



# **BAD APPLES OR BAD BARREL?**

## **THE ROLE OF INSTITUTIONAL CULTURE IN PREVENTING CHILD SEXUAL ABUSE**

Javier Aguilar  
UNICEF

# Larry Nassar sex abuse scandal to see entire US Gymnastics board resign

Updated 27 Jan 2018, 7:49pm



# UN peacekeepers accused of sexually abusing street children in Central African Republic

Investigation launched by country that contributed troops following latest allegation of UN troops involved in sexual assaults



## Abuse in Britain's boarding schools: why I decided to confront my demons

For generations of boys, sexual abuse was part of the everyday cruelty of boarding school. In this painfully honest report, writer Alex Renton confronts the demons of his past at Ashdown House, where some of Britain's most powerful men were also educated - and reveals the scale of the outrage about to engulf the private education system



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## Police now investigating over 2,000 child abuse referrals in football

- Specialist unit looking into complaints involving more than 330 clubs
- Referrals relating to sports other than football reach a total of 27



▲ Former footballer Andy Woodward, whose interview in the Guardian sparked the abuse inquiry. Photograph: Paul

# Mexican Catholic order's founder abused boys, sect admits

By the CNN Wire Staff

March 26, 2010 – Updated 2116 GMT (0516 HKT)



The Rev. Marcial Maciel celebrates Mass in Rome, Italy, in August 2005.

**Rome, Italy (CNN)** -- The founder of a Mexican Catholic order sexually abused minor-age seminarians and fathered three children with two women, the religious sect has revealed.

The Legion of Christ order and its lay Regnum Christi Movement asked for forgiveness Thursday for "the reprehensible actions of our founder," the Rev. Marcial Maciel.

# Survivors of abuse in child care institutions protest for nationwide apology from police

PM By Tom Nightingale

Posted 23 Aug 2016, 3:12pm



# THE INSTITUTIONAL ENABLERS OF CSA

Organizational culture allows to prey on children without fear of punishment

Reputation, performance is more important than protection: medals over morals

Closed environments, where children had limited interaction with the broader community

Cover-up is reliant on the abuse of institutional power

Pattern of denial and inaction

Systematically deny children's own experience.

# WHEN COMMUNITIES PROTECT OR IGNORE THE HETEROGENEOUS ABUSER

Star makers, magnetic and caring personalities, able to ingratiate themselves into communities.

High reputation/respectability is used to groom children ( emotional connection)

Confusing, deceiving and charming other adults to obtain access to children

Representatives of god or high moral/spiritual values

Or simply there, in a position of relative power at the 'right' time.

Conflicting loyalties

Unquestioned respect for authority

# OBSTACLES

Lack of discussion about sexuality;

Rigid gender roles;

No language to disclose; Lack of understanding ( what is unacceptable)

Anticipation of stigma, shame, fear of negative consequences

Power dynamics; threats

Lack of services and support networks

Internalised victim blaming

Fragile social network

# MAKING A DIFFERENCE IN PREVENTION

- Shifting the focus on children to adults and institutional culture
- Child safety should be embedded in governance and management: senior management is accountable
- Promote a culture that supports disclosure and early identification
- Independent oversight of 'closed' environments.
- Children equipped with skills and knowledge with focus on agency, understanding contradictory feelings, grooming and ambivalence; sexuality and gender stereotypes.
- Effectiveness of policies and procedures is regularly and independently reviewed.