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

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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
Protection from sexual exploitation and abuse – Major results

**Assistance**
8.6 million people reached with gender-based violence programmes (Q1-Q2 2021), including most reported sexual exploitation and abuse survivors

**Progress:** satisfactory ratings (MOPAN); 98% of staff know UNICEF is serious; new Strategic Plan indicators

**Risk mitigation:** new emergency procedures; all ~4000 civil society partners risk assessed, 2,000 helped with capacity

**Inter-agency contributions:** Guidance/training (victim assistance, investigations); partner capacity assessments shared UN-wide; IASC website; coordinator support

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**Independent panel review – Implementation status of recommendations**

- Completed, 11
- On track/ongoing, 22
- Delayed, 3
- Not yet started, 1
Tackling sexual harassment – Major results

ORGANIZATIONAL CULTURE – 95% completion of sexual harassment course; *Dignity at Work Guide and Toolkit* launched

- **REPORTING** – 10 cases Q1-Q3 (2021) (≈15 in 2020)
- **INVESTIGATIONS AND SANCTIONS** – 88% of sexual misconduct investigations within time targets; 5 people 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

- **Pulse Check on workplace culture**
- **Humans of UNICEF peer-to-peer appreciation programme**: 2,400+ nominations
- **Leading during COVID-19 Conversations with Senior Leaders**: 8th round held in September with 120 leaders.

**Mediation**: Global Mediation Pledge signed; mediation webinars and Conversations with Mediators; 22 mediations conducted for UNICEF in 2021

**Ethics Month** – October
Diversity, equity and inclusion

- 100+ recommendations made by the internal Task Team
- Funding provided for employee resource groups
- New Culture and Diversity team
- 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
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.