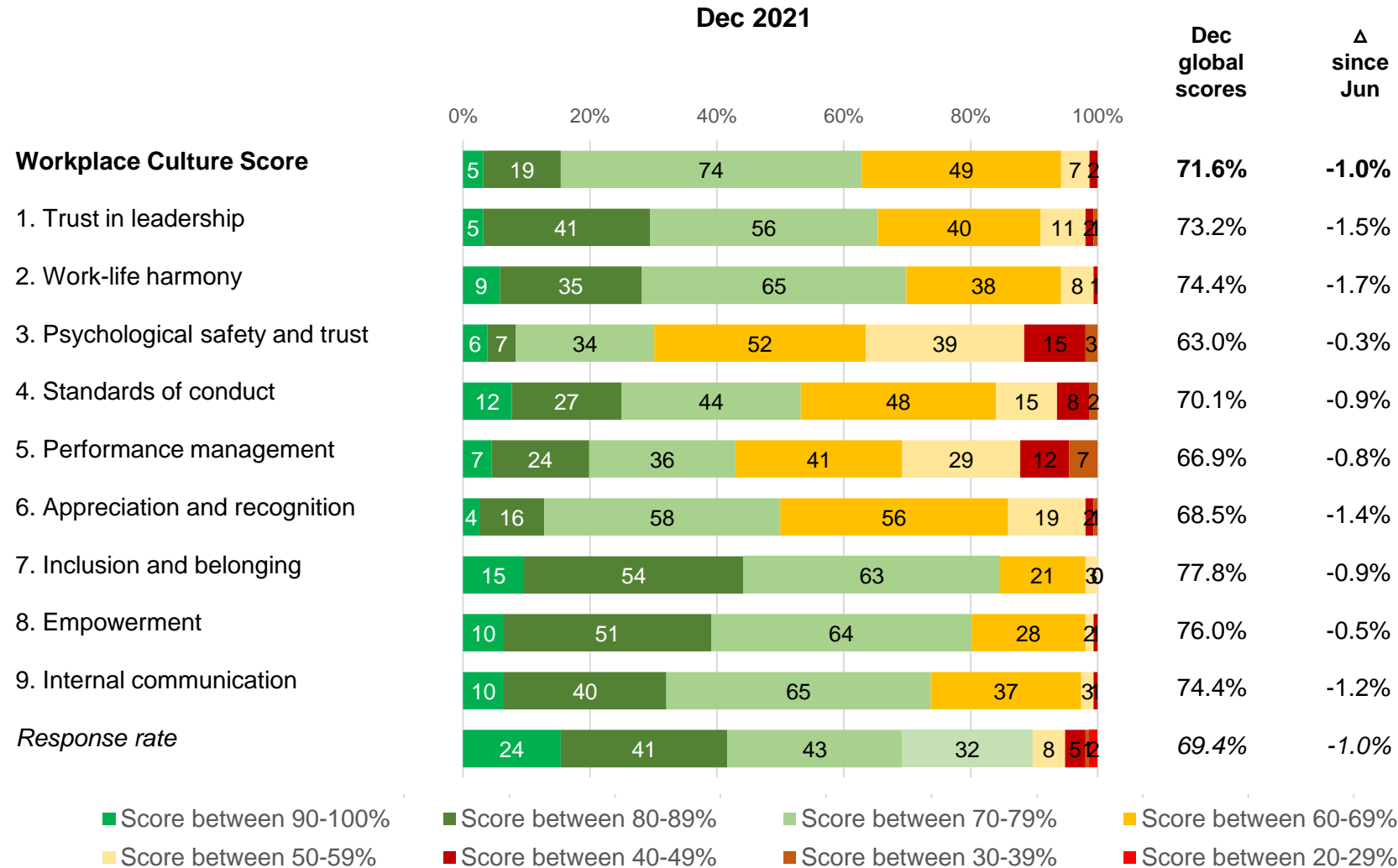
Pulse Check on workplace culture



- First-ever tool developed in-house to 'take the pulse' on culture in every UNICEF office, open to all employees
- Data available within two business days to all UNICEF at same time, and integrated into Office Scorecards and performance evaluations of UNICEF Representatives
- Two Pulse Checks completed: June and December 2021
- Response rates: **70%** in June, **69%** in December
- Overall workplace culture score: **72.6%** in June, **71.6%** in December
- Women less positive than men in general
- Tip sheets and videos for follow-up actions were developed and shared

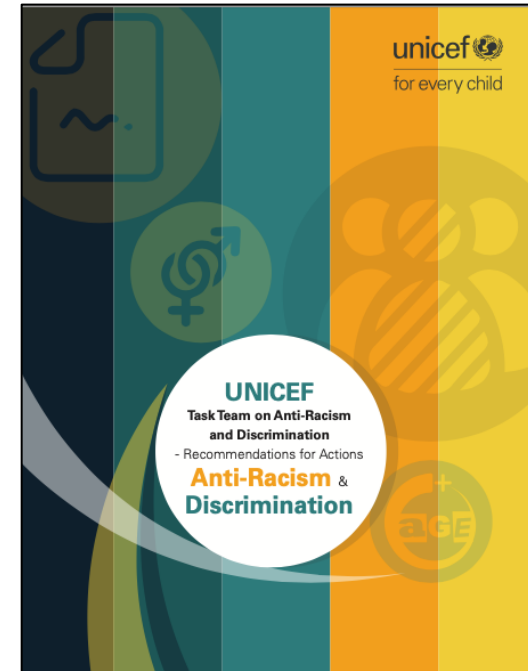


Distribution of offices by score in Pulse Check dimension



Diversity, equity and inclusion

- 100+ recommendations made by the internal Task Team
- Funding provided for Employee Resource Groups
- New Culture and Diversity team being established
- Global reporting on diversity, equity and inclusion by all offices as part of 2021 annual reporting
- Racism and Discrimination: ‘Courageous conversations’ held in several offices, Regional Management Team meetings
- Gender: EDGE recertification in progress; gender parity at P5 level achieved for the first time ever
- Persons with disabilities: expanded use of reasonable accommodation, including during recruitment; 12 United Nations Volunteers with disabilities joined UNICEF; accessibility of UNICEF offices is being promoted with the focus on zonal office accessibility and accessible vehicles in UNICEF offices.



Challenges persist

Protection from sexual exploitation and abuse/Sexual harassment:

- 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

Organizational culture

- Stronger linkages between human resources and organizational culture, especially managing performance, accountability, talent management
- Lack of confidence/trust in systems and outcomes; fear of retaliation
- Perceived tolerance of misconduct
- 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





Thank you.

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