MEASURING MULTILATERAL PERFORMANCE
ON PREVENTING AND RESPONDING TO SEA AND SH

An organisation's ability to prevent and respond to sexual exploitation and abuse (SEA) and sexual harassment (SH) is an integral part of its performance and accountability. Combatting sexual misconduct has emerged as a priority for multilateral organisations and their donors, expressed in the 2019 *DAC Recommendation on Ending Sexual Exploitation and Abuse and Sexual Harassment in Development Co-operation and Humanitarian Assistance.* In response to the broad range of stakeholders advocating for better prevention of and response to sexual misconduct, MOPAN integrated SEA/SH measures into its performance assessments of multilateral organisations.

A collaborative effort to set benchmarks

MOPAN provides the first joint benchmark in this domain with the addition of the SEA/SH indicators to its assessment methodology. These indicators encompass member states' expectations of multilateral organisations in protection from SEA/SH (PSEAH), in line with existing international standards. They were developed in collaboration with over 40 international specialists and practitioners from multilateral organisations, inter-agency bodies, and donors, as well as independent experts. MOPAN calls on the international community to work together to further develop these benchmarks, as norms evolve and good practice emerges. Formulating joint benchmarks will allow countries to monitor the progress of PSEAH in the organisations they fund or govern, and to do so efficiently. This will, consequently, diminish the number of disparate SEA/SH assessments undertaken by organisations while simultaneously providing a coherent overview across institutions.

*The **Multilateral Organisation Performance Assessment Network (MOPAN)** is an independent network of 19 shareholder countries that helps set standards in the multilateral system. **MOPAN** is a collective action mechanism that provides joint organisational assessments and performance information analysing systemic trends. MOPAN's work is used to inform policy decisions and, fulfil accountability and learning needs. Assessments are conducted jointly with the intention of maximising efficiency and alleviating the reporting burden for multilateral organisations.*

"Prevention of SEA should remain a priority in all sectors in which the UN operates - peace, humanitarian, and development. We all must work together to strengthen accountability to drive a cultural transformation across our complex, yet similar systems, through a series of initiatives to prevent and respond to SEA."

Jane Holl Lute, Special Co-ordinator on improving UN response to sexual exploitation and abuse

MOPAN work on SEA/SH

MOPAN has four products related to its work SEA/SH:

- **MOPAN Methodology 3.1:** A compilation of all indicators applied in MOPAN assessments, including those on SEA/SH. *(adopted in April 2020)*

- **SEA/SH Note for Practitioners:** A note created for donors and multilateral organisations that presents guidance for the 16 MOPAN indicators related to SEA and SH. For those seeking greater depth in addressing and preventing SEA and SH abuses, the Note also presents a toolkit of 24 more granular measures on assessing SEA/SH. *(January 2021)*

- **SEA/SH Brief:** An overview written for senior managers and interested stakeholders explaining the purpose of MOPAN's SEA/SH component to a political audience. *(March 2021)*

- **MOPAN assessments:** Independent and comprehensive assessments of multilateral organisations across four areas of organisational performance, and their attainment of results.

  The first MOPAN assessments that will include a SEA/SH component will be published online in summer 2021 at: www.mopanonline.org.

  Assessed institutions include ILO, OCHA, UNDP, UNEP, UNICEF, and UNOPS.

MOPAN's new SEA/SH indicators

MOPAN assesses the performance of multilateral organisations in five performance areas. Four of these areas – Strategic, Operational, Relationship and Performance Management – relate to organisational effectiveness. The fifth performance area reports on achievement of Results, in relation to the mandate of the organisation. In 2020, MOPAN updated its methodology and integrated new indicators on SEA/SH to the Operational Management performance area (Micro-indicators 4.7 and 4.8), which specifically assess the ability and efforts of multilateral organisations in preventing and responding to SEA/SH. The upcoming MOPAN assessments that will be published under the updated methodology include the International Labour Organisation (ILO), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations International Children's Emergency Fund (UNICEF), and United Nations Office for Project Services (UNOPS). The subsequent cycle, to be released in mid-2022, will include the African Development Bank Group (AfDB), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IDB), International Finance Corporation (IFC), World Bank Group, the Global Fund, and the Joint United Nations Programme on HIV/AIDS (UNAIDS).

SEA / SH indicators framework

The 16 indicators added to the MOPAN framework cover the following areas:

(1) Policy, management & leadership
(2) Prevention
(3) Reporting & complaints
(4) Response, accountability & transparency
(5) International co-ordination
(6) Putting victims / survivors first

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

The added value of the MOPAN SEA/SH indicators

The MOPAN SEA/SH indicators are based on existing norms and best practice, notably the *DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance* and the Minimum Operating Standards on the Protection from SEA of the Inter-Agency Standing Committee (IASC). What distinguishes MOPAN SEA/SH indicators from other frameworks is that they are part of an external, independent, third-party assessment, jointly commissioned by the MOPAN member states. They are applied to all organisations reviewed by MOPAN, independently of whether they work in development or humanitarian contexts, and draw only on publicly available information. Finally, all MOPAN assessments, including the SEA/SH indicators, are published online, with unrestricted access, at **www.mopanonline.org/**.

> *Establishing more channels to report allegations is not enough. We must do more to create an environment of trust where victims feel safe coming forward, and are confident they will receive support.*
>
> *Jane Connors, United Nations Victims' Rights Advocate*

The way forward for MOPAN's work on SEA/SH

As a first step, MOPAN published its 16 new indicators in 2020, which now underpin part of the MOPAN 3.1 methodology. As a second step, MOPAN published the MOPAN+ Toolkit on SEA/SH, as part of the SEA/SH Practitioners' Note in early 2021. The 25 measures included in the Toolkit go beyond the existing MOPAN framework and are intended to spur dialogue and collaboration among multilateral organisations, bilateral partners and other stakeholders.

Since their publication, MOPAN's new indicators, and the Toolkit, have already elicited significant interest from diverse multilateral stakeholders. Following the publication of the SEA/SH Practitioner's Note, MOPAN briefed the Working Group of UN PSEA Focal Points about MOPAN's PSEAH work, a working group that is managed by the Office of the UN Co-ordinator on SEAH, and has stayed regularly engaged with the DAC Reference Group on Ending SEAH. MOPAN has also organised individual briefings to several multilateral organisations and MOPAN members, and is planning to present this work in other inter-agency fora over the course of 2021. The goal is to collaboratively define and circumscribe the measures that are most pertinent, from various stakeholder perspectives, for assessing the prevention of and response to SEA and SH.

We welcome your thoughts!
Please contact us at **secretariat@mopanonline.org**

MOPAN
Multilateral Organisation Performance Assessment Network