Context

In late 2017, OCHA commissioned an independent team to conduct an evaluation of its duty of care. The evaluation took place between January and April 2018, and the report was published on OCHA’s website in June 2018, at: www.unocha.org/themes/evaluations-and-reviews/reports

From the onset, the evaluation ensured links with four other ongoing processes with a direct impact on duty of care:

- OCHA’s change process
- OCHA’s new People Strategy
- The work of the HLCM Duty of Care Task Force
- The Secretary-General’s management reform

The evaluation’s scope included all OCHA personnel (staff and non-staff) in all locations but focused on high-risk environments. It focused on three dimensions:

- **Security** risk management in high-risk environments
- **Staff welfare** (health, benefits and entitlements, including psychosocial support)
- An empowering and respectful **working environment**, free of harassment

Methodology

The evaluation used a mixed-methods methodology that included, triangulating information from several sources:

- Document review and data analysis
- Online survey available to all OCHA personnel (500+ responses, ~25% response rate)
- Individual and small-group interviews, in-person and remotely (300+ interviewed, OCHA and partners)
- Field visits to 3 country operations (Somalia, Iraq, Mali), one regional office (Nairobi), New York and Geneva

Recommendations

Based on the findings and conclusions detailed in the evaluation report makes 16 main recommendations.

- **Overall**, OCHA should establish a systematic approach to duty of care, including the definition of standards, clarification of roles and responsibilities and the establishment of accountability mechanisms.
- OCHA’s roles and work in high-risk environments create different security requirements beyond the current capacity and resources of UN Secretariat systems and OCHA should increase dedicated security support, improve support to national personnel and make procurement of security equipment more efficient
- Regarding **staff welfare**, OCHA should establish a case management system and better oversight for access to quality medical and psychosocial provision. Duty of care-related administrative requests should be a priority.
- OCHA should promote respectful communication, improve internal guidance and training and address gender-specific duty of care issues in high-risk environments to improve the **working environment**.

What does OCHA do to address these recommendations?

OCHA has developed a Management Response Plan to define how it will implement the recommendations, which entity is responsible and by when. (The MRP is currently awaiting final approval and the final version will be published.) OCHA has already started with the following actions:

- Duty of care framework with clear roles and responsibilities for managers
- Duty of care component included in all 2019 workplans
- Draft 2019 budget includes $820,000 for additional security and psychosocial support, incl. 14 local security assistants and second staff counsellor
- New critical incidents policy
- Duty of Care discussed at 2018 Global Management Retreat

OCHA also commits to the following action, which will start in the coming months, among others:

- Duty of care integrated in guidance and training, including with regard to sexual harassment
- Staff survey on duty of care
- People Strategy Committee and field offices to hold dedicated meetings on duty of care
- Security support for national personnel
- Track periods of duty and leave arrangements
- Strategic approach to psychosocial support
- Gender-specific aspects of duty of care in high-risk environments

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