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for every child



# CULTURE BOOK

UNICEF Regional Office  
for South Asia (ROSA)

MAY 2020



# **CULTURE BOOK**

**UNICEF REGIONAL OFFICE FOR SOUTH ASIA  
(ROSA)**

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# NAMASTE

## **AN INSIDE LOOK AT ROSA'S VIBRANT AND STRONG CULTURE**

This book provides an inside look at ROSA's vibrant and strong culture to help you understand our values and the way we function as a team. Our culture book is not only about us but it is also about you, so we invite you to take the time to read, as it will help you cultivate relationships and thrive.

**Our culture book is  
not only about us but  
it is also about you.**

As a small unit, we can function without much adherence to hierarchy with an open line of communication.

“

We look at life differently. We are not hierarchal and we want to break the silo mentality. My office is open to anyone and this makes us more agile. If I give my time, I can empower and motivate my colleagues to accelerate their work. We respect all individuals regardless of rank or position.

”

**Jean Gough**  
UNICEF Regional Director for South Asia



## 01

# WHAT IS UNIQUE TO ROSA

We rely on collaboration rather than hierarchical distinction. At ROSA, we practice an open-door policy and anyone can communicate directly with higher management while colleagues can meet and share information across teams freely. We do not work as units or individuals but as a team. As a small regional office team compared to other regions, we can act as innovation hubs for different initiatives.



## 02

# A CULTURE GUIDED AND DRIVEN BY UNICEF CORE VALUES

As the Regional Office for South Asia, we want to echo, inspire and nurture UNICEF core values in all our offices across the region. As brand ambassadors of UNICEF both internally and externally we need to constantly reflect and reassess our values which are deeply rooted in our culture. We ensure that we practice what we preach both at work and in our personal lives. We live and stand by these values.

We lead by example  
and we strive to  
practice what we  
preach.

“

When confronted with challenges, there is a combustion of creativity, and when opportunities emerge, no one is sitting, we push forward. We believe profoundly in our cause; we love the work and we love children.

”

**Sun Ah Kim Suh**  
UNICEF Deputy Regional Director for South Asia

# We build an environment where team spirit is central.



ROSA is a community of incredibly amazing people who have created a calm and peaceful environment; whether at work or meeting in town, you experience laughter, goodwill, respect and care. There is a strong team spirit and camaraderie, you find help everywhere.



**Ogechi Onuoha**  
Human Resources Specialist



## 03

# AS A TEAM WE KEEP MOVING FORWARD TO IMPROVE, AND TO GROW

To achieve UNICEF's purpose together as a team, a strong team spirit is central where every individual feels invested, unified and motivated. With a diversity of skills, experience and talents, at ROSA, we encourage a participatory and inclusive attitude where colleagues can engage, get to know one another and learn from one another. Encouraging a supportive and open environment empowers us to be innovative and creative to get our work done perfectly and competently.



## 04

# MAKING YOU FEEL AT HOME

Your first day at ROSA is all about making you feel valued, and our welcoming national and international staff will make sure that you are made comfortable and at home. A buddy will be assigned to provide practical guidance on life in Nepal and support the softer elements of your arrival. We also have a tradition of inviting new hires to the HR Chief's office for coffee and cookies. And, as days pass by, be ready to experience the warm Nepalese hospitality.

A warm and welcoming start off to help you make a smooth transition to your new location.

“

In my 12 years of work at UNICEF, and over 5 years at ROSA, I have never encountered such a universally welcoming group of national staff. Not once have I felt that I didn't belong in Nepal despite my embarrassing lack of knowledge about its people and culture.

”

**Gaizka Mentxaka**  
Programme Specialist

Our common goal  
is to advocate for  
the protection of  
children's rights.

“

During our annual reviews, staff pledge to continue our unwavering commitment to advocate for the protection of children's rights. We also have constant moments of reflections to practice and live to be standard-bearers of UNICEF.

”

**Luula Mariano**  
Regional MNCH Specialist



## 05

# MOST IMPORTANT THINGS TO REMEMBER

**We value:**

Care, Respect, Integrity, Trust and Accountability.

**We do not accept:**

Bullying, Harassment and Discrimination.

You are expected to embrace and connect with everyone without distinction.



## 06

# ACCOUNTABILITY & OWNERSHIP

At ROSA, we trust you to do your best. You have the freedom and support to be creative and work independently - take risks and learn from failure. We practice delegation and empowerment and we strongly encourage proactive decision-making. This culture of accountability and ownership motivates and increases our commitment to fulfilling UNICEF's mandate. ROSA is a fostering environment where staff are empowered to succeed - contributions are recognized and valued because they make a difference.

A failing forward  
mind-set allows us to  
learn from mistakes;  
to help us move  
forward and grow.

“

ROSA is a unique enrichment in my professional journey. It renders a supportive and proactive ecosystem which is professionally rewarding. We are given the freedom to explore new approaches and generate new ideas which on occasions end up influencing the entire organization.

”

**Inoussa Kabore**  
Regional Chief of Programme & Planning

We may be a small team, but we are strong and resilient.

“

A very good working environment where colleagues get along well and are fully supported by HR, counsellor and staff association.

”

**Reis Lopez Rello**  
Regional Adviser, Climate Change



## 07

# TEAM BUILDING TO GROW TOGETHER

To elevate and propel a culture in which we work effectively as a team, every alternate month we conduct mini-team coaching exercises and discussions in our all-staff meetings. We regularly conduct bi-annual team building activities with retreats and action-activities to increase motivation, promote cooperation and generate a positive culture of leadership, mentoring and collaboration.



## 08

# OPPORTUNITIES AND GROWTH

In addition to technical specialised trainings organized by ROSA or HQ, ROSA provides group and individual training with flexible learning guidelines. Internship opportunities abound, with young professionals adding energy and innovation to our team. Our training policy provides generous means to take learning time for all staff. The Staff Exchange initiative fosters regional learning exchanges allowing national colleagues to work for one month in another office in the region, usually in a different role.

There is continuous learning for personal and professional development.

“

With countless trainings and workshops under my belt, combined with a dynamic work environment, my professional and personal development has been greatly enhanced.

”

**Kesang Bajracharya**  
Programme Associate

# A strong, open and connected culture to build and sustain relationships.



Open door means open door – anyone can meet and speak with anyone without the need for appointments or having to worry about hierarchies. The Regional Director can be reached at any time, either in person or remotely.



**Patrick Voigt**  
Regional Chief of Human Resources



## 09

# COMMUNICATION: BUSTING THE SILO APPROACH

We try to break down barriers and the silo mentality; to breed and promote a productive and engaging working culture that brings out the best in you. We interact openly and freely, including those who work remotely so that different pillars and other units of the organization can come together. And, during turbulent global events such as COVID-19 lock-downs, we found creative ways to stay connected with our colleagues to sustain continued and strong communication.



## 10

# SPEAK-UP CULTURE

To foster and promote UNICEF’s “Speak-Up Culture” of creating a safe, fertile and secure workplace, ROSA’s Regional Director’s quarterly coffee meetings with staff at all levels provides an open forum for any questions without the presence of supervisors. Colleagues are strongly encouraged to exercise the speak-up culture not only to share their grievances but also share their ideas and opinions with the confidence that they will be heard and recognized. There are also suggestion boxes placed in several discreet locations around the office.

Speak-up, because  
your voices matter  
so that everyone  
can learn, adapt and  
change.

“

At ROSA we have a belief that all voices are worth listening to. You do not see colleagues tuning out just because an opinion is coming from a sector that is not an expert in the topic under discussion. People feel they are heard and that stimulates thinking and the willingness to speak.

”

**Samuel Bickel**  
Regional Evaluation Advisor

By putting our people first, we build a healthy, confident and happy team.

“

At ROSA, we are championing flexible work arrangements to sustain fulfilled lives outside the office. Due to the time difference to HQ, at times we are required to work late hours, to compensate this, we introduced office-wide tools that ensure our personnel can have a fair balance of spending time with their loved ones or do what they love doing.

”

**Patrick Voigt**  
Regional Chief of Human Resources



## 11

# WORK-LIFE BALANCE AND YOUR WELLBEING

Working for UNICEF undoubtedly plays a significant part in our lives, but we want you to maintain a healthy work-life balance. At ROSA we focus on family-friendly flexible work arrangements, appreciating our diverse roles and responsibilities, and working to sustain good health, well-being and quality performance.



## 12

# EQUITY & EQUALITY: A GENDER BALANCE CULTURE

At ROSA, we take gender equity very seriously and strive for equity, empowerment and inclusion without discrimination on the basis of sex and gender identity.

We create an environment where we make it very clear that everyone should be treated with respect and dignity.



Overall we have a good gender balance, strictly adhering to our recommended diversity parameters and take them into account seriously whenever new recruitment comes up in the Regional Office.



**Francesca Lombardi**  
Regional HR Manager

A culturally diverse team offers a mixture of ideas, perspectives and learning opportunities.

“

Interacting with my international and national colleagues made me aware of and respect diversity on many levels. It is an enriching experience to work with such a diverse set and it enables me to adapt easily to work in similar multicultural environments.

”

**Babu Ram Panthi**

Programme Associate- WASH, Emergency & Climate



## 13

# WE CELEBRATE DIVERSITY

We are a rich blend of ethnicity, talents, skills, experiences and cultural diversity. We recognize, embrace and celebrate these rich dimensions of diversity at ROSA. Also, being in the heart of Nepal, international staff can experience, participate and celebrate the richness of Nepali culture and national holidays organized by our amazing Nepali national staff.



## 14

# AND FINALLY, IT'S ABOUT HAVING FUN AND MAKING EVERY DAY A FUN DAY AT ROSA

We create a positive and happy workplace so that colleagues can connect and engage emotionally to their work, workplace and with each other to build beautiful memories at ROSA.

We are a vibrant and energetic team and we live up to the phrase 'work hard, play hard.'

“

Although we work in different buildings we come together in a beautiful garden where colleagues meet up and have lunch together. The happy hours organized by the staff association are a wonderful opportunity to get to know each other.

”

**Manami Kawamoto**  
Emergency officer

“

There is an openness at ROSA, allowing us to be supportive of each other and work together on many interesting topics. By appreciating diversity and cultivating inclusion it facilitates national and international colleagues to work well together and get along well.

”

**Wojciech Koprowicz**  
Regional Chief of IT and  
ROSA Staff Association Chair





“

UNICEF ROSA is one of the most participative offices that I have worked in with a positive management culture. Great interest is shown in innovation and creative ideas. There is an ethos of positive thinking despite the very serious challenges of the region.

”

**Jim Ackers**  
Regional Education Adviser







# ROSA IN THE TIME OF COVID-19

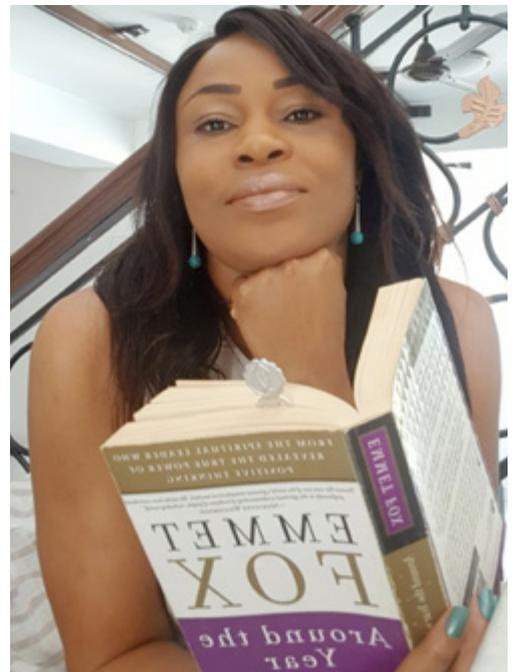
We adapted to the new normal with high spirits and positivity.

“

The ‘we are all in this together’ approach at ROSA shines through during tough times through spontaneous connections with everyone making sure that everyone else is alright.

”

**Kendra Gregson**  
Regional Advisor Child Protection



**Thank you for reading!**

**WELCOME TO ROSA!**

**We are delighted to  
have you on board.**



For every child  
Whoever she is.  
Wherever he lives.  
Every child deserves a childhood.  
A future.  
A fair chance.  
That's why UNICEF is there.  
For each and every child.  
Working day in and day out.  
In 190 countries and territories.  
Reaching the hardest to reach.  
The furthest from help.  
The most left behind.  
The most excluded.  
It's why we stay to the end.  
And never give up.

## **UNICEF ROSA Culture Book | May 2020**

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