

Background Note: Briefing to the Executive Board, Annual Session 2020

“Update on the implementation of recommendations contained in the independent victim-centred review of UN-Women's policies and processes on tackling sexual exploitation and abuse and sexual harassment and as noted in the related management response”

I. Introduction

1. Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) are fundamental violations of human rights and as such, undermine the integrity, work, and core values of the United Nations (UN). As the UN Entity dedicated to gender equality and the empowerment of women, UN-Women is deeply committed to the elimination of all forms of SEA and SH. Moreover, it is devoted to having the highest standards of policies, processes, and systems in place to ensure effective prevention and management of SEA and SH.
2. In response to Executive Board decision 2018/3, UN-Women contracted the consultancy firm Deloitte in April 2019 to undertake an independent and victim-centered evaluation of its policies and procedures for tackling SEA and SH. The objective of this exercise was to identify areas of good practices and provide recommendations to strengthen UN-Women's response in both areas of work. The assessment report and corresponding management response, in which UN-Women welcomed all of the observations, accepted all of the recommendations, and committed to either continue already proceeding or planned work or to develop corporate responses for each one of them, were presented to the Executive Board during its 2019 Annual Session.
3. Since then, UN-Women has worked relentlessly to take forward the required actions to deliver on its commitments. This background paper outlines the implementation progress achieved for the recommendations contained in this independent victim-centered review of UN-Women's policies and processes on tackling SEA and SH over the past year and makes note of the areas in which further engagement is required, a summary of which is provided in the updated management response matrix.
4. UN-Women remains fully committed to realizing all recommendations made by Deloitte to address and eliminate sexual harassment and sexual exploitation and abuse once and for all.
5. The Executive Board may wish to: (i) take note of the updates of the implementation of recommendations contained in the independent review of UN-Women's policies and procedures to tackle sexual exploitation and abuse and sexual harassment; (ii) welcome the progress made by UN-Women so far; and (iii) support the Entity's ongoing strong commitment to address and eliminate sexual harassment and sexual exploitation and abuse.

II. Key Updates

A. Policy and Governance

6. At the time of Deloitte's review, UN-Women had in place a set of policies and procedures to address and eliminate SEA and SH with a significant focus on upholding a victim/survivor-centered approach. More specifically, for SEA, UN-Women abided by the Secretary-General's Bulletin on "Special measures for protection from sexual exploitation and sexual abuse" (ST/SGB/2003/13), which applies to all the UN system and is currently being reviewed through a UN-System wide exercise, in which UN-Women is actively

participating. For SH, UN-Women had its “own” policy, which at the time of the assessment was being reviewed in light of the Chief Executive Board (CEB) adoption of the “UN System Model Policy on Sexual Harassment” with the operationalization of the victim/survivor-centered concept throughout the Organization being a main priority.

7. The review found this regulatory governance framework to be relevant but encouraged UN-Women to continue to harmonize it with UN-System approaches and to establish greater clarity in regard to processes, ownership, authority, roles and responsibilities across the Organization to ensure better coherence in the overall organizational SEA and SH response.

8. Over the past year, significant progress has been achieved in the realization of these recommendations.

9. UN-Women concluded the review of its policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority, using a process of extensive consultations with all relevant stakeholders. The assessment of the SH mechanism and of the respective roles and responsibilities was one of the building blocks of this exercise. The revised policy was issued on 6 May 2020 and, inter alia, has strengthened UN Women’s position on a zero-tolerance approach to SH and to a victim-centered approach; has imposed new and more detailed roles and responsibilities; imposed the requirement that Regional Directors, Heads of Office and Directors of Division are to provide annual certification on the implementation of the policy in their offices to the Executive Director; provides informal protection from retaliation; includes more expansive managerial and interim measures; expands on the informal and formal processes of reporting prohibited conduct; includes provisions on prevention and support for personnel; and reinforces confidentiality and the monitoring of implementation. The policy is augmented by specific role-based guidance in relation to SH for supervisors, affected individuals and alleged perpetrators.

10. Furthermore, UN-Women also revised its Procedure for Selecting Programme Partners to include a SEA assessment of partners in accordance with the UN Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners, and the corresponding ST/SGB/2003/13 provisions (see C. Operationalization and Capacity Building in the Field for more details).

B. Prevention and Communication

11. While the review noted that UN-Women already had robust SEA and SH prevention mechanisms in place at the time of the assessment, Deloitte recommended that the Organization invest further in the strengthening of an enabling environment necessary for the behavior change to effectively end any form of sexual misconduct once and for all. More specifically, the review suggested additional investment in: greater awareness-raising of personnel SEA and SH rights; the implementation of face-to-face, scenario-based training sessions; the operationalization of the victim/survivor-centered approach; and the assertion of the Entity’s commitment to accountability through concrete and tangible actions.

12. UN-Women was able to make great progress on the implementation of these recommendations over the past year.

13. In December 2019, an organization-wide Team and Leadership Culture Assessment was conducted, which included specific questions regarding the SEA and SH protection mechanisms, to determine the perception and cognizance UN-Women personnel have of their working environment. The results are currently being reviewed by Senior Management following which an action plan to address key areas for improvement will be developed.

14. Furthermore, UN-Women initiated a pilot program for the face-to-face component of its SEA and SH trainings. Employing the victim/survivor-centered approach, the Organization developed first in-person training materials with real-life scenarios adapted to the different local contexts to complement and contextualize the mandatory online trainings. Accompanying participant and trainer guidelines were created so that the Regional and Country Offices will be able to conduct the training themselves in the future as well, to ensure maximum reach and relevancy to the context-specific training needs. If the situation allows it, the

face-to-face pilot training will be conducted in 4-6 countries by the end of 2020. Additionally, a focal point toolkit, a compilation of key resources, and guidance is being developed. With regard to collaboration and best practices, an initial group of UN Women Focal Points were invited to participate in the Inter-agency Joint Workshop for PSEA Focal Points scheduled in March in Brindisi. The workshop was postponed as a result of the COVID-19 pandemic.

15. To operationalize the victim/survivor-centered approach embedded in its regulatory framework, UN-Women undertook several initiatives. The Entity is working closely with the Rome Institute counselling services to ensure psycho-social support is provided to SH victims. UN Women PSEA focal Points are also the contact person for reliable local services providers. Furthermore, UN Women Security and Safety Services is working with the UN Security Management System and UNDSS to implement the aide memoire for gender-based security incidents in all locations. UN Women is also providing technical support through both programmatic and security expertise to UN Security Management Teams in developing support mechanisms in duty stations. Lastly, in 2019, UN-Women entered into an agreement with the Ombudsman Office for Funds and Programs to pilot a Respectful Workplace Facilitators (RWFs) pilot program in 8 countries, a peer support program aiming to develop local capacity to foster and promote an overall positive workplace environment. This is part of UN Women's larger Inclusive Workplace initiative. The network of RWFs will provide a confidential and informal avenue of early assistance and information on all services available to UN Women personnel.

16. To demonstrate its commitment to accountability, UN-Women also created a dedicated intranet page easily accessible to all personnel entitled Workplace Relations@the Executive Board, where it made available all existing accountability reports – the Executive Board Annual Audit and Investigation Report and its management response, the Deloitte report on UN-Women policies and procedures on SEA and SH and its management response, the Executive Director SEA and SH Annual Certification Letter, and the Disciplinary Measure Report – in one centralized place. Additionally, a link to this dedicated intranet page is included on the Staff Council's intranet page, under the section on reporting misconduct. Furthermore, a broadcast was sent to all UN-Women personnel in December 2019, providing them with an overall summary of the 2019 reports on prohibited conduct, as well as a specific update on SEA and SH. These measures have been put in place to ensure that all UN-Women personnel have easy and clear access to more information and data and to foster a culture of transparency and robust accountability throughout the Organization.

C. Operationalization and Capacity Building in the Field

17. With regards to UN-Women's SEA and SH field capacity, the Deloitte's review found that most UN-Women field personnel who worked on SEA and SH initiatives were often expected to perform those tasks as extra responsibilities on top of their regular workload, which then resulted as insufficient for a successful implementation of the necessary SEA and SH mechanisms. The Deloitte review suggested that the Organization should better employ a multi-pronged approach to ensure sufficient field capacity. It recommended that the Organization review the SEA and SH resources allocated in the field to ensure that they are adequate, so that Regional and Country Offices would have the capacity to fully operationalize UN-Women's existing policies and procedures on SEA and SH. It proposed an increased focus on coordination efforts across geographical locations through regular meetings, as these exchanges would enable greater cross-border coordination between Regional and Country Offices to create synergies while guaranteeing overall strategic alignment and a sense of interconnectedness. And, to further support SEA and SH field operations, the review suggested that the Organization invest further in the development of operational plans and tools to systematically follow up on commitments and actions taken to meet those commitments. In addition, the Deloitte review also pointed out the need to focus more on implementing partners' capacities to prevent and manage SEA and SH. It recommended exploring SEA and SH screening tools to better manage related risks as well as tailoring trainings to raise awareness around SEA and SH's preventative and remedial measures.

18. UN-Women was able to significantly advance the implementation of these recommendations over the past year.

19. UN-Women conducted a mapping exercise of existing resources in SEA and SH prevention and response at the HQ, Regional, and Country Office levels. The results of the mapping are currently being used to perform a gap analysis. Based on this data analysis, a comprehensive SEA and SH resource management plan will be implemented to ensure that sufficient resources are in place across the Organization, with special emphasis placed on field locations. The identification and analysis of capacity gaps across Regional and Country Offices forms a main focus of this gap analysis. Once completed, UN-Women will engage in capacity building efforts with SH and SEA Focal Points in the areas identified as most in need to ensure true local anchoring, in coordination with the UNCT and in alignment with the regional architecture. The continuous improvement of the capacity of SH and SEA Focal Points in the field offices will also form a priority area in the to-be-developed resource management plan.

20. Additionally, the development of local action plans in all UN-Women Regional and Country Offices was included as a requirement in the updated policy on Harassment, Sexual Harassment, Discrimination and Abuse of Authority. Local PSEA Action Plans are already being developed in the context of the UNCT. Both of those plans ensure proper implementation and execution of both the SEA and SH mechanisms at local level. The addition of the two new risk labels in UN-Women's standardized online risk register on SEA and SH further ensures that SEA and SH related risks are more robustly monitored and addressed. Templates and step-by-step guidance for the action plans will be included in the previously mentioned SEA and SH Focal Point Toolkit (see B. Prevention and Communication).

21. Furthermore, the previously mentioned revision of UN-Women's Procedure for Selecting Programme Partners (see A. Policy and Governance), included an assessment of partners in accordance with the UN Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners, which ensures its compliance with the provisions of ST/SGB/2003/13, "Special Measures for Protection from Sexual Exploitation and Sexual Abuse". As part of the implementation of the revised procedure, a new Partner Agreement template for contracting programme partners was developed. The Partner Agreement includes, inter alia, an outline of the standard of care expected of programme partners relating to SEA; an undertaking by the programme partner that they accept the standards of conduct set out in ST/SGB/2003/13; an acknowledgement that SEA are strictly prohibited and that UN Women will apply a policy of zero tolerance with regard to SEA; and the requirement that the programme partner investigate and report any allegations of SEA to UN Women and that personnel whom they engaged have undertaken training on prevention and response to SEA (including access via a link to the United Nations SEA online training for all implementing partners). UN-Women is also committed to the ongoing UN system-wide efforts in developing common assessment tools and training of implementing partners, which are both being discussed in the context of the SEA Working Group led by the Office of the Special Coordinator on improving the UN response to SEA.

D. Investigations

22. Although the Deloitte review identified a general consensus among UN-Women personnel that confidentiality forms a necessary condition for a victim/survivor-centered SH and SEA approach, it also noted that this might pose a challenge in practice. The review thus recommended that UN-Women reaffirms its clear position on this important aspect as reassurance to its personnel of its commitment to accountability and transparency. Furthermore, the review suggested that providing a clear timeline for the case processes to victims/survivors, followed up with progress and conclusion updates, could reinforce the confidence in the investigation process and the SEA and SH mechanisms in general.

23. In the update of the policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority, special attention was paid to ensuring that the balance between maintaining confidentiality and properly addressing allegations is adequately attended to. The importance of confidentiality will also continue to form a key message in the organization-wide outreach campaign for the updated policy to be launched. Additionally, the role-based guidance in relation to sexual harassment for affected persons, alleged perpetrators, and supervisors, developed to accompany the updated policy purposefully included detailed

advice and information regarding the investigation process to further foster and sustain UN-Women personnel's confidence in the internal system.

24. In terms of ensuring ongoing communication on case progress to victims/survivors, highest standards of transparency continued to be applied, with OIOS furnishing a prompt and clear outline of its process to the affected persons upon receipt of any allegation and always advising on the conclusion of an investigation.

25. Furthermore, the annual report on internal investigation activities to the Executive Board includes cases of SEA and SH, the number of investigations, and information on the actions taken including management's response to substantiated allegations of misconduct.

26. Lastly, pursuant to the UN-Women Legal Policy for Addressing Non-Compliance with United Nations Standards of Conduct, each year the Executive Director issues a report that communicates information on disciplinary decisions taken and cases of misconduct, including SEA and SH, that have resulted in the imposition of disciplinary measures in the course of the preceding year. The report is provided to the Executive Board, published on the UN Women Accountability Portal, and also shared with all UN Women personnel.

III. Updates Management Response Matrix

	Recommendations	Priority	Expected Time Frame	Management Comments and Plan of Action	Update May 2020	Status May 2020	Adj. Time Frame May 2020
1	<p>Clarify roles and responsibilities Several interviewees expressed a need for greater coordination and monitoring of the distribution of roles and responsibilities, and the ownership of policy and procedures in order to ensure that all concerns and risks related to SEA and SH are adequately mitigated, while bureaucracy and duplication of work do not occur in a setting where resources are already stretched. This in turn entails a need for clarity as to where the actual ownership, related accountability, authority, and capacity lie in relation to policy and specific supporting activities to implement it in order to ensure clear and formalized governance of the SH and SEA effort.</p> <p>It is recommended that UN-Women follow up on this in the short term to reach consensus on formalized roles and responsibilities for the SH and SEA initiatives. This should result in the issuance of a formalized organizational chart for the responsibilities and resources allocated to both SH and SEA efforts, to be shared with all personnel.</p>		Q3-2019	UN-Women accepts this recommendation. The organization commits to reviewing the work done by all internal stakeholders in this area (accountabilities, authority and capacity) and clarify roles, responsibilities at the organizational level and ensure that the clarity resulting from this exercise is shared with personnel through, among other things, an organizational chart.	<p>UN Women updated its policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority, through an extensive consultations process with all stakeholders. The revised policy was issued on 6 May 2020 and, inter alia, has strengthened UN Women’s position on a zero-tolerance approach to SH and to a victim-centered approach; has imposed new and more detailed roles and responsibilities; imposed the requirement that Regional Directors, Heads of Office and Directors of Division are to provide annual certification on the implementation of the policy in their offices to the Executive Director; provides informal protection from retaliation; includes more expansive managerial and interim measures; expands on the informal and formal processes of reporting prohibited conduct; includes provisions on prevention and support for personnel; and reinforces confidentiality and the monitoring of implementation. The policy is augmented by specific role-based guidance in relation to SH for supervisors, affected individuals and alleged perpetrators. The updated policy and the guidance were shared with all personnel by broadcast, post on Yammer (social networking tool) and available on UN Women internet and intranet.</p> <p>As per ST/SGB/2003/13 on Special Measures for Protection from Sexual Exploitation and Sexual Abuse, the roles and responsibilities for SEA prevention and response lay with Human Resources/HQ and/or regional/country offices. The responsibilities outlined in the UN Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners, which aligns with the ST/SGB/2003/13, rest with Programme Support Management Unit (PMSU).</p> <p>With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

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2	<p>Reinforce accountability</p> <p>The need to assert and manifest accountability to all relevant internal and external stakeholders has been one of the main challenges flagged by UN- Women personnel during the interviews conducted.</p> <p>Ensuring personnel’s trust in the internal setup to manage reported SEA and SH cases is critical. As previously mentioned in the Observations section, a number of interviewees stated that policies are in place and quite clear on the zero tolerance of SH and SEA, and that UN-Women should continue to make an effort to show that this is indeed the case. To ensure this, UN-Women may consider increasing transparency (beyond the annual audit, investigation, and disciplinary reports to the Executive Board) as to the number of cases reported/investigated and their potential outcomes, while of course still maintaining the required level of confidentiality.</p> <p>This could include more targeted and regular (e.g. quarterly) communication to the personnel to update them on progress and reiterate the message of zero tolerance as suggested by interviewees.</p> <p>Overall, it is recommended that a focused effort be initiated to provide a clear direction and demonstration of practice to reinforce accountability and sustain trust in the internal system.</p>		Ongoing	<p>UN-Women accepts this recommendation.</p> <p>A number of mechanisms already exist within UN-Women to support transparency and provide information and updates on allegations of SEA and SH reported to OIOS, outcomes of any investigations into the allegations and subsequent action taken in cases where the allegations were substantiated by an investigation. These include the quarterly report by the Secretary-General on all allegations of SEA, the management letter by the ED on SH and SEA, the Annual Report on the Internal Audit and Investigation functions, as well as the report on disciplinary decisions and other action taken in response to finding of misconduct and wrongdoing.</p> <p>UN-Women will ensure that information is disseminated widely to all personnel with the aim to strengthen trust in corporate systems for SEA and SH response, while ensuring the probity and confidentiality of any investigation, ensure the safety and security of all persons and respect the due process rights of all involved.</p>	<p>The reports from the existing accountability mechanisms - 2018 Executive Board Annual Audit and Investigation report and its management response, the Deloitte report on UN Women SEA and SH policies and procedures and its management response, the 2018 Executive Director SEA and SH annual certification letter on preventing, addressing and reporting on SEA and SH, and the 2018 Disciplinary Measures Report - were made available on the intranet to all staff on the dedicated page entitled Workplace Relations @ the Executive Board to be accessible to all personnel at all times. A link to this dedicated intranet page can also be found on the Staff Council's intranet page on reporting misconduct.</p> <p>Additionally, a broadcast was sent to all UN Women personnel in December 2019 providing information on reports on prohibited conduct and workplace relations for UNW personnel including reports detailing the number of cases reported/investigated and their outcomes, while maintaining the required level of confidentiality.</p> <p>UN-Women is using the Secretary-General's reporting mechanism, iReport SEA Tracker, an electronic tool which centralizes sexual exploitation and abuse allegations data that can now be reported in “near real time” and be readily available on the public Preventing Sexual Exploitation and Abuse (PSEA) website Data on Allegations.</p> <p>UN Women is fully committed to report on SEA and SH through the established mechanism and specific actions on preventing, addressing and reporting on Sexual Exploitation and Abuse and Sexual Harassment are highlighted in the annual certification letter submitted to the Executive Board and shared with all UN Women personnel.</p> <p>With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

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3	<p>Ensure sufficient resources in the field</p> <p>For most members of the personnel working with SH and SEA initiatives at regional and local levels, these tasks are part of their day-to-day responsibilities. However, they must balance them with other focus areas of their respective job descriptions. In this regard, it might be relevant to (re)consider the time allocated to operational tasks against the time spent on actual development and implementation of SH and SEA efforts in the field in order to ensure adequate allocation and prioritization of resources at regional and country- office levels.</p>		Q2 2020	<p>UN-Women takes note of this recommendation.</p> <p>The time and resources required to perform SEA and SH related tasks depend greatly on the size and complexity of the office and mechanisms in place in each location, including through interagency partnerships.</p> <p>In order to better support personnel engaged in SEA and SH prevention and response, UN- Women will conduct a full mapping of existing resources in these two areas. The findings from this exercise will then inform a more efficient and effective distribution of capacity at global, regional, and country levels.</p>	<p>UN Women conducted a mapping exercise of existing resources/capacities in terms of SEA and SH prevention and response at regional and country levels. The results of the mapping are currently being used to perform a gap analysis, based on which a comprehensive SEA and SH resource management plan will be implemented to ensure sufficient resources and effective distribution of capacity across the organization.</p>	In progress	Q2 2020
4	<p>Ensure local anchoring and coordination</p> <p>To align procedures and practices across UN-Women, it is recommended that the organization increase its focus on coordinating efforts across geographical locations. This does not imply setting up e.g. a whole new taskforce structure, but greater cross-border coordination should help ensure that regional and country offices are empowered to adapt content and activities developed at the headquarters to their local contexts and languages, while also ensuring that the overall strategic and operational directions are aligned across the organization, and that knowledge is shared on an ongoing basis.</p> <p>It is recommended that UN-Women arrange regular meetings to provide a platform to personnel working with SEA and SH initiatives to give them the opportunity to exchange ideas across borders and jointly develop material and activities, which is likely to foster a greater sense</p>		Ongoing	<p>UN-Women takes note of this recommendation.</p> <p>In support of increased internal coordination and coherence on SEA and SH response, UN- Women will continue to leverage its existing internal coordination group on addressing Sexual Harassment. Convened by the Executive Coordinator on Addressing Sexual Harassment on a weekly basis, the group is composed of representatives from Headquarters and field offices and includes members of the UN Women Youth Council and the UN Feminist Network. This mechanism will continue its outreach to internal stakeholders, broaden its membership and promote exchange and collaboration between UN-Women units/offices.</p>	<p>The identification and analysis of capacity gaps across regional and country offices forms a main focus of the assessment exercise currently underway as a result of the concluded resource mapping. In parallel, UN Women is continuing its capacity building efforts with SH and SEA Focal Points, in coordination with the UNCT and in alignment with the regional architecture and decentralization. These efforts are being executed in close collaboration with Resident Coordinators and regional directors/country representatives to ensure true local anchoring. The continuous improvement of the capacity of SH and SEA Focal Points will also form a priority area in the to-be-developed resource management plan. When possible, UN Women joins UN inter-agency initiatives to support PSEA focal points to fulfil their responsibilities such as the Inter-agency Joint Workshop for PSEA Focal Points (postponed due to COVID-19) and the development of a PSEA Focal Point Toolkit. Regional group discussions, meetings, and exchange of best practices ensure knowledge sharing and collaboration between HR/HQ, regional HR Business Partners, regional PSEA focal points.</p> <p>In support of increased internal coordination and coherence on SEA and SH response, UN-Women has continued to leverage its</p>	In progress	Q4 2020

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	of collaboration as well as a sense of interconnectedness across the organization. It may also be more cost-effective. It is also recommended that a decision be made on the frequency of meetings held by the headquarters, regional, and country offices to ensure timely communication of relevant dialogues and decisions.			<p>UN-Women will make efforts to better support field offices so that adequate resources are available on SEA and SH response in all UN Women locations. It will engage with country- level coordination mechanisms (via the UN Country Teams) in order to share good practices, resources (i.e. trainings, awareness raising campaigns).</p> <p>To date, and in alignment with its regional architecture and decentralization efforts, UN- Women has established regional PSEA focal points as well as regional HR Business partners, who serve as the Entity's first contact point and first line of defense on the ground in relation to SEA or SH. UN- Women will assess how it can further utilize and build the capacity of PSEA focal points and HR Business partners in this respect.</p>	<p>existing Internal Task Force on Addressing Sexual Harassment (TAFASH). Coordinated and chaired by the Executive Coordinator on Addressing Sexual Harassment (Executive Coordinator) on a bi-weekly basis, the group is composed of representatives from Headquarters and Country and Regional Offices, and includes members of the UN Women Youth Council and the UN Feminist Network. This mechanism will continue its outreach to internal stakeholders, broaden its membership and promote exchange and collaboration between UN-Women units/offices. The terms of references for TAFASH are pending approval by ELT.</p> <p>The Executive Coordinator has held several consultations on sexual harassment with Country and Regional Offices to assess how to better address their concerns for responding to sexual harassment. Based on these consultations, she is developing a guidance note on addressing sexual harassment in UN Women programmes and partnerships. This guidance is expected to be finalized in August 2020 and intends to enhance the coordination of all Country and Regional Offices in responding to cases of sexual harassment in the programmes and partnerships. The guidance note uses examples from different regions to adapt the content to their local contexts.</p>		
5	<p>Focus on face-to-face and scenario-based training</p> <p>Even though UN-Women has a set of mandatory e- learning sessions in place, it might be useful to consider implementing more face-to-face, repetitive, and scenario-based training sessions which are geared towards ensuring behavioural change as an outcome of the mandatory training.</p> <p>The current training setup with online training may not make a sufficient impact, as it might merely become a check-the-box exercise to ensure compliance and thus an opportunity for</p>		Q3 2019 / Ongoing	<p>UN-Women accepts this recommendation.</p> <p>It is acknowledged that much of UN-Women's focus in the past year has been on developing and strengthening policies, tools and procedures in coordination with UN system wide thinking and initiatives. UN-Women has invested in creating the laying the necessary foundations (i.e. policies and people) to increasingly deliver on SEA</p>	The HR team developed first in-person training materials with real-life scenarios relevant to the different local contexts (in English and French). The training materials are now being translated into Spanish and the development of additional case studies and scenarios is under way as they need to be regularly updated. Accompanying participant and trainer guidelines were created, so that the regional and field offices will be able to conduct the training themselves in the future as well, to ensure maximum reach. They will form part of the planned PSEA Focal Point Toolkit, aimed at providing knowledge and awareness raising materials identified as useful by the capacity gap analysis and following UN-system best practices.	In progress	Q4 2020

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	<p>the organization to discharge its liability. Furthermore, some interviewees said that the training developed at a corporate level might be too generic and theoretical to ensure that they have an actual operational value in the field. UN-Women should consider doing this together with other UN agencies, especially at regional and country-office levels, in order to reduce costs.</p> <p>It is understood that guidelines on effective SH training are in the pipeline at UN-Women.</p>			<p>and SH prevention at country level and at scale.</p> <p>The Entity's focus can now turn to the operationalization of these policies, clarifying concepts, building capacity and coordination of interactive trainings, guidance targeted to specific groups (vulnerable groups, bystanders, managers etc.) and adjusted to the local context in partnership with other agencies, UN Resident Coordinators and UN Country Teams. UN-Women's Security Awareness Training is a good example of this approach and has been delivered to personnel across the UN System.</p> <p>Consultations and webinars on SH with country and regional offices have already provided tailored support to country-specific contexts, including on promising practices. In addition, UN-Women is developing best practice guidance on effective training on sexual harassment. Intended primarily as guidance for UN System and external partners, this document will be published in August 2019, by the office of the Executive Coordinator on Addressing Sexual Harassment.</p> <p>In 2017, UN-Women established the role of Workplace Relations Adviser which among other things, focuses on providing training and producing awareness-raising materials on UN-Women standards of conduct; guiding personnel on reporting misconduct,</p>	<p>For benchmarking purposes, the HR team reviewed other agencies' training materials and accompanying guidelines. Upon completion of the capacity gap analysis, 4-6 countries will be identified that will form part of the pilot program of the rolling-out of these scenario-based, face-to-face trainings, which will be conducted by the end of October 2020 if the COVID-19 situation allows it. Otherwise virtual options, complemented by available inter-agency resources, might be developed and used in the field until in-person trainings will be possible again.</p> <p>An initial group of UN Women Focal Points were invited to participate in the Inter-agency Joint Workshop for PSEA Focal Points scheduled in March in Brindisi. The workshop was postponed as a result of the COVID-19 pandemic. In September 2019, UN Women published "What will it take? Promoting cultural change to end sexual harassment", which identifies training as one of the six areas necessary for a cultural change to end sexual harassment. This publication was launched with the Prime Minister of Iceland. The publication "Stepping up to the challenge: Towards international standards on training to end sexual harassment", published in March 2020, provides an in-depth analysis on what constitutes effective and transformative training on sexual harassment. Both publications have been translated into French, Spanish and Braille and their Russian translation is pending. Based on these documents, the Executive Coordinator has developed a two day face-to-face, scenario-based pilot training. This training has been piloted at UN Women East and South Africa Regional Office and United Nations in Vienna by invitation. The Executive Coordinator hopes to conduct one last trial of this pilot training to then develop a module.</p>		

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				including sexual misconduct (SH and SEA); and managing the informal process for reporting sexual harassment. These trainings include scenario-based exercises on both SEA and SH. Moving forward, UN-Women will continue to deliver this curriculum to personnel on an as needed basis.			
6	<p>Maintain confidentiality</p> <p>Many interviewees have pointed to the two dimensions of confidentiality in relation to investigations. There appears to be a strong consensus that the involved parties' confidentiality – victims, witnesses, and alleged perpetrators alike - must be protected, not least in order to reinforce a victim-centred approach. However, this might pose a challenge in practice, especially in situations where the allegations come from a small office/team, which in turn might raise concerns in terms of upholding confidentiality and preventing rumours from catching on internally. on the other hand, confidentiality can also indirectly impede a preventive effort, while the investigation is ongoing.</p> <p>UN-Women might consider reaffirming its clear position on this important aspect to promote the personnel's perception that confidentiality is being enforced in practice.</p>		Ongoing / Q4 2019	<p>UN-Women accepts this recommendation.</p> <p>UN-Women recognizes the delicate balance between maintaining confidentiality (including when requested by victim/survivors) while investigations are ongoing, in order to preserve the integrity of the process, and preventative efforts. UN-Women will ensure that this balance is adequately addressed in its revised policy framework.</p>	<p>The revised policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority has clarified elements of confidentiality. A separate section on confidentiality is outlined in the policy itself:</p> <p>Confidentiality</p> <p><i>5.32 All personnel who are aware of cases of alleged prohibited conduct must respect the sensitivity and confidentiality of the matter. In such cases, personnel must refrain from discussing the matter or otherwise sharing information or documentation among themselves or with anyone who does not have a "need to know" in order to perform UN Women official duties in connection with this policy. Every effort must be made to preserve the dignity, rights and self-respect of the parties to the matter.</i></p> <p><i>5.33 Affected persons and alleged perpetrators must also respect fully and maintain the confidentiality, including in relation to an investigation. This does not preclude affected persons from seeking support including counseling or confiding in individuals who have no connection to the workplace.</i></p> <p><i>5.34 Failure on the part of personnel to maintain confidentiality in respect of allegations of or investigations of prohibited conduct may lead to administrative or disciplinary action.</i></p> <p>Further, elements of confidentiality are also outlined in the SH guidance prepared for a) affected person, b) supervisor, c) alleged perpetrator.</p> <p>With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

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7	<p>Develop local action plans</p> <p>While recommendation no. 4 concerns coordination across UN-Women, we also recommend that local action plans be developed for SH and SEA work at a regional/country-office level (in coordination with the headquarters) to ensure greater local anchoring of efforts. The formulation and implementation of these action plans could provide the organization with an operational tool to systematically follow up on commitments and actions taken, while enabling local ownership and establishing accountability at an appropriate level.</p>		Q4 2020	<p>UN-Women accepts this recommendation. The Entity is committed to continuing its work to capacitate country offices in order to better respond to SH and SEA. On the basis of guidance received from HQ and regional offices, Country Representatives will develop appropriate measures, including action plans, to prevent and respond to SEA and SH in partnership with other agencies and in coordination with their regional office. Depending on the local context, UN-Women specific measures and / or plans could be part of a larger UNCT action plan, under the aegis of the Resident Coordinator. UN-Women will also assess risks around SEA and SH as part of its enterprise risk management process.</p>	<p>The updated policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority includes the development of local action plans as a responsibility for the Regional Directors and Country Representatives: "<i>Regional Directors and Country Representatives may develop local action plans to prevent and respond to prohibited conduct in partnership with other UN entities and in coordination with their regional office. (Depending on the local context, UN-Women specific measures and/or plans could be part of a larger UNCT action plan, under the guidance of the Resident Coordinator.) Regional Directors are responsible in overseeing the field office action plans and their implementation. The HR Team will include an Action Plan Template, based on what has been developed by other UN agencies to facilitate the development process, in the PSEA Focal Point Toolkit and it will provide assistance to colleagues in the field while implementing it. By 2021, all UN Women regional and country offices will have an SH action plan in place.</i>"</p> <p>Regional Directors and Country Representatives will collaborate with the Resident Coordinator in their country, who is accountable for the UNCT SEA and SH prevention and response efforts, in this effort. Local PSEA Action Plans are already being developed in the context of the UNCT and in-country PSEA network. The HR Team is providing support for both action plan developments upon request.</p> <p>With regards to the Enterprise Risk Management Framework, UN-Women included two new risk labels in its standardized online risk register that relate to SEA and SH respectively. They have been implemented since Q3 2019. As part of its guidance on the completion of annual risk assessments, since Q4 2019, a questionnaire in the form of a template has been included that is intended to encourage risk focal points/risk owners and relevant staff to consider what risks may apply to their particular office/risk entity. This questionnaire includes the two risk labels related to SEA and SH.</p>	In progress	Q4 2020

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8	<p>Maintain a victim-centred approach</p> <p>UN-Women’s aspiration to push the SH and SEA agenda on a conceptual and societal level may pose a challenge in terms of what is possible on a practical, short-term basis internally in relation to available resources and UN general practices, which might impede a systemic change. UN-Women has already launched many activities to support a victim-centred approach, such as providing mandatory training and ongoing communication related to SEA and SH, providing multiple reporting mechanisms to victims, removing the statute of limitations to reporting, and enabling anonymous and third-party reporting of allegations.</p> <p>While UN-Women already has a significant focus on upholding a victim-centred approach, it is recommended that the organization work towards ensuring a shared and comprehensive understanding of what the term victim-centred approach implies, especially with regard to making the concept more tangible and operational in terms of:</p> <ul style="list-style-type: none"> - Adapting training to local offices’ context; - Offering a broader variety of resolution opportunities, for instance, through implementation of so-called “peer support groups”, which are currently being piloted in the Asia-Pacific region; - Ensuring that the right competencies, resources, and capabilities are in place within the investigations team to meet and deal with the victims; - Ensuring fairness and due process in investigations for both the victim and the alleged perpetrator; and 		Ongoing	<p>UN-Women accepts this recommendation.</p> <p>UN-Women will continue to leverage internal and external resources in order to further strengthen corporate capacity to maintain a victim-centered approach in all SEA and SH prevention and response efforts. Examples include:</p> <ul style="list-style-type: none"> - Aide Memoires developed by UNDSS for each UN Country office containing local information for support to personnel affected by gender-based violence, including psychosocial support.- Mapping of victim assistance mechanisms, as completed by the IASC and the Victim’s Rights Advocate <p>UN-Women is exploring the possibility of establishing voluntary peer support groups.</p> <p>The office of the Executive Coordinator on SH is developing a set of standards on victim-centred approaches. This document will capture global good practices which will also inform UN-Women’s own work.</p> <p>UN-Women will also review its policies to ensure that they support reporting in a way that is in line with the wishes of the victim/survivor. UN-Women will also seek to more actively leverage the role of the Ombudsman and Ethics Office OIOS as UN Women’s independent investigations provider has indicated to UN Women that it has in place specific competencies, procedures, resources and capabilities to handle SEA and SH to meet and deal with victims/survivors, as</p>	<p>In 2019, UN Women entered into an agreement with the Ombudsman Office for Funds and Programs to pilot a respectful workplace facilitators (RWFs) network (peers' volunteers) to support a harmonious working environment in which eight UN Women Country Office will be initially participating. This is part of UN Women 's larger Inclusive Workplace initiative that aims to promote an inclusive and collaborative organizational and team culture. Aiming to develop local capacity to promote a positive working environment where individuals feel safe to speak up and know where to go when issues arise, this network of RWFs will provide a confidential and informal avenue of early assistance and information on all services available to UN Women personnel.</p> <p>The identified pilot facilitators (16) will receive comprehensive training and guidance by the Ombudsman Office. Due to the COVID-crisis, the initial 3,5 days training was postponed, and all facilitators are now receiving training through an online training system until they are able to undergo the in-person training. UN Women is closely collaborating with the Rome Institute online counselling services - which also partners with UNDP, UNFPA and UNHCR- to ensure psycho-social support is provided to SH victims. UN Women is also collaborating through the SEA Working Group with the Victims’ Rights Advocate (VRA) in terms of SEA victim assistance and UN Women PSEA focal Points are also the contact person for reliable local services providers.</p> <p>The revised policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority reemphasizes and defines the victim-centred approach. The policy also ensures that this approach is operationalized through the provision of support tailored to the victim’s individual needs.</p> <p>The Executive Coordinator has developed a set of standards on victim-centred approach, which were published in “What will it take? Promoting cultural change to end sexual harassment”. Capturing global promising practices, the publication examines</p>	Completed	N/A

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	- Ensuring a local assistance setup to provide support tailored to the victims' individual needs.			<p>well as to ensure fairness and due process for both the victim/survivor and the alleged perpetrator., which can play a supportive role.</p> <p>OIOS has informed UN Women that these are currently being reviewed and enhanced as part of system-wide efforts on SH.</p>	<p>what a victim-centred approach means and how it looks like in practice, as well as how to disseminate it and advocate for it.</p> <p>With the above, we believe that the recommendation can be closed.</p>		
9	<p><i>Increase focus on implementing partners</i></p> <p>Other organizations in the UN are in the process of designing and implementing a screening tool to assess implementing partners prior to engagement start for, among other things, their SEA risk profiles. If the implementing partner does not meet the requirements of SEA prevention and response, this is flagged as a risk which needs to be further assessed and managed. Within the UN system, UN-Women may consider reaching out to e.g. UNDP or UNOPS to learn about their experience of developing and implementing their screening tools. Once the implementing partners are engaged, we recommend that UN-Women consider establishing training tailored to implementing partners to raise awareness about UN-Women's expectations as to how their personnel conduct themselves in relation to the risk of SEA.</p>		Ongoing	<p>UN-Women accepts the recommendation and is in the process of finalizing the revision of its Due Diligence procedure for selecting Implementing Partners and Responsible Parties to ensure appropriate screening of partners before engagement. UN-Women has reached out to other UN entities to learn of their experience in developing and implementing screening tools and is collaborating with other UN entities in the development of the training for Implementing Partners and Responsible parties.</p>	<p>In 2019, UN Women has promulgated the revised Procedure for Selecting Programme Partners. The updated procedure includes an assessment of partners in accordance with the UN Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners, which ensures its compliance with the provisions of ST/SGB/2003/13. As part of the implementation of the revised procedure, a new Partner Agreement template for contracting programme partners has been developed. The Partner Agreement includes, inter alia, an outline of the standard of care expected of programme partners relating to SEA; an undertaking by the programme partner that they accept the standards of conduct set out in ST/SGB/2003/13; an acknowledgement that SEA are strictly prohibited and that UN Women will apply a policy of zero tolerance with regard to SEA; and the requirement that the programme partner investigate and report any allegations of SEA to UN Women and that personnel whom they engaged have undertaken training on prevention and response to SEA (including access via a link to the United Nations SEA online training for all implementing partners).</p> <p>UN-Women is committed to the ongoing UN system-wide efforts in developing common assessment tools and training of implementing partners, which are both being discussed in the context of the SEA Working Group led by the Office of the Special Coordinator on improving the UN response to SEA.</p> <p>With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

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10	<p><i>Ensure ongoing communication on case progress to victims</i></p> <p>Following the victim-centred approach (and recommendation no. 8), it is recommended that, during investigation, victims be provided with a clear timeline at the beginning of the formal case process to help them manage expectations in terms of when a case will be finalized and to prevent the perception that a case might take years to resolve. Furthermore, it is recommended that victims/bystanders be provided with brief status updates on a regular basis and upon conclusion of the investigation, without this impeding the investigative process, in order to reinforce confidence in the process and the internal system.</p>		Ongoing	<p>UN-Women takes note of this recommendation and fully agrees that any rights-based, victim- survivor centered approach should include clear, timely and relevant communications on case progress.</p> <p>Although UN-Women cannot directly impact the frequency and quality of communications for active complaints cases, (as this is under the purview of OIOS), the Entity remains committed to supporting this principle and the highest standards on transparency in any and all of its internal processed related to SEA and SH prevention.</p> <p>Furthermore, a system-wide discussion on this issue is currently being undertaken by the High- Level Task Force on Sexual Harassment Investigations Working Group. UN-Women is engaged in this process, in particular on victim-centred approaches.</p>	<p>OIOS provides victims with a prompt and clear outline of its process and fact-finding mandate. While OIOS works to a three month benchmark in SH investigations, it does not commit to a timeline on a case by case basis:</p> <ul style="list-style-type: none"> • The length of an investigation varies depending on, for example, whether extensive forensic analysis is required and witness availability; • When OIOS issues an investigation report UN Women must decide whether there is sufficient evidence to substantiate the sexual harassment complaint and the appropriate sanction. OIOS cannot account for the length of this process. <p>OIOS advises victims of the conclusion of an investigation and lets them know if the evidence did not substantiate the complaint or, alternatively, that an investigation report has been sent to UN Women for appropriate action. Pursuant to the UN-Women Legal Policy for Addressing Non-Compliance with United Nations Standards of Conduct, each year the Executive Director issues a report that communicates information on disciplinary decisions taken and cases of misconduct, including SEA and SH, that have resulted in the imposition of disciplinary measures in the course of the preceding year. The report is provided to the Executive Board, published on the UN Women Accountability Portal, and also shared with all UN Women personnel.</p> <p>In an effort to further reinforce confidence in the investigative process, the new UN Women policy on harassment, sexual harassment, abuse of authority and discrimination provides specific guidance for affected person, alleged perpetrator and supervisors.</p> <p>With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

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11	<p>Know your rights Creating awareness about the personnel’s rights might be a valuable first step in promoting a culture change with emphasis on openness, security and equality and breaking down perceptions of the working environment within UN-Women. It is recommended that all personnel and particularly the members of personnel deemed to be more exposed to the risk of SH and SEA, i.e. non-staff, contractors, volunteers, interns, and junior members of staff, be informed of their rights and how to claim them when first onboarded into the organization and then on a regular basis to ensure greater awareness. Furthermore, it is relevant to extend the effort to raise awareness and knowledge of the individual’s rights as well as the reporting mechanisms available among the potentially affected local populations.</p>		Ongoing	<p>UN-Women accepts this recommendation.</p> <p>UN-Women remains committed to creating and strengthening an enabling environment in which every member of personnel is aware of their respective rights, responsibilities, obligations and protections in relation to SEA and SH. UN-Women will continue to ensure that all new personnel, regardless of contract type, receives a UN-Women orientation package (including standards of conduct and information on policies related to misconduct) and requirements for the first 6 months of service, including completion of mandatory courses (which provides the basic information on rights and channels) and responses on “where to go for what”. Moreover, the Entity is committed to ensuring regular updates of its intranet page to enhance the accessibility of this information.</p> <p>UN-Women will also invest in the production of new and improved rights-based and victim- survivor centered content on SEA and SH prevention. It will continue to partner with the PSEA task team of the Interagency Standing Committee in order to deliver high-quality and context specific outreach and awareness materials.</p> <p>The Executive Coordinator on addressing SH is also developing innovative tools/initiatives to support awareness-raising about rights and responsibilities</p>	<p>Due to its strong commitment to an enabling work environment, UN Women launched a Team and Leadership Culture Assessment survey for all personnel in December 2019. The survey addressed a range of team and leadership questions and included the issues of protection mechanism against sexual harassment and exploitation and abuse (and instances of discrimination in teams). The results are currently being reviewed by Senior Management and an action plan to address key areas for improvement is to be developed. The dates for the next steps are to be confirmed (as the consequences of COVID-19 have meant that a number of planned workshops and consultations had to be rescheduled). An internal UN Women Values and Competencies awareness-raising campaign was also conducted as part of the Inclusive Workplace Strategy. UN Women continues to ensure that all new personnel, regardless of contract type, receive a welcome email with the most up-to-date information and links on the code of conduct and policies on misconduct and attend an orientation session, where they are briefed on their rights and respective misconduct reporting mechanisms.</p> <p>The outreach campaign for the updated policy on Prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority will raise awareness about the changes made to the previous policy, while taking advantage of the opportunity to refresh everybody’s knowledge on their rights and respective reporting mechanisms for all those issues, using a rights-based and victim-survivor centred approach. Meanwhile the policy and the specific role-based guidance in relation to sexual harassment for supervisors, affected persons and alleged perpetrators were shared with all personnel by broadcast, post on Yammer (social networking tool) and available on UN Women Internet and intranet.</p> <p>Additional rights-based and victim-survivor centered outreach and awareness raising materials will be developed based on the resource gaps identified through the mapping exercise. The Executive Coordinator continues developing innovative tools/initiatives to support awareness-raising about right and</p>	In progress	Ongoing

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				and support UN-Women’s rights-based approach to addressing SH.	responsibilities and support UN-Women’s rights-based approach to addressing sexual harassment. For example, UN Women Youth Council and the Feminist Network, both groups with a strong human right and victim-centred approach, are members of the TAFASH. The Executive Coordinator also included an overview of personnel’s rights during the pilot training, by framing sexual harassment as a human rights violation and a form of gender discrimination.		
12	<p>Review policies and procedures</p> <p>UN-Women has a few main policies governing SEA and SH as well as a substantial number of supporting documents in the form of procedural documents and guidelines to ensure that they cover the key risks related to SEA and SH. For these policy and procedural documents, it is recommended that the communication be revisited to simplify it where possible and ensure that the documents are clear and understandable to personnel across UN-Women.</p> <p>It might also be relevant to consider how to provide greater conceptual clarity and alignment of the definitions and wording of the concepts, e.g. the distinction between SH and SEA. It is furthermore recommended that UN-Women verify that the personnel are fully aware of and able to understand the procedures relevant to them, and that communication to the broader organizational audience be targeted and simplified, so that e.g. short versions of policies/procedures with graphics as well as supporting visual communication are made available in the office space. It may also be relevant to consider how to ensure that procedures</p>		Q4 2019	<p>UN-Women accepts this recommendation.</p> <p>UN-Women is in the process of revising its policy framework with the goals of consolidation, simplification and conceptual clarity.</p> <p>UN-Women will aim to keep the policy short, clear and understandable, and where necessary will supplement the policy framework with brief, concise “how to” tools, illustrated with graphics or other easily understood formats.</p> <p>The policy framework will also set out clearly the applicable roles, responsibilities and accountability lines. In addition, the SEA Policy is currently being reviewed at the inter-agency level and the new/amended policy will be applied System- wide.</p>	<p>The review of the policy on the prevention of Harassment, Sexual Harassment, Discrimination and Abuse of Authority has been completed and the updated policy was promulgated. Close attention was paid to ensuring greatest conceptual clarity and alignment of definitions.</p> <p>The policy has been revised to notably:</p> <ul style="list-style-type: none"> (i) clarify the purpose of the policy (ii) incorporate elements of the CEB Task Force on Harassment Model Policy, including strengthened language on zero tolerance, victim centered approach and updated definitions (iii) update roles & responsibilities <p>Three specific role-based guidance (1-pager) in relation to sexual harassment for supervisors, affected persons and alleged perpetrators were developed and promulgated providing clear and concise information.</p> <p>The SEA Policy -ST/SGB/2003/13 is still being reviewed at the inter-agency level and the new/amended policy will be applied system- wide. The review is outside UN Women's control. With the above, we believe that the recommendation can be closed.</p>	Completed	N/A

