Preventing and responding to sexual misconduct WHO's three-year strategy 2 0 2 3 – 2 0 2 5

Monitoring and evaluation framework
Year-1 implementation plan

The tracking of this document stopped on 31 December 2023 with an implementation rate as follow:

December 2023
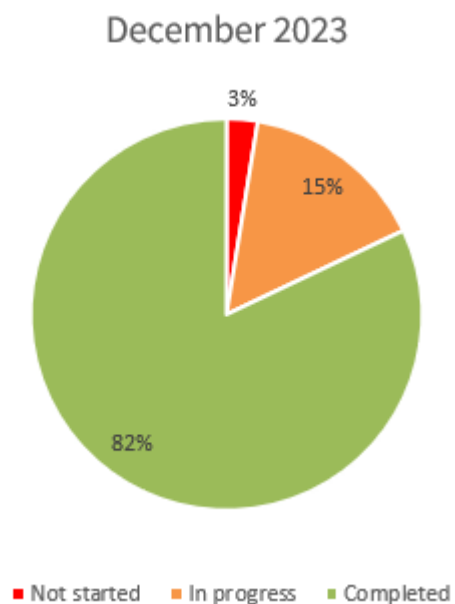
Activities not started or in progress transitioned into the Preventing and responding to sexual misconduct: WHO's three-year strategy 2023–2025. Monitoring and evaluation framework: year-2 implementation plan (WHO/DGO/PRS/2024.2).

Contents

List of abbreviations

CHS Alliance	Core Humanitarian Standard Alliance
ERF	WHO Emergency Response Framework
GBV	gender-based violence
HC	UN Humanitarian Coordinator
HCT	Humanitarian Country Team
HWCO	Head of WHO Country Office
IASC	Inter-agency Standing Committee
IEOAC	WHO Independent Oversight Advisory Committee
MOPAN	Multilateral Organisation Performance Assessment Network
PAAC	WHO Policy on Preventing and Addressing Abusive Conduct
PASM	WHO Policy for Preventing and Addressing Sexual Misconduct
PRSEAH	Prevention and Response to Sexual Exploitation, Abuse, and Harassment (used by WHO)
PSEA	Protection from sexual exploitation and abuse (used by the UN)
RC	UN Resident Coordinator
SAF	WHO Survivor Assistance Fund
SEA	Sexual Exploitation and Abuse
SEAH	Sexual Exploitation, Abuse, and Harassment
SH	Sexual Harassment
SM	Sexual Misconduct
UNCT	United Nations Country Team
VSCA	Victim- and Survivor-Centred Approach
VSS	Victim and Survivor Support

Introduction

The *Preventing and responding to sexual misconduct: WHO's three-year strategy 2023–2025*[1] will be monitored at an output level as described in the table below, and at an outcome level by using the "Measuring multilateral performance on preventing and responding to SEA and SH by MOPAN" - the MOPAN[2] Indicators. This allows the Organization to monitor progress on the implementation of the Strategy and have itself assessed against independent, external and international standards.

outputs
- see implementation plan below

outcomes
- based on MOPAN indicators
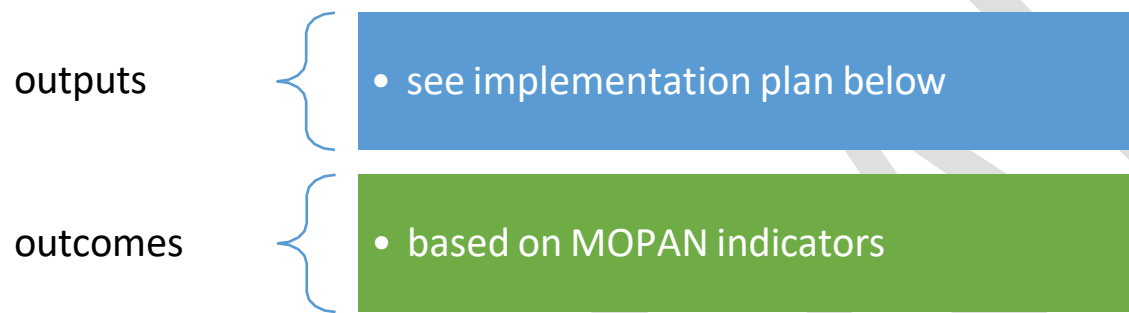
The output monitoring, with indicators and targets, is integrated into Year 1 of the implementation plan and includes an indication of the level to which the Organization is responsible.

The Monitoring and evaluation framework is meant to be used in conjunction with the Accountability framework[3] for the strategy.

In the fourth quarter of each year monitoring and evaluation data will feed into developing the implementation plan for the following year along with the monitoring and evaluation framework.

In Year 3, an external valuation is planned.

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[1] Preventing and responding to sexual misconduct: WHO's three-year strategy 2023–2025. https://apps.who.int/iris/bitstream/handle/10665/366299/WHO-DGO-PRS-2023.2-eng.pdf
[2] Multilateral Organisation Performance Assessment Network https://www.mopanonline.org/
[3] Preventing and responding to sexual misconduct: WHO's three-year strategy 2023–2025. Accountability framework. https://apps.who.int/iris/bitstream/handle/10665/366299/WHO-DGO-PRS-2023.2-eng.pdf

Legend: ▮ Headquarters ▮ WHO Regional Offices ▮ WHO Country Offices

I. Strengthen transparency and accountability of the Organization and its leadership

#		Activity			Indicators	Targets	WHO's Responsible entities	MOPAN
1.1		Regularly update websites and dashboards that provide information on key sexual misconduct prevention and response measures, including information on allegations and disciplinary actions in line with the sexual misconduct accountability framework.			Public dashboard on SEAH allegations and disciplinary actions	Monthly updates in 2023	IOS	SEA 7 SH 6&7
					Progress reports of strategy implementation	Updates in Q2 and Q4 of 2023	PRS	
1.2		Engage in regular internal and external stakeholder meetings, consultations, perception surveys with personnel, Member State actors (government and civil society), UN and humanitarian partners in order to receive feedback on their perception of WHO's accountability and transparency and ways to further strengthen measures.			All Member states briefings	Quarterly briefings in 2023	PRS	SEA 2 SH 2
					DG report to Governing Bodies	Reports to EBs & WHA in 2023	PRS	
					Support for UN SEA survey	Support to the 2023 edition	PRS	
1.3		Encourage and fully participate in external systemic reviews by, for example, Core Humanitarian Standard Alliance, Multilateral Organization Performance Assessment Network (MOPAN), WHO Independent Oversight Advisory Committee (IEOAC), UN Joint Inspection Unit and so on.			IEOAC reviews	Quarterly meetings in 2023	PRS	SEA 2&6 SH 2
					Review of progress against MOPAN standards, joint UN progress reviews	External MOPAN review scheduled for 2023	DGO	
1.4		Make discussions on individual and (if applicable) managerial accountability for sexual misconduct prevention and response part of institutional performance management processes and systems.			All Directors/Heads of Offices requested to conduct team discussions on PRSEAH	Two dates set for discussions in 2023	HRT	SEA 1&4 SH 1&3
					Town Hall led by RD/DG	At least one RO and one DG townhall covering SM in 2023	PRS ROs PRS HQ	
					Management Letters of senior managers (letters of representation by all ADGs and RDs)	Annual exercise completed in Q1 2023	CRE	
1.5		Participate in UN (IASC) and humanitarian sector initiatives that aim to enhance accountability, transparency and information sharing of sexual misconduct prevention and response.			iReport updates	As and when required – annual summary in Q4	IOS	SEA 6 SH 7
					Progress report to UN and Accountability letter DG to SG	Annual – as required by SG	PRS	
					UN action planning	Annual	PRS	

II. Embed a victim- and survivor-centred approach across the safeguarding cycle

#	Activity		Indicators	Targets	WHO's Responsible entities	MOPAN
2.1	Champion close collaboration with the UN Special Coordinator on improving the UN response to sexual exploitation and abuse (OSCSEA), the UN Office of the Victims' Rights Advocate (OVRA), the IASC Champion on Protection from Sexual Exploitation and Abuse and Sexual Harassment and relevant working groups in order to ensure that a meaningful victim- and survivor-centred approach is achieved, that risk communication and community engagement of at-risk populations is strengthened, and that communities are better involved in identifying sexual exploitation and abuse risks and determining preventive and mitigating actions.		Advocacy in support of the IASC PSEAH Champion related to strengthening VSCA at country level	At least 2 joint advocacy efforts with the UN/IASC in 2023	PRS	SEA 1&6 SH 1&7
			Global guidance produced for community level work	Launch at least one guidance piece (e.g., on CBCM) with partners in 2023	PRS	
2.2	Establish and implement a WHO victim and survivor support function that coordinates holistic support to survivors across the three levels of the Organization, manages disbursements and the regular replenishment of the Director General's Survivor Assistance Fund (SAF), and coordinates activities with other UN actors (including the UN Trust Fund in Support of Victims of Sexual Exploitation and Abuse).		Victim and survivor support officer function established	Function defined and responsibilities allocated by Q3 2023	DGO	SEA 8 SH 3
			Information on VSS made public regularly	Annual update produced in 2023	PRS	
2.3	Help fill knowledge and systemic gaps that hinder an efficient victim- and survivor-centred approach by strengthening front-line gender-based violence case management capacity, including forensic capacity and the establishment of safe forums for discussing a victim- and survivor-centred approach and ensure continuous learning of the workforce on how to implement such an approach.		Training on VSCA rolled out to global PRSEAH network	50% of network members complete training in 2023	PRS HQ PRS ROs	SEA 3&4 SH 3
			GBV case management capacity strengthening - plan developed related to sexual misconduct	Plan available by Q4/2023	GBV	
2.4	Further strengthen the survivor-centred investigation process at WHO with clear standards for providing timely feedback to victims and survivors of sexual misconduct.		Refresher training for investigators on VSCA	At least 90% of investigation staff receive refresher in 2023	IOS	SEA 4 SH 3
2.5	Create mechanisms for eliciting feedback from victims and survivors, their representatives, and relevant civil society organizations, on the services provided, and on inputs to further strengthen WHO's work on Prevention and Response to Sexual Exploitation, Abuse, and Harassment (PRSEAH).		Anonymous survey or other feedback exercise	Pilot survey in 2023	PRS	SEA 2,5,9 SH 2,5,6
			Consultation with CBOs and relevant service providers	Pilot consultation in at least one country in 2023	PRS COs	

III. Institutionalize safeguarding from sexual misconduct in all relevant policies, procedures, and practices

#		Activity			Indicators	Targets	WHO's Responsible entities	MOPAN
3.1		Review all relevant policies to make them consistent with the WHO Policy for preventing and addressing sexual misconduct.			Reviewed policies: PAAC policy; Code of Conduct; Preventing and Addressing retaliation policy.	By Q3 2023	DGO HRT CRE LEG	SEA 1 SH 1
					Review of other related policies commissioned	Report by Q4 2023	PRS LEG	
3.2		Develop implementation guidance, tools and checklists and regularly review and update related standard operating procedures, including for the recruitment and background checks of workforce members.			End-to-end HR process to safeguard from SM and accompanying guidance and SOPs available	E2E rolled out globally by Q2 2023, key guidance/SOPs by Q4 2023	HRT	SEA 3 SH 3
3.3		Develop and use a monitoring framework for policy implementation and regular policy/guidance updates.			Policy Implementation review meetings	Annual meeting held in 2023	PRS	SEA 2 SH 2
3.4		Communicate widely to build the capacity of all personnel, partners, and managers to implement policy and adhere to procedures.			Personnel and partners receive clear communication on policy and its implementation	Message to personnel and partners on 2023 policy changes and innovation	PRS	SEA 4 SH 4
					Mandatory WHO trainings	Global rate of completion above 90%	HRT PRS	
					Provision of regular webinars on policy implementation	At least 4 in 2023	PRS	
3.5		Cooperate closely with the UN and international and national development actors in order to facilitate information exchange on alleged and confirmed incidents of sexual misconduct perpetrated by job applicants or other potential collaborators.			ClearCheck database	Over 99 % of staff and consultants screened and Over 95% of cases meeting ClearCheck criteria are recorded in 2023	HRT	SEA 5&7 SH7

IV. Ignite and sustain cultural change across the organization

#		Activity			Indicators	Targets	WHO's Responsible entities	MOPAN
4.1		Develop a sexual misconduct culture change plan and socialize it across the Organization.			Culture change plan communicated widely	Multi-channel communication to personnel in 2023	DGO	SEA 4 SH 4
					Roll out of actions in the culture change plan	Annual summary of actions	PRS	
4.2		Address structural barriers such as gender inequity, lack of diversity, equity and inclusion, and human resource management practices that create unchecked power differentials.			Roadmap for DEI and creation of a more gender-equal workplace	Annual update on gender-parity	DGO HRT	SEA 1 SH 1
4.3		Create and sustain safe spaces for dialogue with personnel, managers, and leaders on culture change.			"Safe spaces" to be made accessible to all personnel	"Safe spaces" concept developed and consulted by Q4 2023	PRS HQ PRS RO HWCOs	SEA 1,4,8 SH 1,4,5
4.4		Build the capacity of personnel to facilitate culture change including the provision of clinics for managers and leaders.			Manager clinic fully operational	Clinic piloted & user data and trends report by Q4 2023	PRS PRS ROs	SEA 4 SH4
					Targeted training & capacity building on competencies related to culture change	WHO-specific SM training package available	PRS HRT	
4.5		Conduct regular perception surveys and other forms of engagement with the workforce to assess the impact of culture change interventions and to course correct as needed.			All-personnel perception survey on a biennial basis	SM questions included in scheduled perception surveys	HRT	SEA 3&4 SH 3&4
					Pulse surveys on questions related to SM	One annual pulse survey	PRS	

V. Prioritize high-risk situations – emergencies and other community-facing operations

#		Activity				Indicators	Targets	WHO's Responsible entities	MOPAN
5.1		Work with the WHO Health Emergencies Programme, the Global Polio Eradication Programme, and other community-facing operations to strengthen sexual misconduct preventive protocols and support ad-hoc capacity-building measures in settings that require a quick scale-up of locally recruited workers.				Emergency risk assessments conducted, and SM prevention training provided in all settings with rapid scale-up of locally recruited personnel	Implemented in all relevant G3 emergencies and at least two polio operations in 2023	WHE POL PRS	SEA 3,5,9 SH 3
						All 10 core activities (Annex 1) in high-risk situations uniformly applied in country field operations	At least 50% of high-risk WHO County offices apply core activities by end 2023	PRS ROs/COs WHE POL	
5.2		Deploy full-time PRSEAH experts in high-priority countries.				Experts in place with risk-based action plans	At least 15 countries in 2023	WHE	SEA 3&9 SH 3
5.3		Work under the leadership of the UN Resident or Humanitarian Coordinator (or the IASC) and contribute proactively to joint system-wide action for PRSEAH.				HWCOs engaged with RC/HC and following UN/IASC requirements and protocols	50 countries by end of year 2023	HWCOs	SEA 3,6,9 SH 3
5.4		Implement the PRSEAH commitments in the Emergency Response Framework.				PRSEAH KPIs in ERF V3 implemented in emergency operations	75% of new G3 and 50% of new G2 emergencies meet KPIs in 2023	WHE HWCOs	SEA 3&9 SH 3
5.5		Operationalize the UN Protocol on allegations of sexual exploitation and abuse involving implementing partners (7) and share partner capacity assessment data through the UN Partner Portal.				IP assessment tool rolled out and capacity building of IPs implemented as required	10 high-risk countries by end of 2023	PRS ROs PRS COs	SEA 5&6

VI. Strengthen systems to identify and manage the risk of sexual misconduct

#		Activity			Indicators	Targets	WHO's Responsible entities	MOPAN
6.1		Require all heads of WHO country offices, regional offices, and WHO headquarters programmes to complete the annual sexual misconduct risk assessment and management exercise as part of their compulsory compliance activities and integrate sexual misconduct risk assessment data in corporate risk management and monitoring mechanisms.			Internal Control Framework (ICF) and Risk Management Tool (RMT) completion	75% of offices and departments complete ICF & RMT in 2023	CRE Directors HWCOs	SEA 3&9 SH 3
					SEAH risk assessment report completion	At least 30 COs complete SEAH risk assessment in 2023	PRS ROs/COs HWCOs	
6.2		Develop tools and templates to support the development of risk mitigation plans at the country level, that are adaptable to country settings.			Guidance/tools to facilitate mitigation based on identified risks developed and implemented	Guidance available and implemented countries where risk assessments have been completed in 2023	CRE PRS HWCOs	SEA 3&9 SH 3
6.3		Develop and deploy measures to mitigate sexual misconduct risks in the workplace and by external collaborators, such as external experts, advisors, networks, non-state actors and collaborating centres.			Systematic review and revisions of contractual documents, guidance, etc. to include SM prevention and response provisions	Review completed and revisions underway in 2023	LEG CRE SUP PRS	SEA 1,3,5 SH 1&3
6.4		Conduct risk management trainings and other capacity-building activities across the Organization.			Sexual misconduct risk management training rolled out	Training package available in at least 3 languages in 2023	PRS PRS ROs	SEA 4&9 SH 4
6.5		Work with the UN and other international actors on the exchange of data to better assess baseline risk for sexual misconduct in different country settings or emergency contexts and to implement joint mitigation measures.			Work with UNCT/HCT to complete WHO SEAH risk assessment, and collaborate in risk mitigation actions and share information on risks and lessons learnt	In at least 15 countries in 2023	HWCOs PRS COs PRS ROs	SEA 2,6,9 SH 2

VII. Build capacity and expertise for the prevention of and response to sexual misconduct

#		Activity			Indicators	Targets		WHO's Responsible entities	MOPAN
7.1		Assign training and track compliance of all personnel for mandatory training on preventing and responding to sexual misconduct.			Personnel completing UN mandatory trainings	90% in 2023		HRT	SEA 4 SH 4
					Personnel completing WHO-specific PRSEAH training	80% in 2023		HRT	
7.2		Implement blended learning pathways for the global network of PRSEAH focal points, WHO heads of country offices, and managers and leaders, and conduct regular regional and global level workshops, including for review of best practices.			Learning pathways for different job categories designed (updated in following years)	Pathways available and initiated for PRSEAH FPs, HWCO and Directors by Q3 2023		PRS	SEA 3&4 SH 3&4
					Percentage of personnel from each category participating in the learning pathway	50% of PRS FPs 30% of HWCOs 20% of Directors	in 2023	PRS PRS ROs	
7.3		Integrate learning on PRSEAH into the workplans of the performance management system for all personnel.			PRSEAH courses and webinars available as learning options	Guidance issued in Q1 2023		HRT PRS	SEA 4 SH 4
7.4		Work with partners across the UN and development and humanitarian sectors to agree on learning requirements and competencies of PRSEAH specialists and contribute to the professionalization of this function across the international aid sector.			Deliver Risk Assessment training for IASC partners	2 learning events delivered in 2023		PRS	SEA 3&6 SH 3
					Develop learning material on PRSEAH in Public Health Emergencies	At least 1 course available in 2023		WHE PRS ROs	
7.5		Develop and support a global pool of multidisciplinary experts and service providers for different aspects of PRSEAH work: risk assessment, training and learning, capacitation for implementing partners, deployment into emergency operations.			Long-term agreements and/or pools of consultants established for PRSEAH-related work	Arrangements in place for at least 3 categories of expertise by end of 2023		PRS	SEA 3,4,5 SH 3&4

VIII. Fully implement the end-to-end sexual misconduct incident management system

#		Activity				Indicators	Targets	WHO's Responsible entities	MOPAN
8.1		Map out and agree on the functions required for implementation of a confidential end-to-end sexual misconduct incident management system, establish a clear division of labour among the different departments and service providers (for investigation, victim survivor support and disciplinary action) in order to intervene in an orchestrated manner, set timelines, procedures, standards, and communication protocols for communication.				E2E SM incident management system (SM-IMS) design completed and approved, and communicated to all relevant stakeholders	Roles and responsibilities defined and basic KPI tracking in place by Q2 2023	PRS	SEA 3,7,8 SH 3,6,7
8.2		Reduce further barriers to reporting and improve the way in which sexual misconduct events can become known to the Organization.				IEC material developed and disseminated on reporting and related FAQs	Material available to all personnel & partners in all UN languages and Portuguese	PRS PRS ROs PRS COs	SEA 3&8 SH 3&6
						In IASC context, contribute to solutions for community-based reporting mechanisms	Guidance developed with UN partners by Q3 2023	PRS PRS ROs PRS COs	
8.3		Roll out an effective incident tracking system that follows incidents from initial entry points through to disciplinary actions in one place.				Implement and E2E SM incident management tracking system	System scoping completed by end 2023	PRS IOS	SEA 3&7 SH 3&6
8.4		Ensure WHO always has access to the relevant expertise to ensure fair, swift, and comprehensive management of sexual misconduct cases, involving mandatory continued professional development for all personnel intervening in the sexual misconduct incident management system.				Regular, targeted training and briefings for related personnel	Learning plans established for actors intervening in SM-IMS by Q4 2023	PRS IOS HRT	SEA 3,4,8 SH 3&4
8.5		Communicate transparently anonymized information on the intake, progress, and results of the sexual misconduct incident management system.				Regular, internal and external reporting on performance of SM-IMS	Twice yearly in 2023	IOS	SEA 7 SH 6&7

IX. System-wide action with UN and humanitarian stakeholders, governments & civil society

#		Activity			Indicators	Targets	WHO's Responsible entities	MOPAN
9.1		Contribute to resourcing the pool of inter-agency PSEA coordinators and support their capacity building.			Interventions supporting IASC PSEA coordinators or their capacity	Fund two coordinator positions in 2023	PRS	SEA 6
9.2		Work with the UN/IASC on strengthening the victim- and survivor-centred approach.			Engagement and support for VSCA in UN/IASC context	Report out to IASC and UN fora at least annually on WHO lessons learnt in applying VSCA	PRS	SEA 6&8
9.3		Provide concrete guidance to all WHO heads of country offices on strengthened collaboration with the UNCT/Humanitarian Country Team.			Guidance and training	At least 60% of HWCO briefed on UN/IASC collaboration in 2023	PRS PRS ROs	SEA 6
9.4		Convene consultations with government counterparts on joint measures for PRSEAH.			Country-level engagement of government counterparts in joint actions	Plans of collaboration established in at least 3 countries in 2023	HWCOs PRS ROs	SEA 5&6
					Work on global approach on Government-WHO collaboration on PRSEAH	One consultation event in 2023	PRS	
9.5		Engagement of civil society and national counterparts on safeguarding.			Tools for engagement developed and disseminated	Tools available in at least 3 languages by Q4 2023	PRS	SEA 5&6
					Engagement events for civil society and local actors	Regular and structured engagement documented in at least 6 countries by Q4 2023	PRS COs	SEA 5&6

IX. Develop and implement systems for monitoring & evaluation and learning back

#		Activity				Indicators	Targets	WHO's Responsible entities	MOPAN
10.1		Develop and implementing a monitoring and evaluation framework for the theory of change proposed in this strategy.				M&E framework for 3YS in place	Available in Q1 2023	PRS	SEA 2 SH 2
10.2		Obtain agreement on and roll out key performance indicators.				DG and all RDs approve Targets and responsibilities in 3YS M&E framework	Approval in Q1 2023	PRS PRS ROs	SEA 2 SH 2
10.3		Develop a plan for the collection and communication of monitoring and evaluation data and reports internally and externally.				M&E plan reporting schedule established	Available in Q1 2023	PRS PRS ROs	SEA 2 SH 2
10.4		Establish regular lessons learned exercises – after-action reviews in health emergencies, simulation exercises, and annual best practice reviews which all contribute to the development of follow-up annual implementation plans.				After action reviews – Health emergencies	At least 2 per year	WHE PRS	SEA 2 SH 2
						Regional reviews	At least 1 per year	PRS ROs	
						Global review meeting	At least 1 per year	PRS	
10.5	N/A	Conduct at least one external evaluation exercise with a competent service provider.				Evaluation to be conducted in 3rd Year	No target for 2023	DGO	SEA 2 SH 2

Annex 1 – WHO's key interventions in high risk settings

1. Ensure PRSEAH is a dedicated pillar in IMS, Cluster Coordination, and strategic response and programme plans

2. Work within the UN RC/HC PSEAH network, system-wide strategy and plans, and raise resources

3. Conduct SEA risk assessment and develop and fund mitigation plans

4. Ensure screening of all personnel

5. Ensure all personnel sign the relevant code of conduct and fulfil other requirements

6. Deliver pre-deployment and regular training and briefing of all personnel, including cleaners and drivers

7. Ensure everyone knows and uses complaint mechanisms for any concern – but do not themselves investigate

8. Implementing partners' PRSEAH capacities are assessed, supported and Implementing Partners held accountable

9. Communities are made aware of SEA, how to make complaints safely and how to access services

10. Government entities are requested and supported to take safeguarding precautions for managing the risk of SEAH.

Annex 2 – MOPAN indicators

MOPAN Indicators and elements on the prevention of, and response to sexual exploitation and abuse (SEA), and to sexual harassment (SH)

Indicator 4.7 Prevention of, and response to sexual exploitation and abuse (SEA)

Elements:

1. Organisation-specific dedicated policy statement(s), action plan and/or code of conduct that address SEA are available, aligned to international standards, and applicable to all categories of personnel

2. Mechanisms are in place to regularly track the status of implementation of the SEA policy at headquarters and at field levels

3. Dedicated resources and structures are in place to support implementation of policy and/or action plan at HQ and in programmes (covering safe reporting channels, and procedures for access to sexual and gender-based violence services)

4. Quality training of personnel/awareness-raising on SEA policies is conducted with adequate frequency

5. The organisation has clear standards and due diligence processes in place to ensure that implementing partners prevent and respond to SEA

6. The organisation can demonstrate its contribution to interagency efforts to prevent and respond to SEA at field level, and SEA policy/best practice co-ordination fora at headquarters

7. Actions taken on SEA allegations are timely and their number related to basic information and actions taken/ reported publicly

8. The MO adopts a victim-centred approach to SEA and has a victim support function in place (stand-alone or part of existing structures) in line with its exposure/risk of SEA

9. Intervention design is based on contextual analysis including of potential risks of SEA and other misconduct with respect to host populations *

Indicator 4.8 Prevention of, and response to sexual harassment (SH)

Elements:

1. Organisation-specific dedicated policy statements and/or codes of conduct that address SH available, aligned to international standards and applicable to all categories of personnel

2. Mechanisms are in place to regularly track the status of implementation of the policy on SH at headquarters and at field levels

3. The MO has clearly identifiable roles, structures and resources in place for implementing its policy/guidelines on SH at headquarters and in the field: support channel for victims, a body co-ordinating the response, and clear responsibilities for following up with victims

4. All managers have undergone training on preventing and responding to SH, and all staff have been trained to set behavioural expectations (including with respect to SH)

5. Multiple mechanisms can be accessed to seek advice, pursue informal resolution or formally report SH allegations

6. The organisation ensures that it acts in a timely manner on formal complaints of SH allegations

7. The organisation transparently reports the number and nature of actions taken in response to SH in annual reporting and feeds into inter-agency human resources mechanisms

* In the MOPAN 3.1 methodology, this element is part of Micro-indicator 5.4, 'Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks' (5.4.5).

Source: MOPAN (2020): MOPAN 3.1 Methodology, available online at: http://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf

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