








Prevention of Sexual Exploitation and Abuse Booklet for Managers and Commanders

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PREVENTION OF SEXUAL EXPLOITATION AND ABUSE

by UN Personnel (for managers and commanders)

LET'S START



Choose to view as images or video depending on your bandwidth.



When the UN comes in, it is the ray of hope. People trust the UN to help and protect them.



The UN's mission is to bring peace and stability to some of the most challenging places around the world.





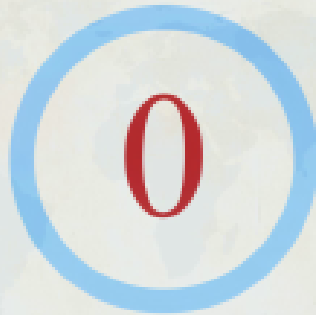
HONOUR, PRIDE AND INTEGRITY.

The overwhelming majority who work and serve in the UN do so with honour, pride and integrity.

Sadly, at times, UN personnel have violated the trust placed in them by the most vulnerable in society.

Both civilian and uniformed personnel have engaged in sexual exploitation and abuse of the local population in UN field missions in the Balkans, Asia, Africa and the Caribbean.





The UN has a zero-tolerance policy for such behaviour.

There is no impunity for UN personnel who commit such abuses.

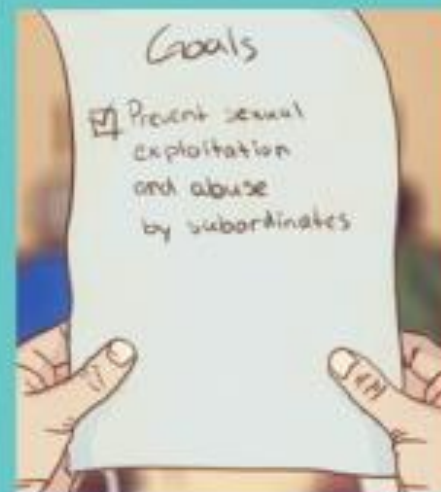




Over the past years, the UN has put in place a wide range of measures to combat sexual exploitation and abuse. These measures are having an impact



UN personnel are now more aware of the standards of conduct expected of them, managers and commanders are held to account ...





... and the local population are encouraged to report abuses to the UN.



But worryingly, acts of sexual exploitation and abuse by UN personnel continue to happen.

And a significant proportion of allegations involve the worst form of abuse: the rape of children.

For the UN, one incident of sexual exploitation and abuse is one too many.





In this course, you will learn what you can do to prevent sexual exploitation and abuse of the local population, and how to report such abuses.



If you are a manager and commander, you will also learn about your additional responsibilities to enforce UN standards of conduct.



Welcome to the United Nations course on “Prevention of Sexual Exploitation and Abuse by UN Personnel (for managers and commanders)”.

This is a course for UN personnel with managerial or command responsibilities, whether at Headquarters or at another duty station. This course is mandatory for managers and commanders, but if others wish to take it, they are welcome to do so.

The course contains videos, scenarios and examples describing cases of sexual exploitation and abuse by UN personnel. These are fictitious examples based on facts from real-life cases. Names of victims, perpetrators and locations as well as voices have been changed to protect identities.



Course content

Lesson 1: UN standards

What are the UN standards of conduct on sexual exploitation and abuse by UN personnel?

Lesson 2: Consequences for abusers

What are the consequences of breaching UN standards of conduct on sexual exploitation and abuse?

Lesson 3: Obligations of UN personnel

What are the obligations of all UN personnel to uphold UN standards of conduct on sexual exploitation and abuse and how do you report sexual exploitation and abuse by UN personnel?

Lesson 4: Managerial and command responsibilities

What are the specific responsibilities of managers and commanders in addressing sexual exploitation and abuse, what actions can they take to prevent such abuses and how should they handle allegations involving subordinates?



Lesson 1

UN standards

LET'S START





Hi and welcome on board! I'm Hiroko.
I am a UN trainer. I will accompany
you through this course.





In this lesson, you will learn about:

- Who is required to follow the UN standards of conduct on sexual exploitation and abuse?
- What is prohibited conduct?
- What is strongly discouraged conduct?
- What are some misconceptions that UN personnel might have about sexual exploitation and abuse?

But first, let's meet the team.





Hi! I'm Peter – nice to meet you. I am an expert on the UN standards of conduct and hope to be able to answer your questions.

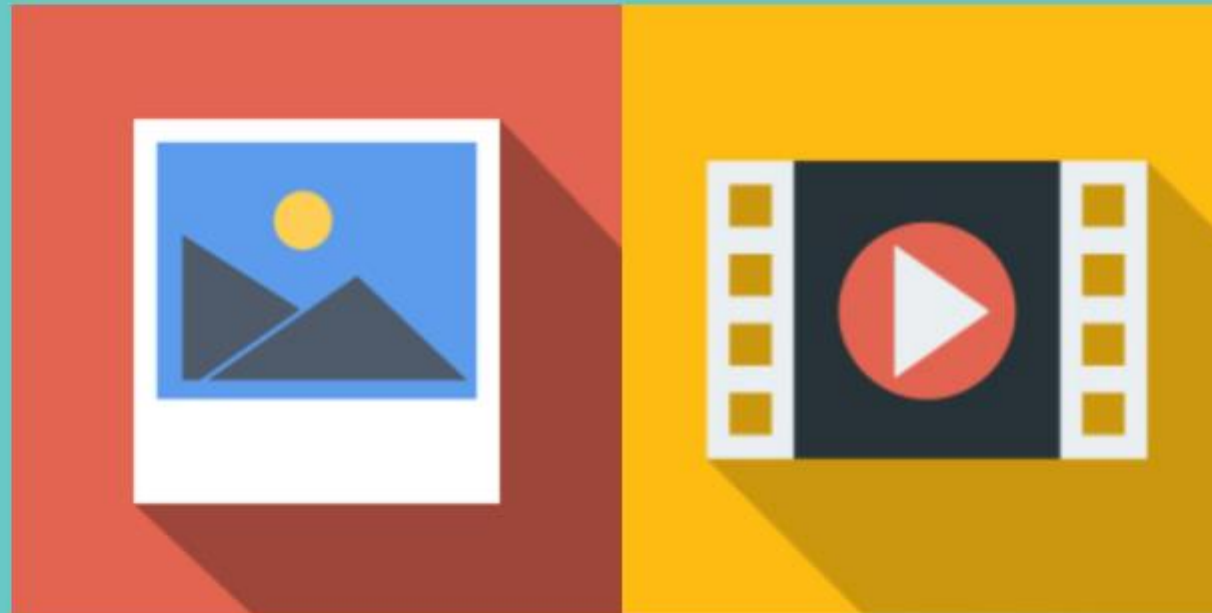


Hi! I'm Fatou. This is my fourth deployment with the UN now and I understand the challenges of living and working in the field.



Hello! I'm Malik. This is my first deployment with the UN so everything about the UN is new to me.





Choose to view as images or video depending on your bandwidth.



The UN standards of conduct apply to everyone. All personnel who work for the UN or are deployed under the UN flag are required to follow the UN standards of conduct.







Whether you
manage a team,

command a
battalion,



police the
streets,

provide
technical advice,





or support the
smooth
functioning of
the UN...



You will be
required to
follow the same
UN standards of
conduct.





The standards of
conduct apply
everywhere ...



... whether you are travelling on
UN business, are on holiday, or
going out to have fun after a
hard day's work, you are always
required to follow the
UN standards of conduct on
sexual exploitation and abuse.





The standards of conduct must be followed at all times. When working in a UN mission or small duty station, the line between our private and public lives can become blurred and our personal conduct can quickly come under public scrutiny.



This is why you are required to follow the UN standards of conduct 24 hours a day, 7 days a week, both when you are at work and when you are off-duty.





Lesson 1 > Full listing of who is required to follow the UN standards of conduct 5/23

Here you can see a full listing of who is required to follow the UN standards of conduct on sexual exploitation and abuse:

All UN civilian personnel including:

- ✓ All internationally-recruited and locally-recruited UN staff, including staff of Departments and Offices of the UN Secretariat and its field presences (e.g. UN missions), UN Offices Away from Headquarters and UN Regional Commissions, UN Agencies, Funds and Programmes and UN Specialized Agencies
- ✓ UN Volunteers (UNV)
- ✓ Personnel or employees of non-UN entities or individuals that have entered into a cooperative arrangement with the UN, including interns, Junior Professional Officers (JPO), international and local consultants, and corporate and individual contractors, including day labourers

All UN uniformed personnel including:

- ✓ Members of national military contingents
- ✓ Members of national formed police units (FPU)
- ✓ UN personnel with the legal status of experts on mission, which includes UN police officers (UNPOL), corrections officers, military observers (UNMO) and military liaison officers



As you can see on the right, the UN standards of conduct prohibit certain behaviour. Let us look at each prohibition in turn.



PROHIBITED

- ⊘ No sexual activity with a child (a person under the age of 18)
- ⊘ No sex with prostitutes, and no other exchange of money, food, employment, goods, assistance, or services for sex or sexual favours
- ⊘ No use of a child or adult to procure sex for others



The UN prohibits sexual activity with a child.

Click on the post-it notes to read more.



A child is a person under the age of 18



Mistaken belief in the age of a child is not a valid defence in a case of sexual exploitation and abuse





A child is a person under the age of 18

Even if you are in a country where the age of majority or the age of consent is lower than 18, you are still required to follow the stricter UN standards of conduct that prohibit sexual activity with anyone under the age of 18.



0-17 years

Child



18+ years

Adult

Please note: The age of majority means the age at which a person is legally considered an adult. The age of consent means the age at which a person is considered legally competent to consent to sexual relations.

under the age



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defence in a
loitation and





Mistaken belief in the age of a child is not a valid defence in a case of sexual exploitation and abuse

If a child lies about their age and tells you they are over 18 when they are not, the UN will still consider you to be at fault.



is a person under the age



belief in the age of a
not a valid defence in a
sexual exploitation and





The UN also prohibits sex with prostitutes.

Click on the post-it notes to read more.



No sex with prostitutes, even if prostitution is tolerated or legal in the country.



No other exchange of money, food, employment, goods, assistance, or services for sex or sexual favours.





No sex with prostitutes, even if prostitution is tolerated or legal in the country

In some countries, prostitution is tolerated and in other countries, it is legal. But as long as you work or serve in the UN, you have to abide by the stricter UN standards of conduct that prohibit sex with prostitutes.



with prostitutes, even if
tion is tolerated or legal
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exchange of money, food,
nt, goods, assistance, or
r sex or sexual favours.



No other exchange of money, food, employment, goods, assistance, or services for sex or sexual favours

For example, giving someone gifts, a new job, food aid rations, or helping them pay for family expenses in exchange for sex is prohibited.



with prostitutes, even if
tion is tolerated or legal
untry.



exchange of money, food,
nt, goods, assistance, or
r sex or sexual favours.



Lesson 1 > No use of a child/adult to procure sex for others 9/23



The UN also prohibits the use of a child or adult to procure sex for others.

Click on the post-it note to read more.



**No use of a child or adult to
procure sex for others.**





The UN also prohibits the use of a child



No use of a child or adult to procure sex for others

In the past, there have been cases around UN military camps where soldiers have used children to bring them local women to have sex in exchange for money. This is prohibited.



of a child or adult to
sex for others.





You now know what behaviour is prohibited by UN standards of conduct. This should help you identify what is prohibited conduct in the following situations that UN personnel may encounter. Are you ready?





Chantalle is a 25-year old woman who recently moved to town because of fighting between the government and rebels in her home area.

Her family lost everything when they fled and she has been forced to sell sex to survive. John is a civilian who works in the UN. One Saturday night, he meets Chantalle in a bar.

John takes Chantalle home and pays her for sex. As paying for sex is tolerated in this country, John believes he is doing nothing wrong.



Has John committed sexual exploitation and abuse?

YES

or

NO



Chantalle is a 25-year old woman who recently moved to town because of fighting between the government and rebels in her home area.

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John takes Chantalle home and pays her for sex. As paying for sex is tolerated in this country, John believes he is doing nothing wrong.



Has John committed sexual exploitation and abuse?

YES

or

NO



Chantalle is a 25-year old woman who recently moved to town because of fighting between the government and rebels in her home area.

Her family lost everything.



Has John committed sexual exploitation and abuse?

YES

or

NO

✓ **That is correct**

John has committed sexual exploitation and abuse.

UN standards of conduct prohibit UN personnel from exchanging money for sex or sexual favours, even if this is tolerated or legal in the country.

Remember, the UN standards of conduct apply to you 24/7, when you are at work and off-duty, and wherever you are in the world.



Joyce regularly comes to the UN military base to sell fruit and vegetables to the UN soldiers. After paying for food, Joyce rarely has any money left over for luxuries at the end of the month. Aki is a soldier at the UN military base. Both chat regularly and get to know each other. Eventually she becomes his girlfriend and they start a sexual relationship. Every time they meet to have sex, Aki gives Joyce small gifts of jewellery and mobile phone credits. Joyce lied about her age and told Aki she was 20 years old. However, Joyce is only 16 years old.

Has Aki committed sexual exploitation and abuse? Please explain your reasoning.

type your text here

Done



Joyce regularly comes to the UN military base to sell fruit and vegetables to the UN soldiers. After paying for food, Joyce rarely has any money left over for luxuries at the end of the month. Aki is a soldier at the UN military base. Both chat regularly and get to know each other. Aki has become

Yes, Aki has committed sexual exploitation and abuse.

UN personnel are prohibited from engaging in sexual activity with a child. For the UN, a child is a person under the age of 18, regardless of the local age of consent or the local age of majority.

Aki also committed sexual exploitation and abuse when he provided Joyce with jewellery and mobile phone credits – even if he just considered them gifts. Indeed, the UN prohibits the exchange of goods for sex or sexual favours. The UN also prohibits the exchange of money, food, employment, assistance or services for sex or sexual favours.



have
Joyce
is only

ur

Done



Can Aki claim in his defence that he made a mistake about Joyce's age and mistakenly believed her to be over 18 years of age?



YES

or

NO

Lesson 1 > What conduct is prohibited by the UN? (Scenarios) 13/23



Can Aki claim in his defence that he made a mistake about Joyce's age and mistakenly believed her to be over 18 years of age?



YES

or

NO



Can Aki claim in his defence that he made a mistake about Joyce's age and mistakenly believed her to be over 18 years of age?

✓ **That is correct**

When Aki is investigated for sexual exploitation and abuse, his mistaken belief that Joyce is over the age of 18 will not be considered a valid defence. Even though Joyce lied about her age, the UN will still consider that Aki has committed sexual exploitation and abuse.



NO



Lesson 1 > What conduct is prohibited by the UN? (Scenarios) 14/23

Mateo is a UN Police Officer. He has moved into a house in town and hired Samira as a housekeeper. Samira cleans the house and stays on in the evenings to cook Mateo's meals. Many times, Mateo invites Samira to eat with him and chat. Samira's husband was killed in the war and her two teenage children are at school in another town. Samira sometimes feels lonely and she always looks forward to talking to Mateo.

One evening, Mateo returns home drunk just as Samira is getting ready to leave. Mateo asks Samira to stay the night, pointing to his bedroom. Samira is shocked and looks embarrassed. Mateo then reminds her that good jobs are hard to find these days. Samira is scared of losing her job. Without this job, her children will have to drop out of school. Samira stays the night and has sex with Mateo.



Has Mateo committed sexual exploitation and abuse?

YES

or

NO



Lesson 1 > What conduct is prohibited by the UN? (Scenarios) 14/23

Mateo is a UN Police Officer. He has moved into a house in town and hired Samira as a housekeeper. Samira cleans the house and stays on in the evenings to cook Mateo's meals. Many times, Mateo invites Samira to eat with him and chat. Samira's husband was killed in the war and her two teenage children are at school in another town. Samira sometimes feels lonely and she always looks forward to talking to Mateo.

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Has Mateo committed sexual exploitation and abuse?

YES

or

NO



Lesson 1 > What conduct is prohibited by the UN? (Scenarios) 14/23

Mateo is a UN Police Officer. He has moved into a house in town and hired Samira as a housekeeper. Samira cleans the house and stays on in the evenings to cook Mateo's meals. Many times, Mateo invites Samira to eat with him and chat. Samira's husband was killed in the war and her two teenage children are at school in another town. Samira sometimes feels lonely and she always looks forward to talking to Mateo.

One evening, Mateo returns home drunk



Has Mateo committed sexual exploitation and abuse?

YES

or

NO

✓ **That is correct**

Mateo has committed sexual exploitation and abuse. Mateo used his position of power as an employer to coerce Samira into having sex with him.



If you want to read in more detail about the UN standards of conduct, please click on the buttons.



Definitions



Full text of the UN standards of conduct



Recent UN measures





Definitions

“Sexual exploitation” means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

“Sexual abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.



CONDUCT IN UN FIELD MISSIONS

PROFESSIONALISM. EFFICIENCY. INTEGRITY. DIGNITY.



HOME

ABOUT

UN STANDARDS OF CONDUCT

OUR APPROACH

DATA

RESOURCES



United Nations personnel pledge to behave in a professional and disciplined manner. [Find out more about our standards of conduct.](#)



SERVING WITH PRIDE

The United Nations Charter requires that all UN personnel must maintain the highest standards of professionalism, courtesy and dignity. Over 100,000 civilian, military and police personnel are deployed in the various UN peacekeeping operations and special political missions.

RESOURCES



A wide variety of documents and materials contain information on activities undertaken by the United Nations to prevent and address misconduct by its personnel in field missions. Read more in the reports of the Secretary-General, policy documents such as General Assembly resolutions and Secretary-General's Bulletins, and publications such as articles about activities undertaken in our peacekeeping missions.



Reports of the Secretary-General



Policy documents



Publications



Recent UN measures

In his 2014 report on special measures for protection from sexual exploitation and sexual abuse, the UN Secretary-General introduced a programme of action with more than 40 proposals on prevention, enforcement and remedial action to strengthen the UN zero tolerance policy on sexual exploitation and abuse ([A/69/779](#)).

In his 2015 report, additional measures were also proposed ([A/70/729](#)).

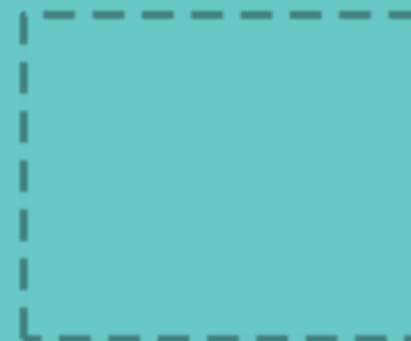
On 11 March 2016, the Security Council adopted resolution 2272 on sexual exploitation and abuse in UN peacekeeping operations. The Security Council takes note of the recommendations in A/70/729 relating to the prevention and combating of sexual exploitation and abuse, and endorses and requests specific actions on a range of issues, including strengthening accountability of troop- and police-contributing countries ([S/RES/2272](#)).



Lesson 1 > What conduct is prohibited by the UN? (Quiz) 16/23

Decide which types of behaviour constitute sexual exploitation and abuse. Drag each type of behaviour either to the “Allowed” or “Prohibited” icons on the right.

Click on “Submit” when you have finished.



SUBMIT

Lesson 1 > What conduct is prohibited by the UN? (Quiz) 16/23



Unwanted sexual touching of a beneficiary of humanitarian assistance

Helping someone to get a visa to another country in exchange for sexual favours

Soliciting sex, even if no sexual act follows

Paying for school fees in exchange for sexual acts

Asking for sex in exchange for offering safe passage through dangerous areas

Threatening to withhold assistance or aid of any kind in exchange for sexual favours

Forcing a young boy to engage in sexual acts

Asking someone to find you a person to have sex with in exchange for money

Engaging in any type of sexual activity with a person under 18 years of age

Offering a job in exchange for sexual acts

Allowing your UN colleague to use your room to have sex with someone in exchange for money

Providing assistance or aid of any kind, including food, clothing and lodging, in exchange for sexual favours

Paying for sexual acts in a massage parlour

Paying for sex with a prostitute in a country where prostitution is legal

Taking sexually explicit photos of a person under the age of 18



Lesson 1 > What conduct is prohibited by the UN? (Quiz) 16/23

Decide which types of behaviour constitute sexual exploitation and abuse. Drag each type of behaviour either to the “Allowed” or “Prohibited” icons on the right.

Click on “Submit” when you have finished.



Taking sexually explicit photos of a person under the age of 18

✓ **That's correct**

All these types of behaviour constitute sexual exploitation and abuse and are prohibited by the UN.



Let us now see what conduct is strongly discouraged by the UN.



Lesson 1 > What conduct is strongly discouraged by the UN? 18/23



1/3

In many countries, unemployment is very high and families are struggling to survive.



Lesson 1 > What conduct is strongly discouraged by the UN? 18/23



2/3

UN personnel have money in their pockets and hold positions of authority.



Lesson 1 > What conduct is strongly discouraged by the UN? 18/23



3/3

This gives UN personnel power over vulnerable people in the community. UN personnel must not take advantage and abuse this power.



Lesson 1 > What conduct is strongly discouraged by the UN? 19/23



The UN is there to protect the local population. The UN strongly discourages sexual relationships between UN personnel and beneficiaries of assistance. Can you explain why?

Yes, it is because of the inherent power imbalance between UN personnel and beneficiaries of assistance. That is why the UN strongly discourages sexual relationships between them.



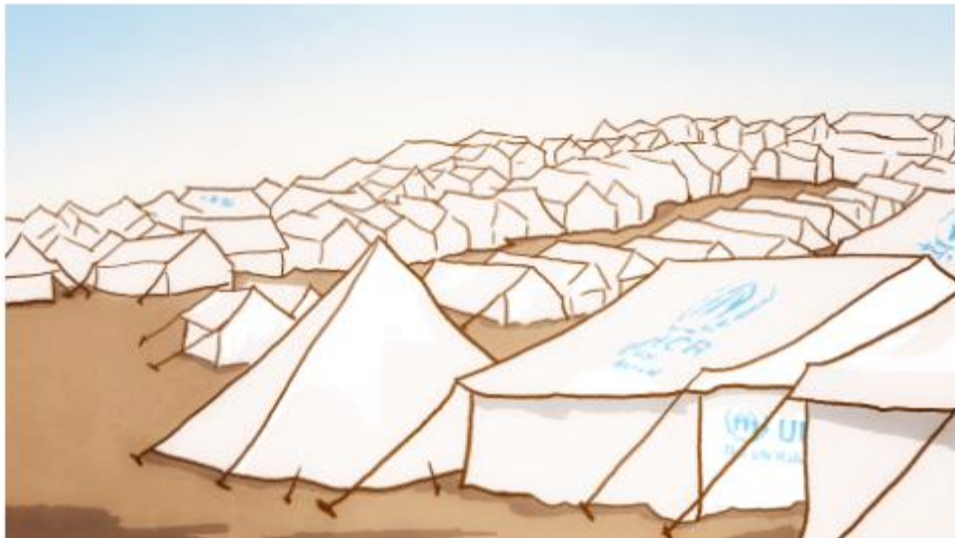
Sexual relationships with members of the community could also put the safety of UN personnel at risk.





Example

A sexual relationship between a UN staff and a refugee living in a camp is strongly discouraged because of the inherent power imbalance.



...discourages sexual
assistance. Can you explain why?

Sexual relationships with
members of the community
could also put the safety of
UN personnel at risk.





Example

There have been incidents where UN personnel have been attacked by upset family members, blackmailed or falsely accused of sexual exploitation and abuse, after ending a sexual relationship with a girlfriend from the local community.



...discourages sexual
assistance. Can you explain why?

Sexual relationships with
members of the community
could also put the safety of
UN personnel at risk.





My general advice to you is:
If you are unsure whether it
violates UN standards of
conduct or not...*don't* do it.





When you are in the UN, you may come across some misconceptions about sexual exploitation and abuse. Let us look at some of these myths.





Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.





Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect the UN rules, but mission life is lonely. I can't be expected to be celibate for the entire time that I am on mission.





Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect the UN rules, but mission life is lonely. I can't be expected to be celibate for the entire time that I am on mission.



Why does the UN make condoms available? Doesn't it just encourage sexual exploitation and abuse?





Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect the UN rules, but mission life is lonely. I can't be expected to be celibate for the entire time that I am on mission.



Show UN response

Why does the UN make condoms available? Doesn't it just encourage sexual exploitation and abuse?



Show UN response

I heard that UN personnel are above the law because they have immunity from prosecution. Is that true?



Show UN response



Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect women but mission life is hard. I can't be expected to be celibate for the entire time that I am on mission.



Show UN response

Myth: I can't be expected to be celibate for the entire time I am on mission.

The UN does not ban sex between consenting adults. What is banned is sex that is exploitative or abusive.

However, some codes of conduct of national military contingents ban all sex while on deployment. If this applies to you, you must follow both the UN standards of conduct and your national codes of conduct.



UN personnel are above the law. They have immunity. Is that true?



Show UN response



Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23

Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect my mission but mission life is so demanding that I can't be expected to wait for a condom the entire time that I am on deployment.



Show UN response

Myth: Doesn't making condoms available just encourage sexual exploitation and abuse?

Making condoms available to UN personnel is a health issue. Male and female condoms protect those who have sex from the transmission of HIV and other sexually transmitted diseases. The UN does not ban sex between consenting adults. What is banned is sex that is exploitative or abusive.

However, some codes of conduct of national military contingents ban all sex while on deployment. If this applies to you, you will have to follow both the UN standards of conduct and your national codes of conduct.



UN personnel are above the law. They have immunity. Is that true?



Show UN response

Lesson 1 > What are some myths about sexual exploitation and abuse? 22/23



Click on the character to view the statement and take a moment to think about the correct response. Done? Then click to see the UN response.

I want to respect
but mission life
be expected to
entire time that



Show UN response

Myth: UN personnel are above the law because they have immunity from prosecution.

No, that is not true. UN personnel are not above the law. If UN personnel commit a crime such as rape, they can be prosecuted for it. UN personnel only have “functional immunity” which exists to enable them to perform work-related functions.



personnel are above
they have immunity
. Is that true?



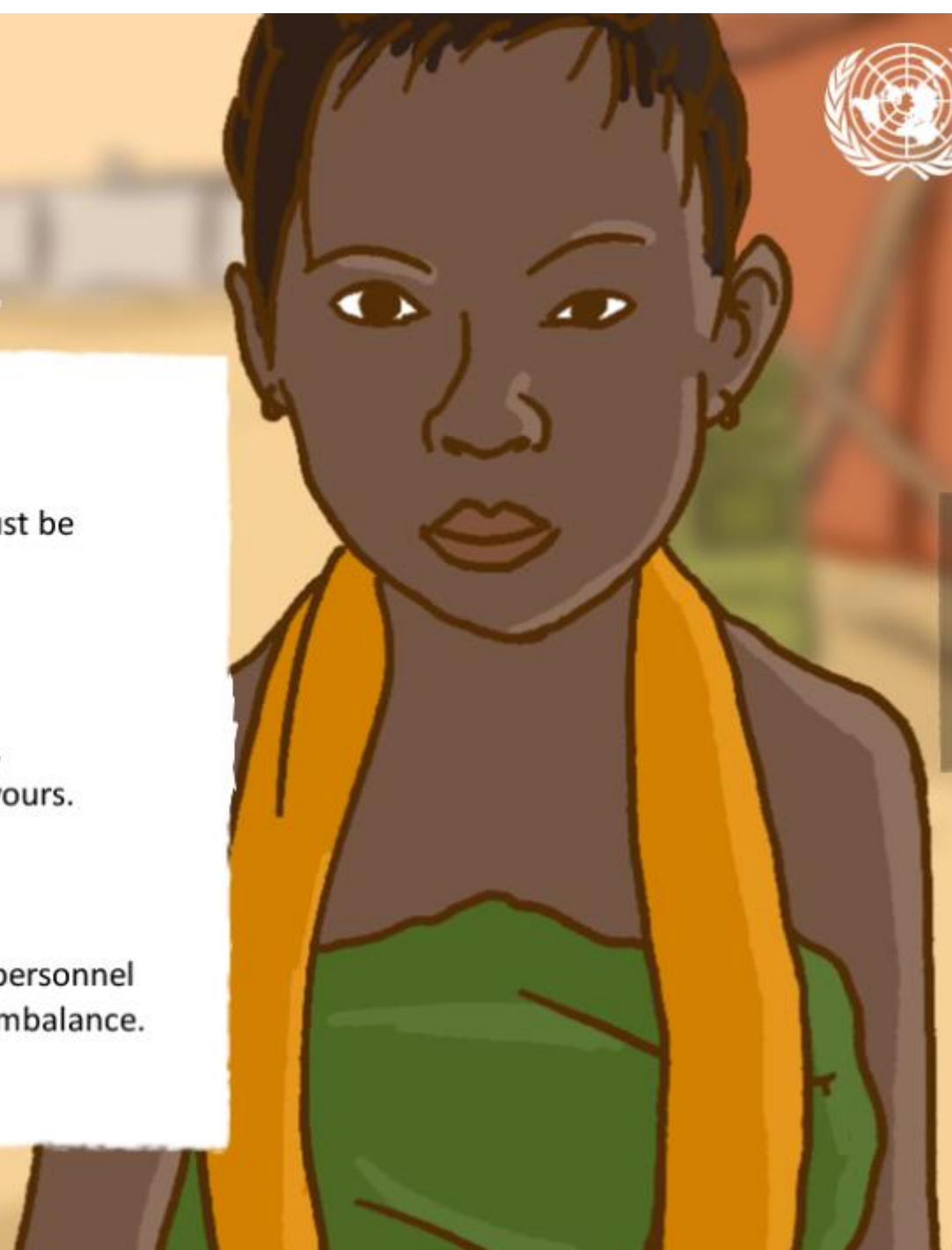
UN response



Well done. You have reached the end of this lesson.

What you have covered in lesson 1:

- The UN standards of conduct apply to all UN personnel and must be followed at all times.
- No sexual activity with a child (a person under the age of 18).
- No sex with prostitutes and no other exchange of money, food, employment, goods, assistance, or services for sex or sexual favours.
- No use of a child or adult to procure sex for others.
- The UN strongly discourages sexual relationships between UN personnel and beneficiaries of assistance because of the inherent power imbalance. If you are unsure...don't do it.





Lesson 2

Consequences for abusers

LET'S START





Hi again! In this lesson, you will learn about:

- What is the impact of sexual exploitation and abuse on victims?
- What are the consequences for UN personnel who commit sexual exploitation and abuse?
- How does sexual exploitation and abuse damage the work of the UN?

Let's start by looking at the impact on victims.



Lesson 2 > What is the impact of sexual exploitation and abuse on victims? 2/17



Sexual exploitation and abuse harms victims' minds and bodies and violates their dignity. Can you tell me more about the specific impacts?

Sexual exploitation and abuse harms victims physically.



It also harms victims emotionally and psychologically.



And it harms victims socially.





Physical harm

Bruising and injuries, problems with the reproductive system, unwanted pregnancy, sexual dysfunction, contracting HIV or other sexually transmitted infections.



× bodies and violates their
rights?

gically.

And it harms victims socially.





Emotional and psychological harm

Feelings of shame and guilt, poor self-esteem, anxiety, depression, eating and sleeping disorders, suicidal behaviour and self-harm, alcohol and drug abuse, unsafe sexual behaviour, post-traumatic stress disorder (PTSD).



× bodies and violates their
cts?

gically.

And it harms victims socially.





Social harm

In many countries, there are strict social norms about how women, men, girls and boys are expected to behave. When sexual exploitation and abuse occurs, families and communities may punish victims for having violated these social norms. Victims may be beaten by their families, be forced to leave home, or lose their families' financial support. Victims may be ostracized by their communities. In some countries, victims may be arrested by the police, for instance, for sex outside of marriage.





When we talk about the impact on victims, what happens to a child born as a result of sexual exploitation and abuse?



A child born as a result of sexual exploitation and abuse by UN personnel may face life-long disadvantage and discrimination. Here is an example.





Example

In the Democratic Republic of the Congo, a non-governmental organization (NGO) reported that a child born to a Congolese mother who had been sexually exploited by a UN peacekeeper was growing up in extreme poverty.

In the Democratic Republic of the Congo, a child growing up in extreme poverty is more likely to be malnourished, not go to school and die early from preventable diseases.



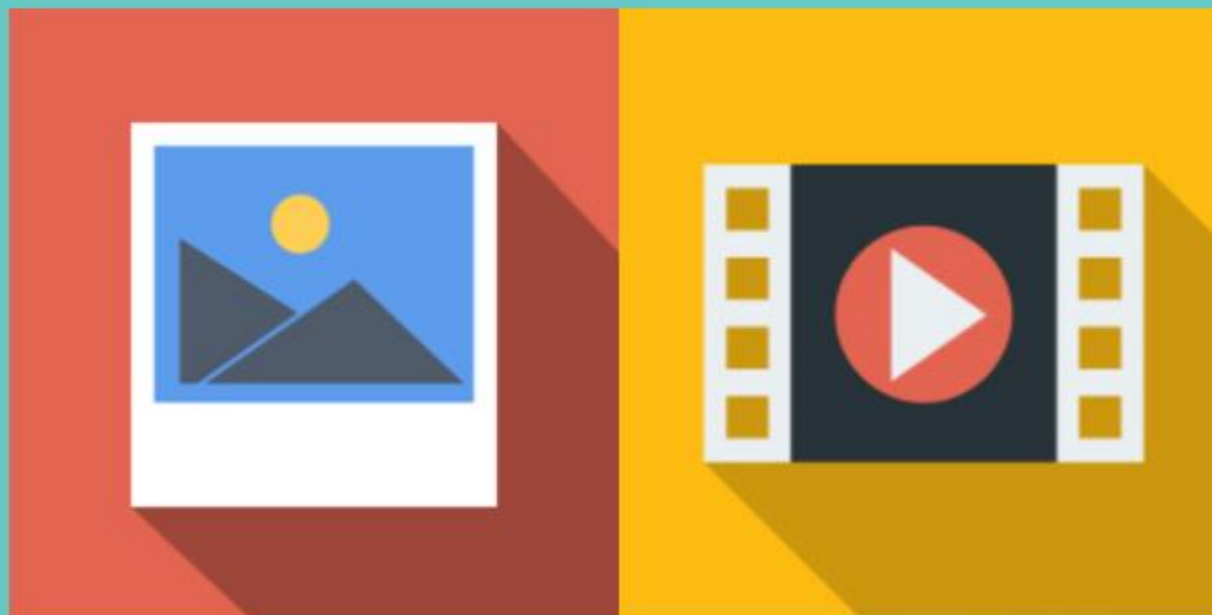
a result of sexual
and abuse by UN personnel
-long disadvantage and
n. Here is an example.





Let us listen to this video where Jane explains how a UN personnel sexually exploited and abused her, and how this impacted on her life.





Choose to view as images or video depending on your bandwidth.



My family has a small shop in town. I used to work there every evening after school. That is where I met Michael. He works for the UN.

Michael told me that he loved me. He told me that if I have sex with him, he will marry me. Michael told me I was pretty. He gave me gifts. He even gave me a mobile phone.

My uncle said what we were doing was wrong. He said that I would get a bad reputation. But my parents, they liked Michael. He helped my family. Michael gave my parents money to pay for the rent. Michael paid for the school fees of my two younger sisters.



One day, Michael stopped visiting. I found out later that he had gone home. I never heard from Michael again.

When my family found out that I was pregnant, they were very angry and beat me. My parents say that no-one will marry me now.

The neighbours talk a lot about my family. Before, friends used to stop at our house. They would come in and talk and drink soda. Now, no-one visits.

The school says I am a bad example to the other girls. The headmaster says I can't come to school any more. Now my sisters and I stay home. We take care of the house and work in the shop.





I wish I could go back to how life was before. I want to be like the other girls. I want to go to school. I want to see my friends.

Last week, I walked all day to get to the health clinic. They say it's dangerous for girls to give birth so young. They say that I have to come to the clinic to give birth. But we live too far away. My mother says I will give birth at home.

I feel so scared. I can't sleep at night. Soon my baby will be born. But what kind of life will my baby have? Children who don't have a father are called bad names. My parents say there's no money to feed another child.





What are the consequences for UN personnel who commit sexual exploitation or abuse?
Let's see if Peter can provide us with some more information.



Lesson 2 > What are the consequences for those who
commit sexual exploitation and abuse?

7/17



Before we continue ...

... take a moment to think about this:

What are the consequences for
UN personnel who commit
sexual exploitation and abuse?

DONE? LET'S PROCEED.



There are four main consequences for UN personnel who commit sexual exploitation and abuse:

- Their professional life will suffer
- They may be prosecuted
- Their safety and health may be at risk
- Their personal life will suffer



Consequences for UN personnel



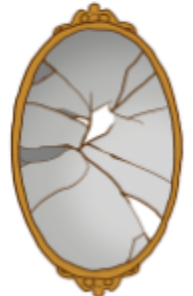
Their professional life will suffer



They may be prosecuted



Their safety and health may be at risk



Their personal life will suffer

Lesson 2 > Consequences: their professional life will suffer 9/17



Click on the post-it notes to see how their professional life will suffer.



Termination of UN contract or service under the UN flag



Financial loss



Barred from future service with the UN



Administrative sanctions imposed by troop- and police-contribution countries



Click on the post-it notes to see how

the consequences will affect

Barred from future service with the UN

If a person has engaged in sexual exploitation and abuse, they will be barred from all future service with the UN. They can never work for the UN again.



Financial loss



Administrative sanctions
imposed by troop- and police-
contributing countries



Click on the post-it notes to see how
their professional life will suffer

Termination of UN contract or service under the UN flag

Sexual exploitation and abuse are acts of serious misconduct. If an allegation of sexual exploitation and abuse is proven to be true, UN personnel will no longer be allowed to work for the UN or serve under the UN flag.

UN civilians will be dismissed from their jobs. Cooperative agreements with NGOs, private sector contractors, consultants and interns can be terminated. Uniformed personnel will be repatriated by the UN to face justice in their home country. If there is credible evidence of widespread or systematic sexual exploitation and abuse, the UN may repatriate an entire military unit or formed police unit.



Financial loss



Click on the post-it notes to see how
their professional life will suffer

Administrative sanctions imposed by troop- and police-contribution countries

Troop- and police-contributing countries may also impose their own administrative sanctions such as removal from position of command and removal of benefits.



Financial loss



**Administrative sanctions
imposed by troop- and police-
contribution countries**



Click on the post-it notes to see how
their professional life will suffer

Financial loss

The UN can impose a fine on UN staff who have been dismissed for sexual exploitation and abuse. The UN can also withhold payment to troop- and police-contributing countries for uniformed personnel found guilty of sexual exploitation and abuse.



Financial loss



Administrative sanctions
imposed by troop- and police-
contributing countries



UN personnel have privileges and immunities to enable them to perform their work-related functions. These privileges and immunities can never be used to shield UN personnel from any crimes they may have committed. If a crime has been committed such as rape, UN personnel can be prosecuted.

Let us see how UN personnel are prosecuted for crimes.



Lesson 2 > Consequences: UN personnel may be prosecuted 11/17



The UN Secretary-General can waive the immunity of UN personnel to allow them to face a criminal prosecution, and has done so in the past.

Uniformed personnel who engage in sexual exploitation and abuse are repatriated by the UN, and typically face a court martial or other disciplinary proceedings instituted by their national authorities. These could lead to dismissal and imprisonment.



UN personnel must honour their private legal obligations, which includes any court orders requiring them to pay for child support. This means that UN personnel are also liable for child support if a child is born as a result of them engaging in sexual exploitation and abuse.





In a child support claim, paternity must be established. Can you explain what role the UN plays in paternity claims?





The UN can help collect DNA from UN personnel in paternity claims, with the alleged father's consent.



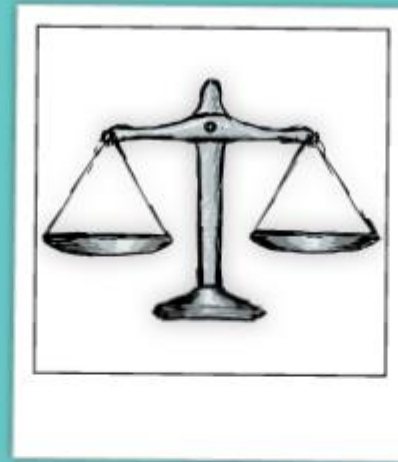


And what happens once
paternity has been established?





If a court order is received, the UN will deduct child support from staff salaries. If a court order is made against uniformed personnel, the UN will transmit it to the relevant troop- or police-contributing country for action.





What do you think?

Sexual exploitation and abuse may also put the safety and health of UN personnel and others at risk. What are some specific risks?

- ☐ There is a risk of retaliation and physical attacks against UN personnel who commit sexual exploitation and abuse
- ☐ There is a risk of retaliation and physical attacks against the colleagues and fellow contingent members of UN personnel who commit sexual exploitation and abuse
- ☐ There is a risk of UN personnel contracting and transmitting HIV and other sexually transmitted infections

SUBMIT





What do you think?

Sexual exploitation and abuse may also put the safety and health of UN personnel and others at risk. What are some specific risks?

- ☒ There is a risk of retaliation and physical attacks against UN personnel who commit sexual exploitation and abuse
- ☒ There is a risk of retaliation and physical attacks against the colleagues and fellow contingent members of UN personnel who commit sexual exploitation and abuse
- ☒ There is a risk of UN personnel contracting and transmitting HIV and other sexually transmitted infections

SUBMIT





What do you think?

Sexual exploitation and abuse may also put the safety and health of UN personnel and others at risk. What are some specific risks?

☐ There is a risk of retaliation and physical attacks against

☒ **That is correct**

All three options are correct. Sexual exploitation and abuse may put the safety and health of UN personnel and others at risk. For example, there is the risk of retaliation and physical attacks against those who commit sexual exploitation and abuse, or against their colleagues and fellow contingent members. There is also a risk of UN personnel contracting and transmitting HIV and other sexually transmitted infections.





UN personnel who commit sexual exploitation and abuse will see their personal and professional reputation ruined. They may be ostracized by their peers and/or community, and their relationships with family and friends may break down.

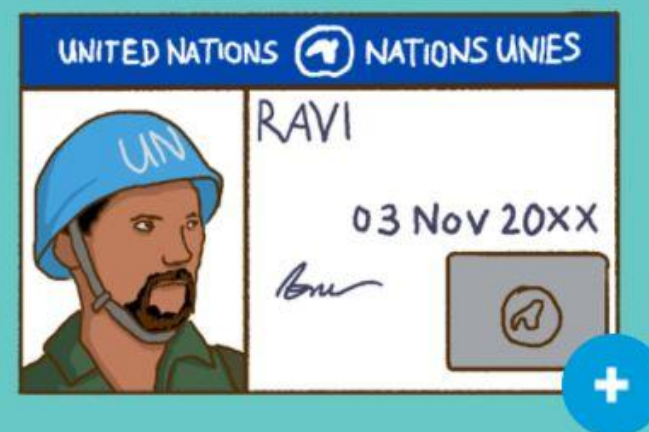
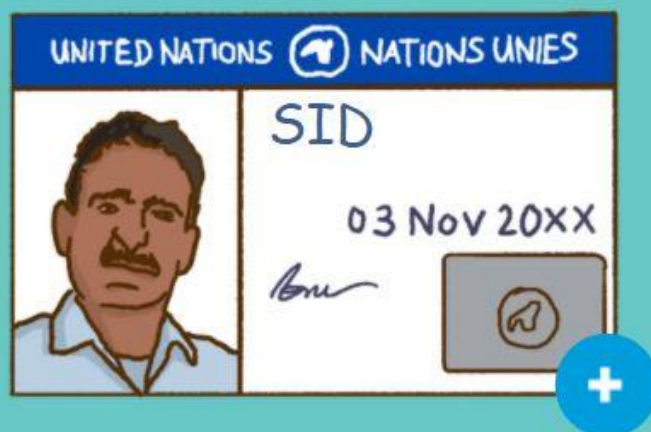
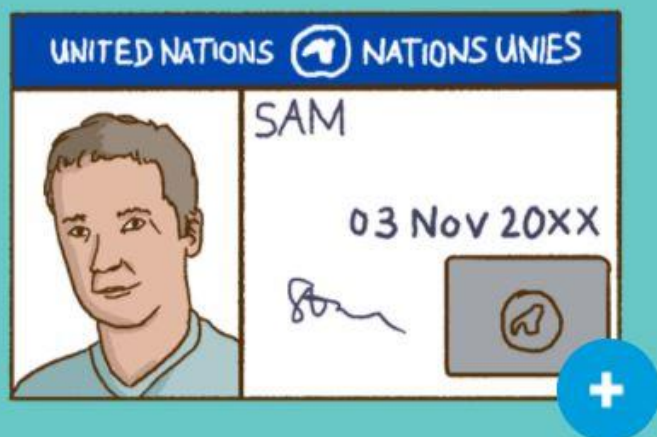
Let us now hear what happened to three UN personnel who committed sexual exploitation and abuse.





Lesson 2 > Abusers speak out 15/17

Click on the ID card to listen to each statement.



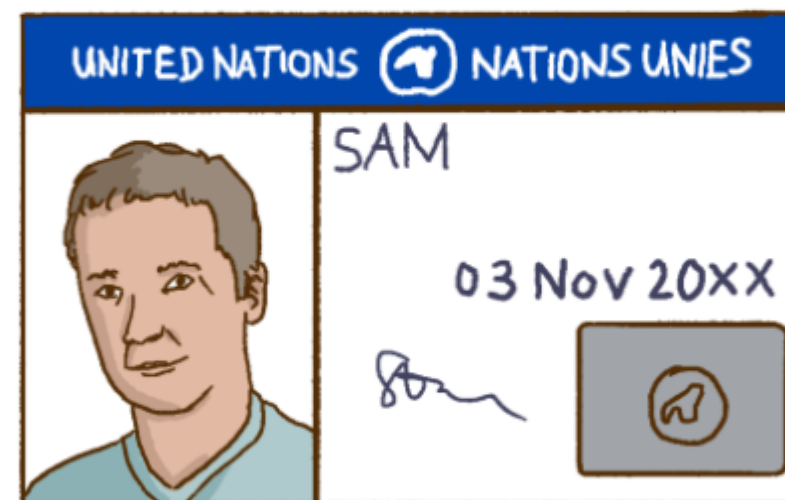
These three stories of sexual exploitation and abuse by UN personnel are fictitious examples based on facts from real-life cases. Names of perpetrators and voices have been changed to protect identities.



The UN fired me for paying for sex with a local. She looked a lot older, but she was only 15. The last days in the office were like hell. I used to joke with my colleagues all the time. But suddenly everyone avoided me.

Now I am back at home. The UN fined me, so I don't have much money to live on. My professional reputation is in ruins. No-one will hire me.

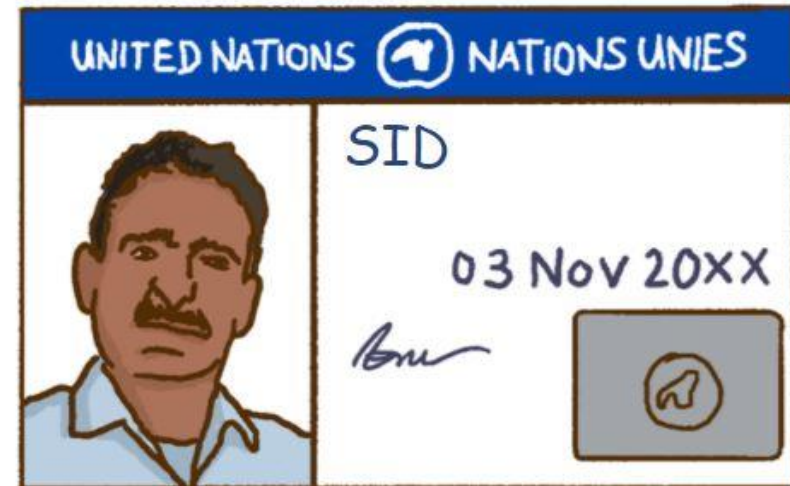
Last week, a police car came round to the house. It was the middle of the day, so all the neighbours could see. The police officers took my passport. They said I will be prosecuted for having sex with a child while overseas. This is a crime in my country.





I was repatriated by the UN to my home country. When the investigation found me guilty of sexual exploitation and abuse, I was dismissed from the police service. After 20 years of service in the police, no-one will remember me for my good work. They will only remember me as that man who sexually exploits women.

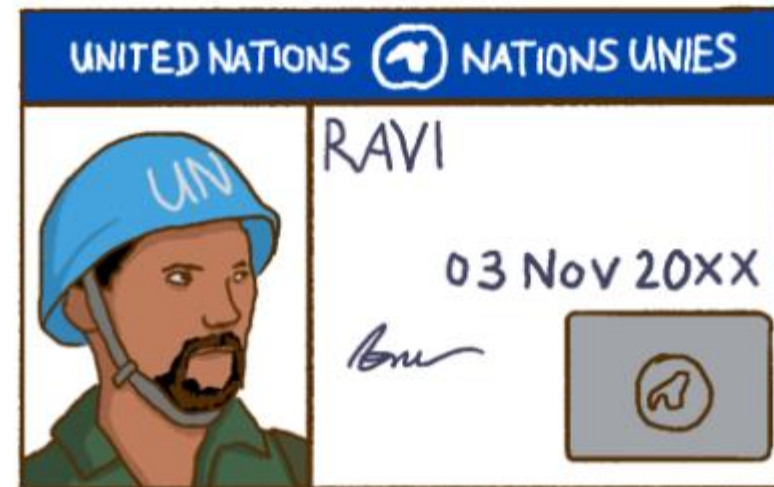
When my wife found out what I had done, she went to live with her parents and took the children with her. Now she says she wants a divorce. She says that the shame of divorce is better than the shame of living with me.





I was repatriated by the UN to my home country. A court martial found me guilty of serious misconduct for having engaged in sexual exploitation and abuse while serving under the UN flag overseas. I was given a dishonourable discharge. I lost all my benefits and I was imprisoned.

After serving my sentence, I met some soldiers from my former platoon. They say that I have embarrassed my country and brought dishonour to my regiment.

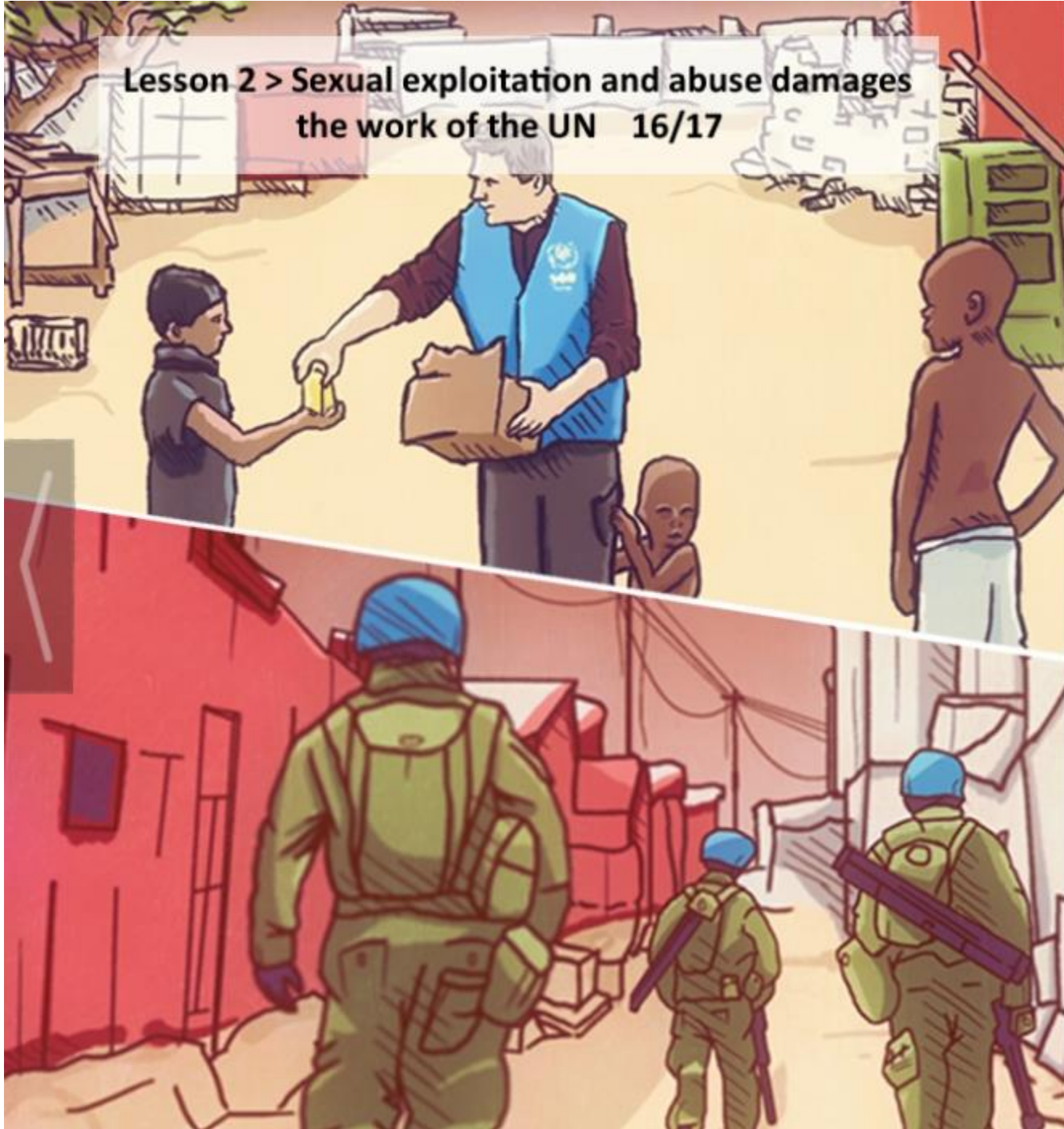




Lesson 2 > Sexual exploitation and abuse damages the work of the UN 16/17

1/4

Acts of sexual exploitation and abuse damage the image and credibility of the UN. This in turn undermines the ability of the UN to implement its mandate and do its work effectively.



**Lesson 2 > Sexual exploitation and abuse damages
the work of the UN 16/17**



2/4

For example, allegations of sexual exploitation and abuse by UN personnel have overshadowed the important work that some UN field missions are doing to bring peace and security, and diverted management time and resources away from mandate implementation. In countries where the UN has a mandate to protect civilians, acts of sexual exploitation and abuse directly undermine this mandate.





3/4

In some countries, women have been trafficked and forced to work in the commercial sex industry. When UN personnel buy sex, this may fuel human trafficking and undermine the work of the UN and others in combating serious and organized crime.



Lesson 2 > Sexual exploitation and abuse damages the work of the UN 16/17



4/4

Acts of sexual exploitation and abuse by UN personnel damage donor support for the UN and its work.

Acts of sexual exploitation and abuse by uniformed personnel serving under the UN flag damage the reputation of troop- and police-contributing countries overseas.

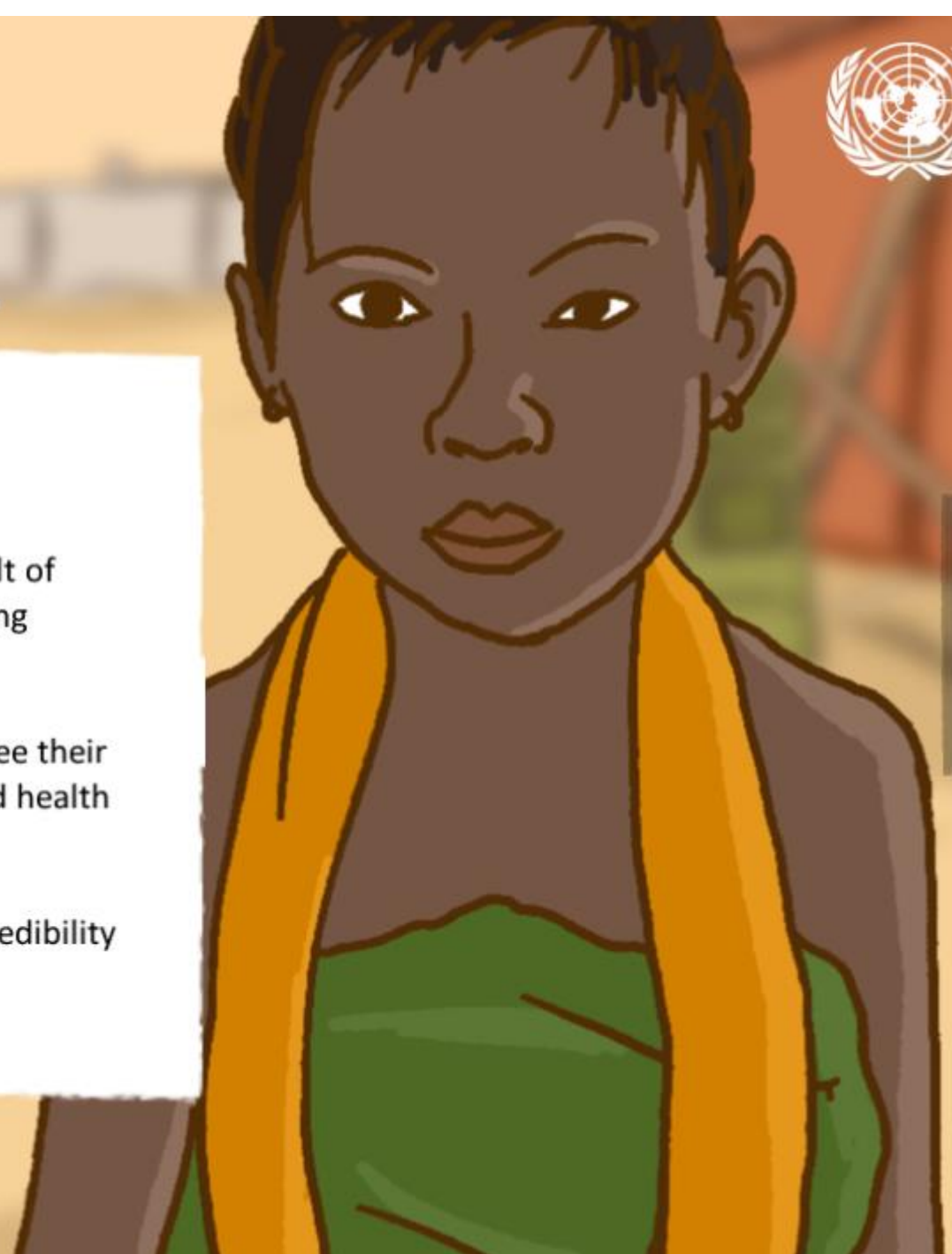




Well done. You have reached the end of this lesson.

What you have covered in lesson 2:

- Sexual exploitation and abuse causes physical, emotional, psychological and social harm to victims. A child born as a result of sexual exploitation and abuse by UN personnel may face life-long disadvantage and discrimination.
- UN personnel who commit sexual exploitation and abuse will see their professional life suffer, they may be prosecuted, their safety and health may be at risk and their personal life will suffer.
- Acts of sexual exploitation and abuse damage the image and credibility of the UN, which in turn undermines the ability of the UN to implement its mandate.





Lesson 3

Obligations of UN personnel

LET'S START





In this lesson, you will learn about:

- What are your personal obligations to uphold the UN standards of conduct on sexual exploitation and abuse?
- How to report sexual exploitation and abuse?
- Who investigates sexual exploitation and abuse by UN personnel?
- How will you find out about the outcome of an investigation?
- What help is given to victims?





Lesson 3 > What are your four key obligations? 2/17

All UN personnel have four key obligations.

Firstly, they need to **know** what are the UN standards of conduct on sexual exploitation and abuse.



Secondly, they have to **comply with** the UN standards of conduct on sexual exploitation and abuse and any mission-specific codes of conduct and restrictions.



Thirdly, they have to **report** sexual exploitation and abuse by UN personnel.

And fourthly, they have to **cooperate with investigations** into sexual exploitation and abuse by UN personnel.





All UN personnel have

Know what are the UN standards of conduct on sexual exploitation and abuse

Training on the UN standards of conduct on sexual exploitation and abuse should be completed at the start of your UN assignment (e.g. within the first two months).

In addition to completing this online training, you should attend all other UN trainings and briefings offered to you on UN standards of conduct on sexual exploitation and abuse.



Thirdly, they have to **report** sexual exploitation and abuse by UN personnel.

And fourthly, they have to **cooperate with investigations** into sexual exploitation and abuse by UN personnel.





All UN personnel have

Comply with UN standards of conduct and any mission-specific codes of conduct and restrictions

For example, mission-specific restrictions include a prohibition on UN personnel visiting off-limits premises where prostitution and/or human trafficking is suspected or known to occur, or a non-fraternization policy for contingent personnel.

Inadequate provision of welfare and recreation facilities, a high workload, and prolonged periods of work without breaks can all lead to high levels of stress. High stress levels can result in poor judgement and harmful behaviour such as excessive drinking, drug abuse and unsafe sex. In UN field missions, there have been cases of UN international personnel buying sex from local women after drinking heavily.

UN personnel can also abide by the UN standards of conduct by taking actions in their daily life to reduce stress and keep a healthy work-life balance. Examples of actions to take in your daily life to reduce stress could include: keeping in touch with family and friends, engaging in hobbies and sports, taking your holidays, rest and recuperation (R&R) breaks and/or leave.



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ate with
tions into
ploitation and
UN personnel.



Lesson 3 > What actions can you take in your daily life to comply with the UN standards of conduct? 3/17



Click on the different characters to read examples of actions that they took in their daily lives to comply with the UN standards of conduct on sexual exploitation and abuse.



Lesson 3 > What actions can you take in your daily life to comply with the UN standards of conduct? 3/17



Meet up with friends

When I feel lonely, I call up my friends and invite them out. But I make sure to stay out of places that are off-limits to UN personnel and to get back before curfew.



actions that they took in their
t on sexual exploitation and abuse.



Lesson 3 > What actions can you take in your daily life to comply with the UN standards of conduct? 3/17



Pursue hobbies and sports

When I get too stressed, I do stupid things that I regret later. I keep my stress levels under control through hobbies and sports.



actions that they took in their
t on sexual exploitation and abuse.



Lesson 3 > What actions can you take in your daily life to comply with the UN standards of conduct? 3/17



Call your family and friends regularly

I am deployed with the UN to a non-family duty station. I knew I would feel lonely without my family and friends around me. So before I left, we agreed to call each other regularly and to meet when I am on leave.



actions that they took in their
t on sexual exploitation and abuse.





Lesson 3 > What actions can you take in your daily life to comply with the UN standards of conduct? 3/17

Make attending UN trainings and briefings a priority

There was a lot to do when I started my new job at the UN, but I made sure to prioritize attending all UN trainings and briefings on UN standards of conduct on sexual exploitation and abuse.



actions that they took in their
t on sexual exploitation and abuse.



Lesson 3 > Reporting: what and when should I report? 4/17



I mentioned earlier that all UN personnel have an obligation to report sexual exploitation and abuse. Let us see what this means in practice.



What should you report?



Should you report allegations immediately to the UN?





What should you report?

Report to the UN any **suspensions, concerns, rumours and complaints** that UN personnel have committed sexual exploitation and abuse.

Sometimes you will only be able to report a general suspicion. However, if possible, be specific and report:

- **WHO** was involved
- **WHAT** happened
- **WHERE** did it happen
- **WHEN** did it happen

What should you report?



When should you report allegations of sexual exploitation and abuse to the UN?





Should you report allegations immediately to the UN?

Yes!

1. Do not wait.

Report allegations of sexual exploitation and abuse by UN personnel immediately to the UN.

2. Do not try to find out if the allegation is true before reporting it to the UN. That is the job of an investigation.



Should you report?



Should you report allegations immediately to the UN?





Report sexual exploitation and abuse **to UN management or through the UN chain of command.** Reports can also be made **directly to** the UN Office of Internal Oversight Services (OIOS).

Reporting channels

Note that for UN field missions, UN personnel must report allegations of sexual exploitation and abuse to the Head of Mission directly or through any of the following channels:

- Conduct and discipline teams or conduct and discipline focal points (for all personnel)
- The head of the civilian component or other line managers (for civilian personnel)
- The head of the police component or other person in the chain of command (for police and corrections personnel)
- The head of the military component or other person in the chain of command (for military personnel)
- The UN Office of Internal Oversight Services (OIOS) (for all personnel)

In UN field missions, it is highly recommended to report allegations of sexual exploitation and abuse to conduct and discipline teams or conduct and discipline focal points, as they have a formal role in advising the Head of Mission on all conduct and discipline issues and following-up on allegations.



Report sexual exploitation and abuse **to UN management or through the UN chain of command.** Reports can also be made **directly to the UN Office of Internal Oversight Services (OIOS).**

Reporting channels

- Do not report allegations of sexual exploitation and abuse by UN personnel to the UN Ethics Office, the UN Ombudsman and Mediation Services, or to the UN Department of Safety and Security (UN DSS) as they have no formal role in receiving allegations of sexual exploitation and abuse by UN personnel, other than relaying the allegation to DPKO/DFS or the relevant UN entity for action. Reporting allegations of sexual exploitation and abuse to these offices could delay handling of the allegations.
- The UN Office of Internal Oversight Services (OIOS) is an independent body in charge of investigating allegations of misconduct by UN personnel.



What else can you tell us about reporting allegations of sexual exploitation and abuse?

Reports should be made in **good faith**.
If the allegation later proves to be untrue, you will not face repercussions if you reported in good faith.



Reports can be made **anonymously**, or not.





False, malicious complaints made in bad faith

Persons who make a malicious complaint of sexual exploitation and abuse that they know to be false, are themselves violating UN standards of conduct and guilty of serious misconduct. UN staff members can be dismissed if they report a suspicion of sexual exploitation and abuse by UN personnel in bad faith i.e. if they report a suspicion that they know to be false.



sexual exploitation and abuse?

Reports can be made **anonymously**, or not.





Anonymous reports

This means that you don't have to give your name when reporting a suspicion of sexual exploitation and abuse. Anonymous complaints will be treated just as seriously.

However, if you decide to report anonymously, do provide sufficient detail to allow for independent corroboration of the allegation. Otherwise, it may not be possible to investigate.

UN staff are protected against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations.

[Click to read about whistleblower protection for UN staff](#)



exploitation and abuse?

Reports can be made
anonymously, or not.





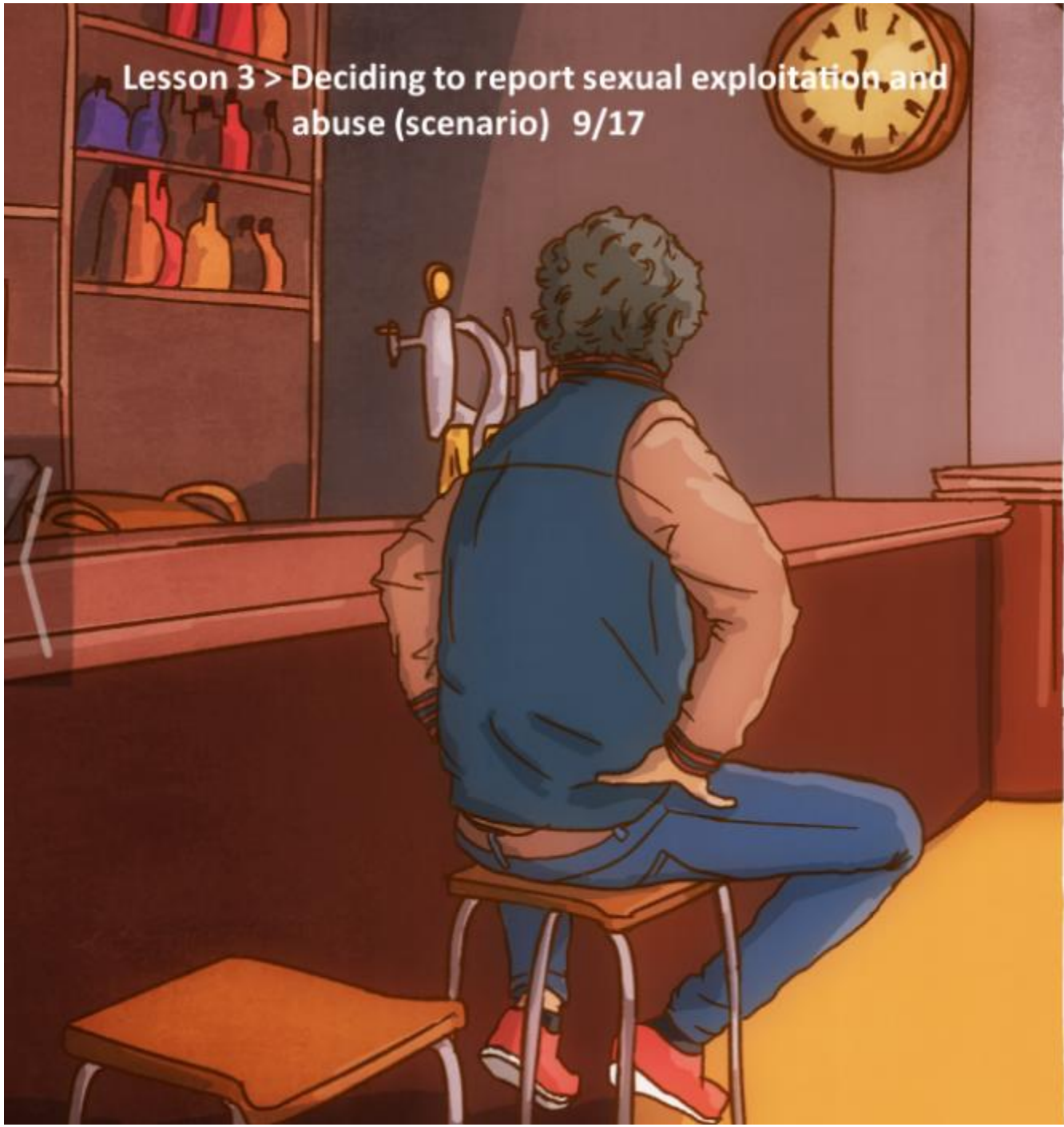
When you report a suspicion of sexual exploitation and abuse you may feel anxious or even scared. This is a normal reaction.

Let us look at this scenario where Oscar has to decide whether to report a suspicion of sexual exploitation and abuse by UN personnel.





Lesson 3 > Deciding to report sexual exploitation and abuse (scenario) 9/17



1/3

At the end of the work day,
UN personnel are enjoying a drink
in a bar. Oscar sees Jacques go to one
of the rooms upstairs with a woman.



Lesson 3 > Deciding to report sexual exploitation and abuse (scenario) 9/17



2/3

Later on, Jacques comes out of the room with the woman. Jacques goes back to his group of UN friends at the bar.



Lesson 3 > Deciding to report sexual exploitation and abuse (scenario) 9/17



3/3

Oscar is back in the office the next day. He can't stop thinking about what he saw yesterday in the bar.





Should Oscar wait until he has more evidence that sexual exploitation and abuse has occurred before reporting it?



YES

or

NO



Should Oscar wait until he has more evidence that sexual exploitation and abuse has occurred before reporting it?



YES

or

NO



Should Oscar wait until he has more evidence that sexual exploitation and abuse has occurred before reporting it?



YES

or

NO

✓ **That is correct**

Oscar should not wait. Oscar has a duty to report any suspicions that UN personnel have engaged in sexual exploitation and abuse immediately.

Oscar should not try to find out more information or investigate himself before reporting his suspicion to the UN.



Oscar has decided to report his suspicion that sexual exploitation and abuse may have occurred.

Can he make an anonymous complaint?



YES

or

NO



Oscar has decided to report his suspicion that sexual exploitation and abuse may have occurred.

Can he make an anonymous complaint?



YES

or

NO



Oscar has decided to report his suspicion that sexual exploitation and abuse may have occurred.

Can he make an anonymous complaint?



☒ YES

or

☐ NO

✔ **That is correct**

If he wants, Oscar can make an anonymous complaint. Oscar does not have to give his name when reporting a suspicion of sexual exploitation and abuse. Anonymous complaints will be treated just as seriously.

However, if he decides to report anonymously, he must provide sufficient detail to allow for independent corroboration of the allegation. Otherwise, it may not be possible to investigate it.



Oscar reported his suspicion that sexual exploitation and abuse may have occurred in good faith. A subsequent investigation concludes that sexual exploitation and abuse did not occur.

Has Oscar violated UN standards of conduct?



YES

or

NO



Oscar reported his suspicion that sexual exploitation and abuse may have occurred in good faith. A subsequent investigation concludes that sexual exploitation and abuse did not occur.

Has Oscar violated UN standards of conduct?



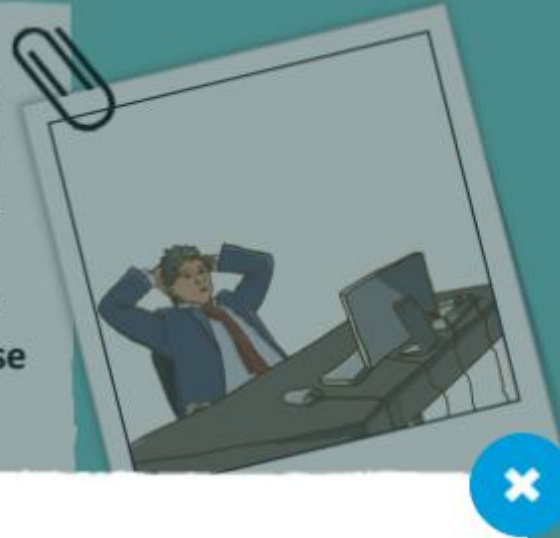
YES

or

NO



Oscar reported his suspicion that sexual exploitation and abuse may have occurred in good faith. A subsequent investigation concludes that sexual exploitation and abuse did not occur.



✓ **That is correct**

Since Oscar reported the concern in good faith, he has not violated UN standards of conduct.

YES

or

NO



Lesson 3 > Who investigates sexual exploitation and abuse by UN personnel? 13/17



So what happens after an allegation of sexual exploitation and abuse by UN personnel is reported to the UN? Is an investigation launched?

Yes, an investigation must be conducted immediately. UN troop-contributing countries are responsible for investigating members of their national military contingents.



The UN is responsible for investigating all other UN personnel.



Remember, do cooperate with investigations into sexual exploitation and abuse by UN personnel.





So what happens after an allegation of sexual exploitation and abuse by

Troop- and police-contributing countries are responsible for investigating allegations involving their personnel

Troop-contributing countries are expected to complete an investigation into an allegation of sexual exploitation and abuse within six months, save for exceptional circumstances. If a troop-contributing country is unable or unwilling to launch its own investigation, then the UN can investigate instead. If a troop- or police-contributing country has not taken appropriate steps to investigate allegations of sexual exploitation and abuse involving its personnel, the UN may replace all of that country's military units and/or formed police units with those from a different country.





So what happens after an allegation of sexual exploitation and abuse by UN personnel is launched?

The UN is responsible for investigating all other UN personnel

For example, the UN conducts investigations into allegations of sexual exploitation and abuse by UN staff, UN Volunteers, UN Police Officers (UNPOL), members of UN formed police units, UN corrections officers and UN military liaison officers.

Remember, do cooperate with investigations into sexual exploitation and abuse by UN personnel.





So what happens after an allegation of sexual exploitation and abuse by UN personnel is launched?

Do cooperate with investigations into sexual exploitation and abuse by UN personnel

For example, provide any information, documentation and evidence that could assist the investigation, and make yourself and your subordinates available to be interviewed by investigators.



Remember, do cooperate with investigations into sexual exploitation and abuse by UN personnel.





Once the investigation is concluded,
the UN communicates the outcome of
the investigation to the general public.



**Does the public have access to
these reports?**





Does the public have access to these reports?

Yes. The UN Secretary-General produces an annual report on sexual exploitation and abuse by UN personnel that includes statistics and information on the outcome of investigations and actions taken by the UN and its Member States. This is a public document.

If an allegation of sexual exploitation and abuse turns out to be false, the UN also communicates this information in order to repair the reputation of the UN and its Member States.

Does the public have access to these reports?





Once an allegation of sexual exploitation and abuse is made against UN personnel, the UN has to make sure that alleged victims are referred to any immediate help they require and are protected from further harm.

Immediate assistance to victims

At this stage, it is not known whether the allegation is true or not, but the UN still has an obligation to refer alleged victims to any immediate help they require and to take immediate steps to prevent any further harm. For example, the alleged victim may need urgent medical help, psychosocial support, emergency shelter, food or physical protection from retaliation for speaking out.





If an investigation concludes that sexual exploitation and abuse did occur, the UN will refer the victim to any longer-term assistance required.

Longer-term assistance to victims

The UN will facilitate the victim to access longer-term assistance such as: returning to school, vocational skills training, or legal aid to pursue criminal proceedings or a child support claim.



Well done. You have reached the end of this lesson.

What you have covered in lesson 3:

- **Know** what are the UN standards of conduct on sexual exploitation and abuse
- **Comply with** the UN standards of conduct on sexual exploitation and abuse and any mission-specific codes of conduct and restrictions
- **Report** to the UN any **suspensions, concerns, rumours and complaints** that UN personnel have committed sexual exploitation and abuse
- **Cooperate with investigations** into sexual exploitation and abuse by UN personnel

Tip:

Do not wait.
Report allegations of sexual exploitation and abuse by UN personnel **immediately** to the UN.

Tip:

Reports can be made **anonymously** or not.



Lesson 4

Managerial and command responsibilities

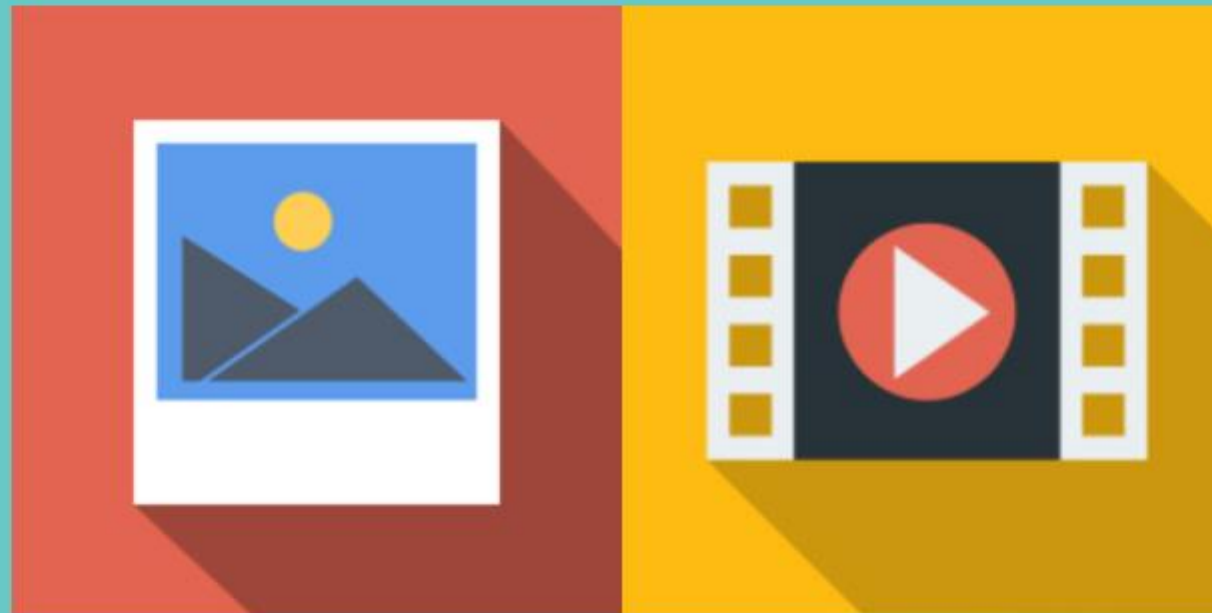
LET'S START



In this lesson, you will learn to:

- Describe the specific responsibilities of managers and commanders in addressing sexual exploitation and abuse by UN personnel
- Identify actions to take to prevent sexual exploitation and abuse by subordinates
- Describe how to handle an allegation of sexual exploitation and abuse involving subordinates





Choose to view as images or video depending on your bandwidth.



Although only a few individuals commit sexual exploitation and abuse, these appalling acts tarnish everything the UN does.

When those incidents occur, everything you fought so hard to achieve will be forgotten.

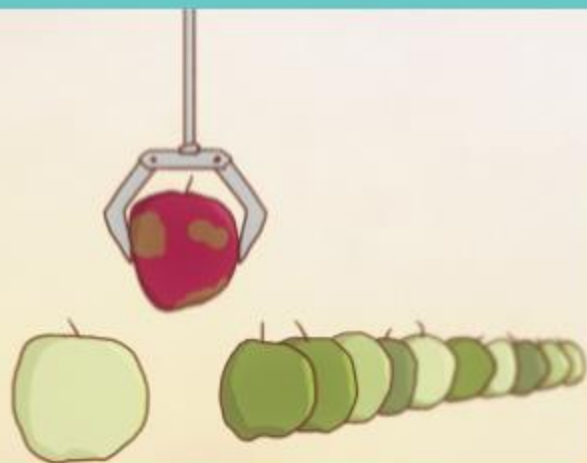
Your good work will be drowned out by the outrage that follows. The host government will lose confidence in your mission. Local communities will turn their backs on you.





You may say: I joined the UN to bring peace and protect the vulnerable in some of the most troubled parts of the world. I didn't join to be the morality police.

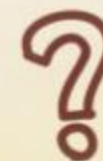
That is true. But as a manager and commander you have additional obligations that come with the job.



You may ask: How can you hold me responsible for the acts of one bad individual under me?

You are right. The UN does not hold you responsible for acts of sexual exploitation and abuse by others. Anyone who commits such heinous acts will be held personally responsible for their own actions.

So what are you responsible for? What will you be judged on?





The UN holds managers and commanders responsible for exercising their conduct and discipline functions. What this means is ...

One, you need to be a role model and lead by example. Your own behaviour must be exemplary. You need to send a clear message to your subordinates that you will not turn a blind eye to such abuses.



Two, you need to do everything within your power to prevent sexual exploitation and abuse by your subordinates.

Three, you need to take swift, decisive action when an allegation is reported to you. You need to report the allegation to the UN immediately. Victims will need urgent help and an investigation will need to be launched.





How will you be held accountable?

Heads of UN Departments and Heads of Mission are held accountable for exercising their conduct and discipline functions through a Compact that they sign with the UN Secretary-General.

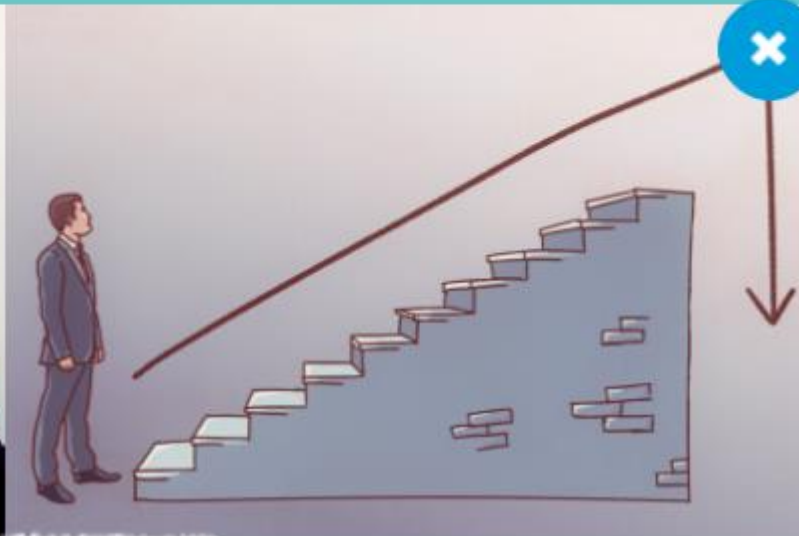
Other managers and commanders are held accountable through the performance appraisal system.

What happens to those who don't meet their obligations?



The UN has held them to account. Top UN leadership such as the Head of Mission and Force Commander have been replaced.

Managers have seen their career prospects damaged.



Commanders have been repatriated to face disciplinary proceedings for failure to exercise effective command and control.

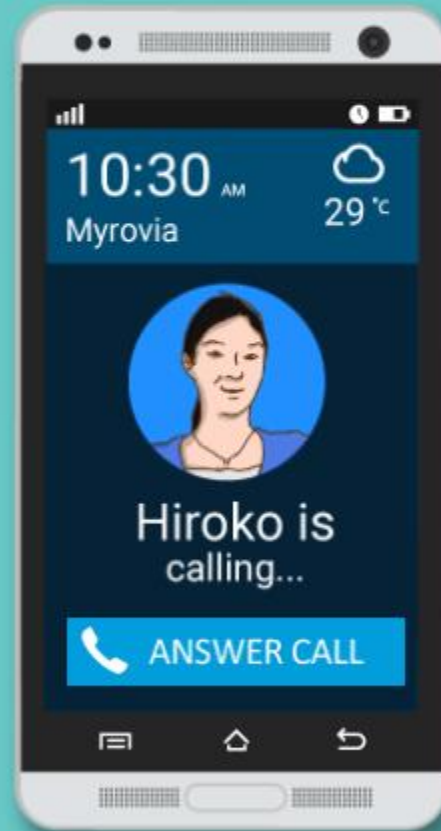
You set the tone. Make it clear that there will be no impunity for sexual exploitation and abuse. If you adopt a zero-tolerance approach to sexual exploitation and abuse, others will too.

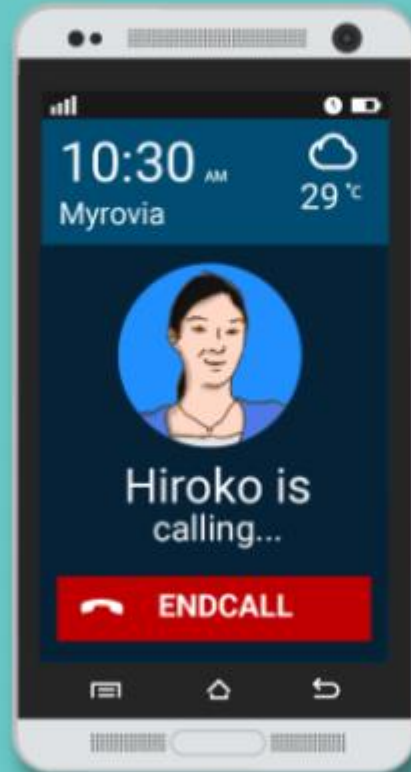


Lesson 4 > Managerial and command responsibilities 3/27



Click on “ANSWER CALL” to talk to Hiroko.





Hi again! Did you see the video? Then you might have seen that managers and commanders have specific responsibilities, including the obligation to take steps to prevent sexual exploitation and abuse by their subordinates. Can we meet in my office to discuss that in more detail?



Can you explain what it means that managers and commanders must take steps to **prevent sexual exploitation and abuse by their subordinates**?





Yes, it means that it is their job to **ensure that their subordinates know** what are the UN standards of conduct on sexual exploitation and abuse.

It means that managers and commanders must **ensure that their subordinates comply** with the UN standards of conduct more generally and any mission-specific codes of conduct and restrictions.





Managers and commanders must also **identify potential risks** of sexual exploitation and abuse by their subordinates and **address those risks**.





Fatou told us that managers and commanders are responsible for identifying warning signs and potential risks of sexual exploitation and abuse by subordinates.

Let us take a minute to think about what these warning signs and potential risks might look like...





Before we continue ...

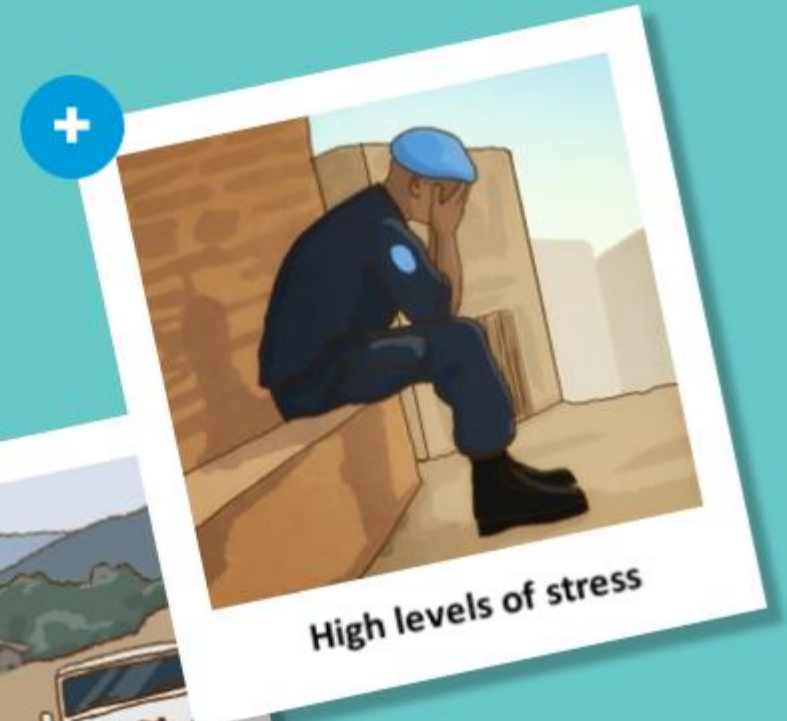
... take a moment to think about this:

What could be warning signs and potential risks of sexual exploitation and abuse by your subordinates?

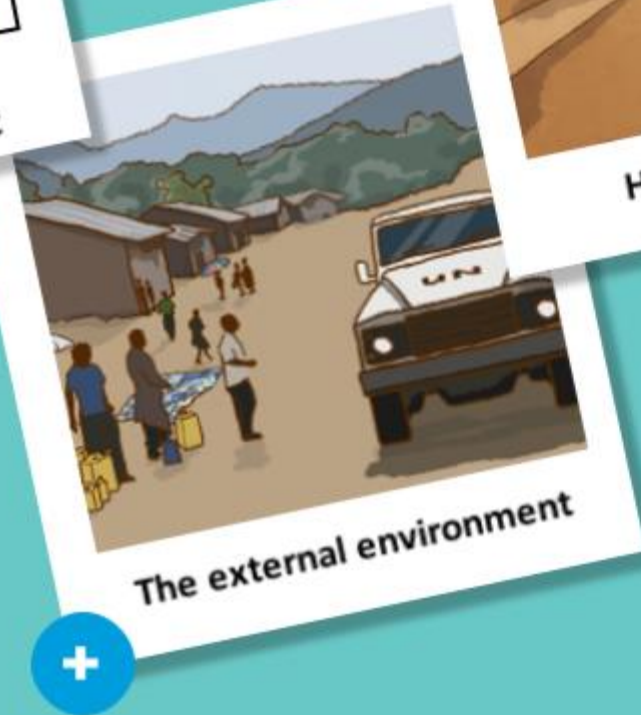
DONE? LET'S PROCEED.



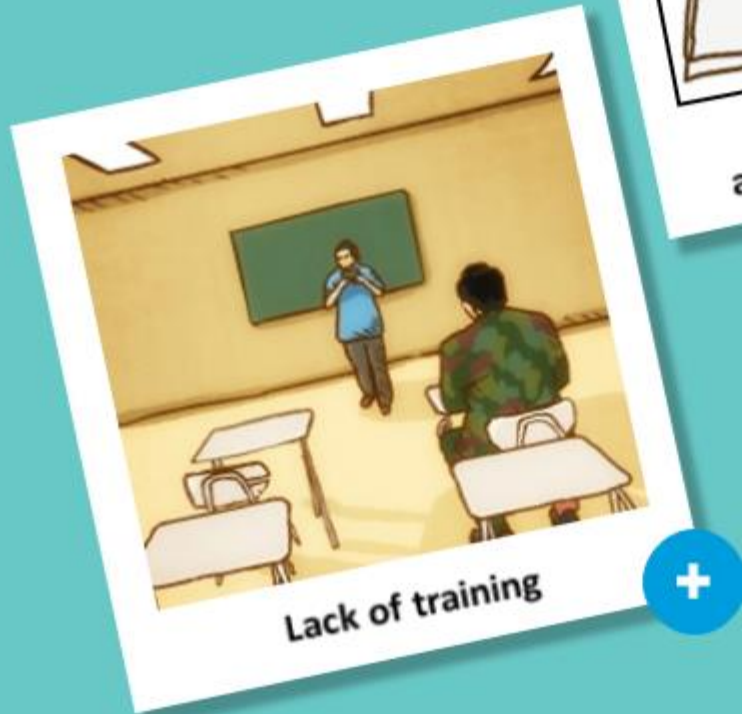
Violations of UN rules
and standards of conduct



High levels of stress



The external environment



Lack of training



Lack of training

You are in charge of UN personnel who have not yet been trained on the UN standards of sexual exploitation and abuse. For example, newly-recruited UN civilian personnel, troops that have recently been re-hatted as UN troops and newly-deployed uniformed personnel who have not received pre-deployment training on UN standards on sexual exploitation and abuse.



High levels of stress



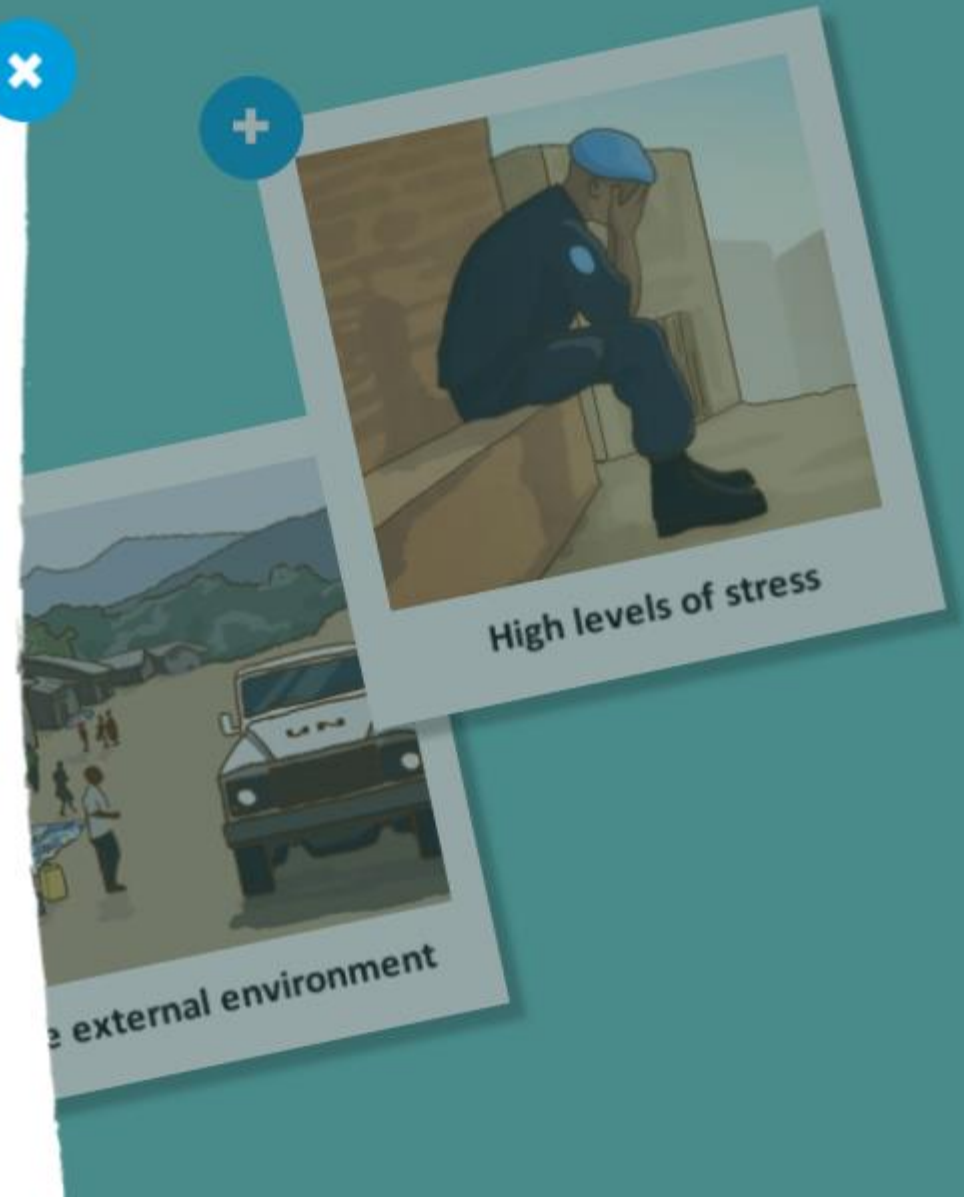
external environment



Violations of UN rules and standards of conduct (1/2)



- Curfew violations
- UN personnel are seen in premises that are off-limits to UN personnel where prostitution and/or human trafficking for sexual exploitation is known or suspected to occur
- UN vehicles are repeatedly seen parked close to premises where prostitution is known or suspected to occur
- UN vehicles are carrying unauthorized passengers and there is no obvious work-related reason to be carrying passengers (e.g. to go to a meeting)
- UN equipment (phones, tablets, computers) are being used to view pornography in violation of UN rules and regulations. Some pornography could involve sexual exploitation and abuse (e.g. pornographic images of children)

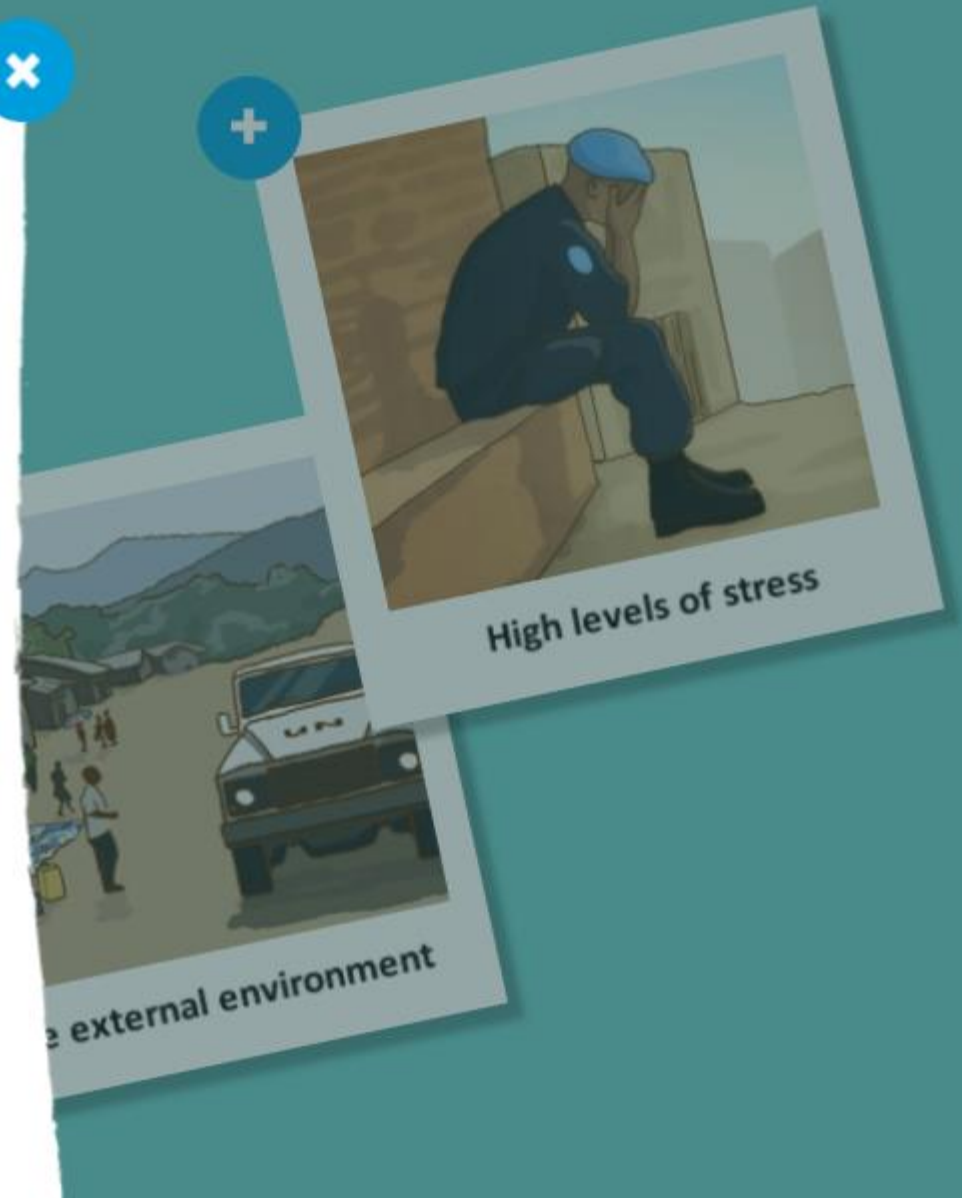




Violations of UN rules and standards of conduct (2/2)



- Unauthorized absences by contingent members from their UN camp/barracks
- Holes in the perimeter fence of the UN camp/barracks.
In UN field missions, there have been cases of contingent members using holes in the perimeter fence to leave their camp at night to visit a brothel, or of smuggling in a local woman to have sex with in exchange for money.
- Weak enforcement of standard operating procedures on controlling entry and exit to UN camp/barracks. For example, children and unauthorized guests are allowed in.
- Repeated minor disciplinary infractions may be a warning sign of a culture of impunity where the manager or commander is turning a blind eye and ignoring more serious forms of misconduct such as sexual exploitation and abuse

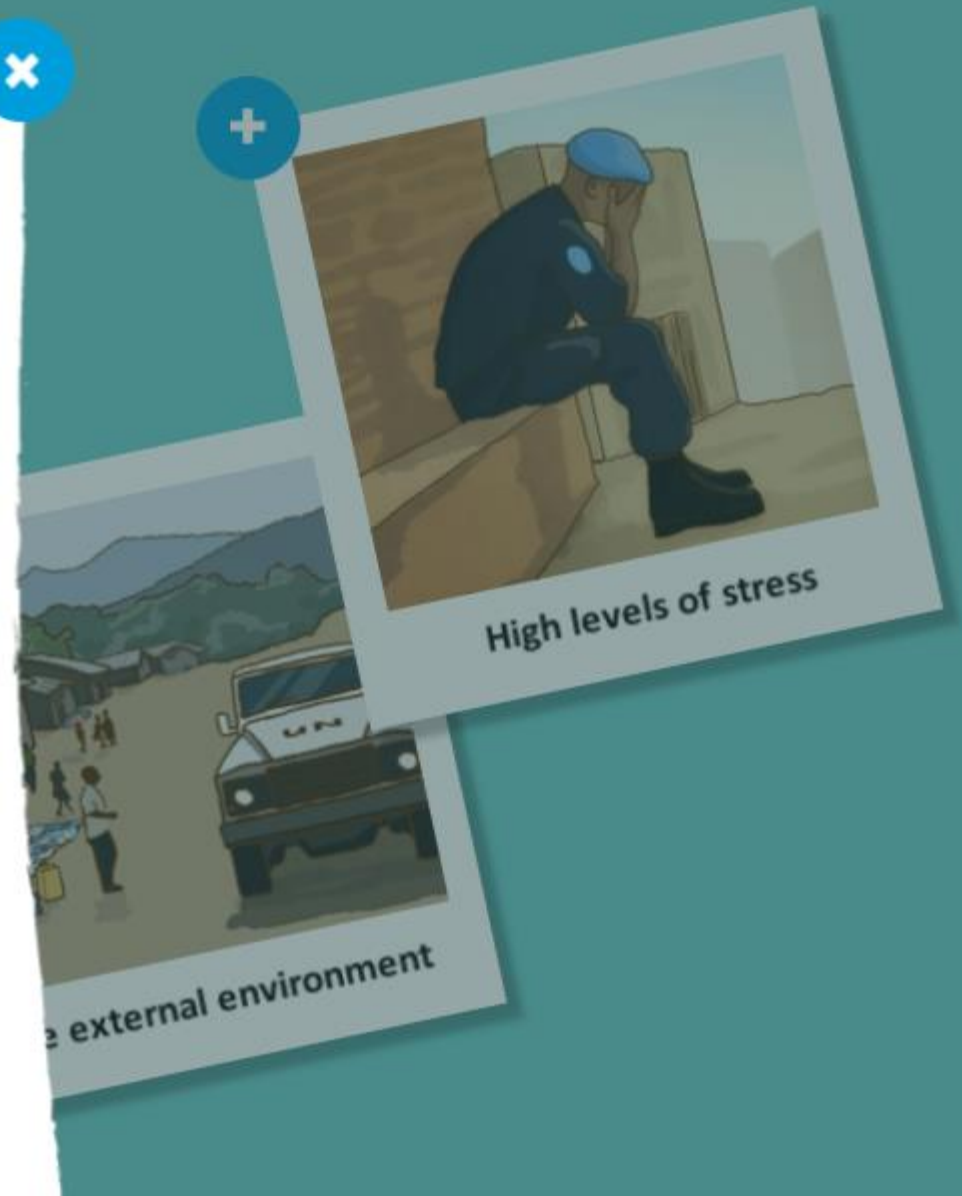




The external environment (1/2)



- The population in the area (local nationals, internally displaced persons (IDPs), refugees) have low awareness of the UN standards of conduct on sexual exploitation and abuse for UN personnel
- The population in the area tolerates or condones certain forms of conduct that are prohibited by the UN (such as exchanging money or gifts for sex)
- The population in the area does not know how to report sexual exploitation and abuse by UN personnel
- There are few channels to allow the population in the area to report sexual exploitation and abuse by UN personnel





The external environment (2/2)



- UN personnel are housed in a hotel, where women who sell sex are allowed in to the hotel
- The UN camp/barracks for uniformed personnel is located close to vulnerable populations (e.g. a camp of internally displaced persons (IDPs) or schools) or close to markets
- UN personnel live in private housing in locations where there is a thriving commercial sex industry



High levels of stress



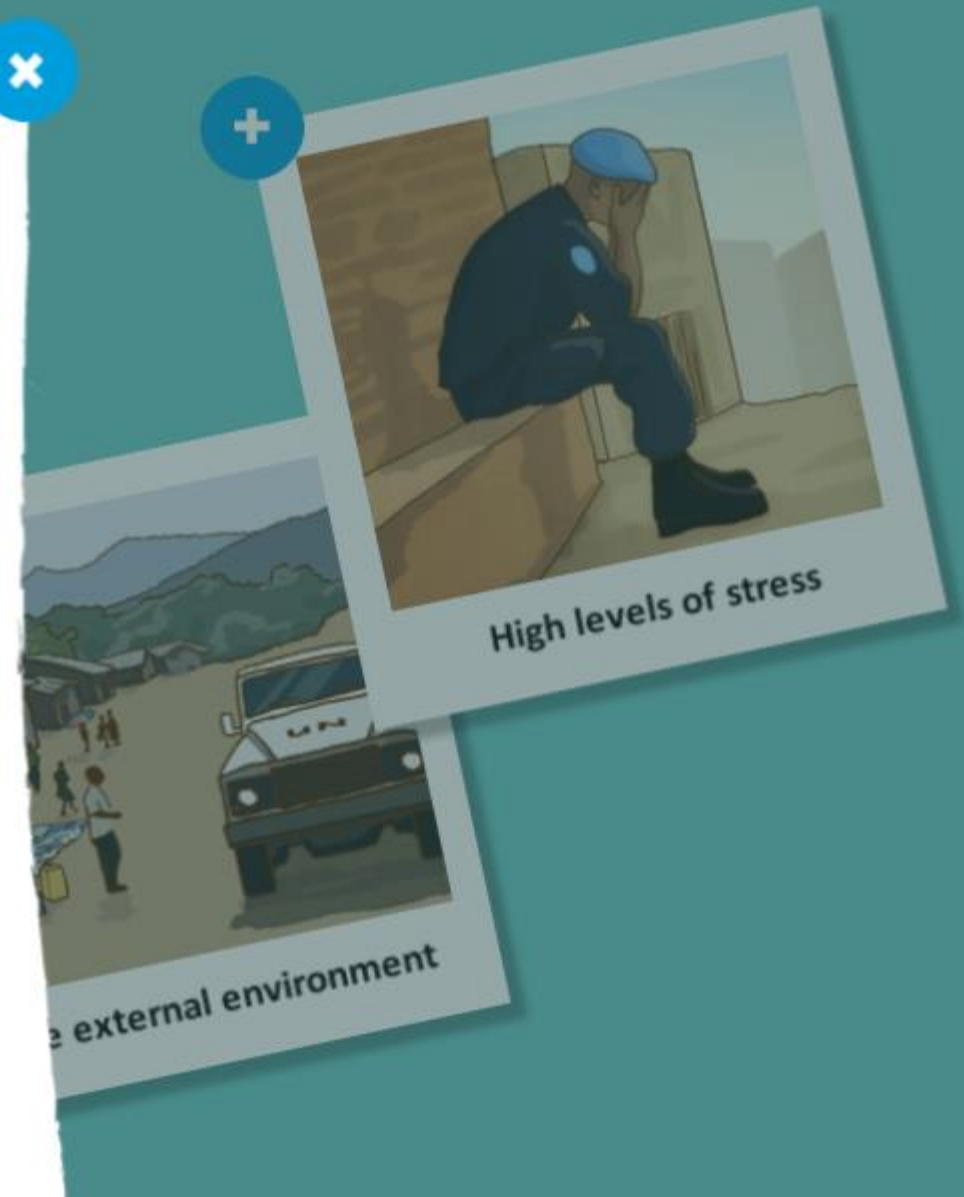
The external environment





High levels of stress

Inadequate provision of welfare and recreation facilities, a high workload, and prolonged periods of work without breaks can all lead to high levels of stress. High stress levels can result in poor judgement and harmful behaviour such as excessive drinking, drug abuse and unsafe sex. In UN field missions, there have been cases of UN international personnel buying sex from local women after drinking heavily.





Now that we have reviewed some of the warning signs and potential risks, let us see what specific actions you can take as a manager or commander to prevent sexual exploitation and abuse by your subordinates.





Type in the box below at least three specific actions you can take as a manager or commander to prevent sexual exploitation and abuse by your subordinates

Done



Thank you for your response!





As a manager or commander, there is a lot you can do to prevent sexual exploitation and abuse by your subordinates and address some of the warning signs and potential risks.






First of all, you can make sure that your subordinates and others **know** what are the UN standards of conduct. Let us look at some specific actions you can take.



Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



-  Be a role model and lead by example
-  Instil pride of purpose
-  Require trainings to be completed without delay
-  Include training into workplans
-  Raise awareness

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



Be a role model and lead by example

For example, make sure **you complete induction and refresher training** sessions on the UN standards of conduct on sexual exploitation and abuse.

Make sure that **your own performance workplan** includes specific actions you will take to exercise your conduct and discipline functions.

You should also consider **hosting a learning event** for managers or commanders on prevention of sexual exploitation and abuse.



- + Be a role model and lead by example
- + Instil pride of purpose
- + Require trainings to be completed without delay
- + Include training into workplans
- + Raise awareness

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



Instil pride of purpose

Instil pride of purpose by reminding your subordinates of the UN's mission in the country, and of specific mandates to protect civilians.



- + Be a role model and lead by example
- + **Instil pride of purpose**
- + Require trainings to be completed without delay
- + Include training into workplans
- + Raise awareness

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



Require trainings to be completed without delay

Require your subordinates to complete **induction and refresher training** sessions on the UN standards of conduct on sexual exploitation and abuse. Make it clear that this is mandatory.

Make it clear to your subordinates that training on the UN standards of conduct on sexual exploitation and abuse should be completed **at the start of their UN assignment** (e.g. within the first two months).



- + Be a role model and lead by example
- + Instil pride of purpose
- + **Require trainings to be completed without delay**
- + Include training into workplans
- + Raise awareness

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



Include training into workplans

Ensure that your subordinates include the completion of mandatory and other trainings on UN standards of conduct on sexual exploitation and abuse in their **workplans**.

Use the UN **performance appraisal system** to review whether your subordinates completed all mandatory and other trainings on sexual exploitation and abuse.



- + Be a role model and lead by example
- + Instil pride of purpose
- + Require trainings to be completed without delay
- + **Include training into workplans**
- + Raise awareness

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Training)

11/27



Raise awareness

In the work place, guesthouses and UN camp/barracks, **display** posters and other awareness-raising materials about UN standards of conduct on sexual exploitation and abuse.

When interacting with the **host population, inform them** of the UN standards of conduct on sexual exploitation and abuse and how to report instances of abuse.



- + Be a role model and lead by example
- + Instil pride of purpose
- + Require trainings to be completed without delay
- + Include training into workplans
- + **Raise awareness**



Secondly, you can prevent sexual exploitation and abuse by ensuring that your subordinates **comply** with UN standards of conduct and any mission-specific codes of conduct and restrictions. Let us look at some specific examples.



**Lesson 4 > What actions can you take to prevent sexual exploitation and abuse?
(Compliance)**

13/27



-  Set the tone
-  Provide welfare and recreation
-  Clarify mission-specific restrictions
-  Consider adopting additional disciplinary measures
-  Enforce UN rules on all infractions
-  Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Set the tone

Make it clear to your subordinates that you will **not turn a blind eye** and ignore suspicions, concerns, rumours or complaints of sexual exploitation and abuse by UN personnel, and that you will **take swift and decisive action** if such reports are made to you.



-  Set the tone
-  Provide welfare and recreation
-  Clarify mission-specific restrictions
-  Consider adopting additional disciplinary measures
-  Enforce UN rules on all infractions
-  Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Provide welfare and recreation

Provide adequate **welfare and recreation facilities** for your contingent. This is a requirement of the Memorandum of Understanding between the UN and troop- and police-contributing countries.

Identify measures that you can put in place to **reduce work-related stress and promote a healthy work-life balance** for your subordinates. For example, ensure that your subordinates take annual leave and rest & recuperation (R&R) breaks, and encourage them to make use of mission welfare and recreation facilities.



- + Set the tone
- + Provide welfare and recreation
- + Clarify mission-specific restrictions
- + Consider adopting additional disciplinary measures
- + Enforce UN rules on all infractions
- + Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Clarify mission-specific restrictions

Inform your subordinates about any **mission-specific restrictions** and require their compliance. For example, these could include curfews and lists of premises that are off-limits to UN personnel.

Ensure that your subordinates have read and signed any **mission-specific codes of conduct**.



- + Set the tone
- + Provide welfare and recreation
- + Clarify mission-specific restrictions
- + Consider adopting additional disciplinary measures
- + Enforce UN rules on all infractions
- + Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Consider adopting additional disciplinary measures

Consider adopting **additional measures to maintain good conduct and discipline** among your contingent members while they are off-duty. For example, this could be a requirement for contingent members to only leave the camp in groups, to appear in uniform at all times, a non-fraternization policy, or an alcohol ban.



- + Set the tone
- + Provide welfare and recreation
- + Clarify mission-specific restrictions
- + **Consider adopting additional disciplinary measures**
- + Enforce UN rules on all infractions
- + Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Enforce UN rules on all infractions

What may look like a minor infraction of UN rules and regulations, may be a warning sign of something more serious such as sexual exploitation and abuse. Do not ignore these warning signs. You must:

- Strictly enforce regulations to prevent and punish unauthorized absences from UN camps/barracks, as these could be a warning sign of contingent members engaging in sexual exploitation and abuse (e.g. visiting brothels).
- Enforce prohibitions on UN vehicles carrying unauthorized passengers
- Enforce prohibitions on misuse of UN equipment (phones, tablets, computers) (e.g. to view pornography)



- + Set the tone
- + Provide welfare and recreation
- + Clarify mission-specific restrictions
- + Consider adopting additional disciplinary measures
- + Enforce UN rules on all infractions**
- + Verify reporting mechanisms are in place

Lesson 4 > What actions can you take to prevent sexual exploitation and abuse? (Compliance)

13/27



Verify reporting mechanisms are in place

Verify that **reporting mechanisms are in place for your subordinates** to report sexual exploitation and abuse by UN personnel.



- + Set the tone
- + Provide welfare and recreation
- + Clarify mission-specific restrictions
- + Consider adopting additional disciplinary measures
- + Enforce UN rules on all infractions
- + **Verify reporting mechanisms are in place**



If you want to read in more detail about official obligations on preventing sexual exploitation and abuse, please click on the buttons.



What are official obligations on preventing sexual exploitation and abuse for managers?



What are official obligations on preventing sexual exploitation and abuse for commanders?



Senior managers have the following duty under the UN Secretary-General's Bulletin on *Special measures for protection from sexual exploitation and sexual abuse* (ST/SGB/20013/13):

"4.1 The Head of Department, Office or Mission, as appropriate, shall be responsible for creating and maintaining an environment that prevents sexual exploitation and sexual abuse, and shall take appropriate measures for this purpose..."



al
and



What are official obligations on preventing sexual exploitation and abuse for commanders?



Commanders of national military contingents have the following obligations under the Memorandum of Understanding between the United Nations and troop-contributing countries:

“Article 7 ter Discipline

1. The Government acknowledges that the commander of its national contingent is responsible for the discipline and good order of all members of the contingent while assigned to [United Nations Peacekeeping Mission]. The Government accordingly undertakes to ensure that the Commander of its national contingent is vested with the necessary authority and takes all reasonable measures to maintain discipline and good order among all members of the national contingent to ensure compliance with the United Nations standards of conduct, mission-specific rules and regulations and the obligations towards national and local laws and regulations in accordance with the status-of-forces agreement.”

Commanders of formed police units (FPU) have the following obligations under the Memorandum of Understanding between the United Nations and police-contributing countries:

“Article 7 ter Discipline

7.8 The Government acknowledges that the Commander of the FPU is responsible for the discipline and good order of all members of the unit while assigned to [(acronym)]. The Government accordingly undertakes to ensure that the Commander of the FPU is vested with the necessary authority and takes all reasonable measures to maintain discipline and good order among the members of the FPU and to ensure compliance with United Nations standards of conduct, mission-specific rules and regulations and obligations under national and local laws and regulations in accordance with the [(acronym)] [SOFA/SOMA].”



Great! Now that you know what specific actions you can take to prevent sexual exploitation and abuse by subordinates, let's find out more about what you should do when an allegation is reported to you, and how you can keep information confidential.





What would you advise a manager or commander to do when someone reports to them that a subordinate has engaged in sexual exploitation and abuse?

Do not wait.

Report allegations of sexual exploitation and abuse by your subordinates **immediately to the UN.**



Do not try to resolve the issue yourself before reporting the allegation to the UN.

Report the allegation **immediately to the UN.**



Do not try to find out if the allegation involving a subordinate is true before reporting it to the UN. That is the job of an investigation.





Do not wait. Report allegations of sexual exploitation and abuse by your subordinates immediately to the UN.

For example, you may have a suspicion because of a rumour you have heard, or you may have developed a concern after an unauthorized absence from a UN camp at night, or you may have received a formal complaint by a member of the local population.

If you turn a blind eye and ignore potential, or actual, sexual exploitation and abuse by subordinates, this will be treated as a breach of duty (for a manager) or failure to exercise effective command and control (for a commander). For managers, failing to report sexual exploitation and abuse may result in administrative sanctions and/or disciplinary proceedings for misconduct. For commanders, failing to report sexual exploitation and abuse will result in repatriation, barring from future service with the UN, and may result in a finding of misconduct or serious misconduct.



What would you advise a manager or commander to do when so
e reports
use?

Do not try to find out if the allegation involving a subordinate is true before reporting it to the UN. That is the job of an investigation.





Do not try to resolve the issue yourself before reporting the allegation to the UN. Report the allegation immediately to the UN.

For example, do not try to mediate between your subordinate and the alleged victim(s) and their families or broker a joint solution before reporting the allegation to the UN.

✕ What would you advise a manager or commander when someone reports
...itation and abuse?

...ue
he
...ediately

Do not try to find out if the allegation involving a subordinate is true before reporting it to the UN. That is the job of an investigation.





Do not try to find out if the allegation involving a subordinate is true before reporting it to the UN. That is the job of an investigation.

For example, do not try to interview the alleged victim and alleged perpetrator to find out if the allegation seems to be credible before reporting it to the UN.

✕ When someone reports
...itation and abuse?

...ue
he
...ediately

Do not try to find out if the
allegation involving a
subordinate is true before
reporting it to the UN. That is the
job of an investigation.





Managers and commanders need to keep the allegation of sexual exploitation and abuse involving a subordinate confidential.

With whom is it safe to share information?

A large, empty rectangular box with a light beige background, intended for the user to provide an answer to the question above.

Done



Thank you for your response!

Only disclose information to those who need to know to exercise their conduct and discipline functions (e.g. a conduct and discipline team, or the head of component) or to investigate the allegation (e.g. the UN Office of Internal Oversight Services (OIOS)).





What do you think?

What information regarding an allegation of sexual exploitation and abuse do you need to keep confidential?

- ☐ Identity of all involved
- ☐ Nationality of all involved
- ☐ Nature of the allegation





What do you think?

What information regarding an allegation of sexual exploitation and abuse do you need to keep confidential?



Identity of all involved



Nationality of all involved



Nature of the allegation





What do you think?

What information regarding an allegation of sexual exploitation and abuse do you need to keep confidential?

✓ That is correct

You need to keep confidential the identities and nationalities of all those involved in an allegation of sexual exploitation and abuse as well as the nature of the allegation. However, you will need to disclose this information to those who need to know to exercise their conduct and discipline functions (e.g. a conduct and discipline team, or the head of component) as well as to those who need to know to investigate the allegation (e.g. the UN Office of Internal Oversight Services (OIOS)).





Confidentiality is often breached through idle chatter and gossip. Here are some tips on how to keep information confidential.

Keep it
confidential
-
Tips





Confidentiality is often breached through idle



Keep it confidential – tips

- ✓ Do not gossip yourself about the allegation and ask your subordinates to do the same
- ✓ Do not put the name of the alleged perpetrator and alleged victim(s) in the subject line of an e-mail or any other correspondence
- ✓ Do not leave confidential information lying around the printer or photocopier. Always mark code cables about allegations of sexual exploitation and abuse as “strictly confidential”.
- ✓ Do not make public statements on the identity or nationality of those involved in the allegation, unless so authorised



Managers and commanders must also protect the person who made the report from retaliation, where this is a concern.



Protect
from
retaliation
-
Advice





Managers and commanders must also protect the person who made the report



Protect from retaliation - advice

- ✓ For example, with the agreement of both parties, you could re-assign one of them to other duties to reduce the need for interaction
- ✓ If retaliation subsequently happens, managers must report this immediately. If retaliation is found to have occurred, this will be treated as misconduct.



Once an investigation is launched, what can managers and commanders do to support the investigation?

Well, they must **cooperate with the investigation** into sexual exploitation and abuse involving a subordinate.



And they should also **cooperate with paternity claims** in cases of sexual exploitation and abuse involving a subordinate.





Cooperate with the investigation into sexual exploitation and abuse involving a subordinate

Failure to cooperate with an authorized investigation relating to sexual exploitation and abuse may result in a finding of misconduct or serious misconduct. Managers should also reflect a subordinate's failure to cooperate with an investigation in the individual's performance appraisal.



and commanders do to

And they should also **cooperate with paternity claims** in cases of sexual exploitation and abuse involving a subordinate.





Cooperate with paternity claims in cases of sexual exploitation and abuse involving a subordinate

For example, inform your subordinate about the option of providing a DNA swab to prove or disprove a paternity claim made by an alleged victim of sexual exploitation and abuse. The decision by your subordinate to provide DNA is voluntary.



and commanders do to

And they should also **cooperate with paternity claims** in cases of sexual exploitation and abuse involving a subordinate.





So what happens when managers and commanders don't report? Let us hear the stories of a military contingent commander, a UN manager and a police contingent commander who failed to immediately report an allegation of sexual exploitation and abuse by a subordinate to the UN.





Cheng
commander of a national
military contingent



Gustav
head of a UN sub-office



Amo
commander of a formed
police unit

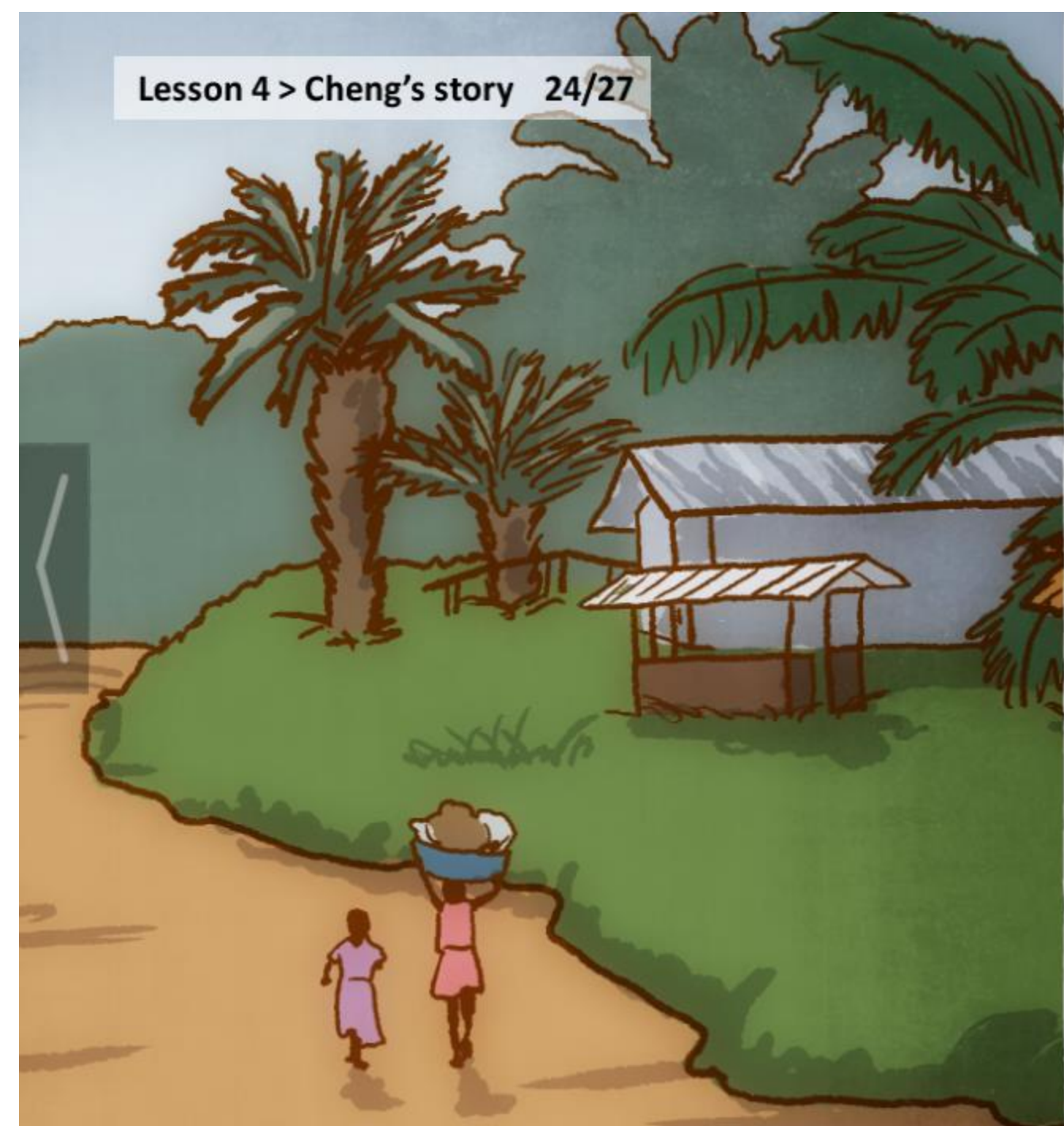
*These three stories are fictitious examples based on facts from real-life cases.
Names, locations and nationalities have been changed to protect identities.*

[View the stories](#)



1/7

Cheng is a commander of a national military contingent. Living conditions are harsh where he is deployed. There are no cinemas, shopping malls, cafés or gyms in town. The contingent has a small gym, but it's too hot to use most of the time. The internet is too slow to download films or play online computer games. And besides, the internet is not even working most of the time.





2/7

Every weekend for the past month, three of his soldiers have been escaping through a hole in the perimeter fence, getting drunk and visiting a local brothel. Cheng suspects that this is happening, but ignores it. Conditions are harsh for his soldiers and he doesn't begrudge them the occasional bit of fun.





3/7

Cheng gets a call from the local police chief one night who tells him that his boys are causing trouble in town and to come and get them. It turns out that three soldiers were visiting a brothel. After they had sex, the prostitutes asked for more money than was originally agreed. The soldiers refused to pay more. It turned ugly and the soldiers started a fight.





4/7

Cheng did not report this incident of sexual exploitation and abuse to the UN. He was worried that it would affect his reputation in the UN field mission and damage his career back home. His contingent was soon rotating out, and he hoped that the incident would not come to light until he had left the mission area.





5/7

It's a small town where everyone talks. Quite soon the whole story came out into the open.

Cheng was repatriated by the UN to face disciplinary sanctions in his home country. Cheng was barred from serving in the UN in the future. His career with the UN is over and his reputation back home was also damaged.





6/7

As a commander, Cheng failed to meet his obligation to maintain good order and discipline among his troops. Cheng was sanctioned for turning a blind eye to what was happening as well as for failing to report sexual exploitation abuse by his subordinates.





717

Report allegations of sexual exploitation and abuse by your subordinates immediately to the UN. Do not wait.





1/5

Gustav is the head of a UN sub-office in a remote location. Gustav gets on well with all his staff and is good friends with Jonas, a trusted Civil Affairs Officer. Jonas regularly stays in the capital when he is on his rest and recuperation (R&R) break. Each time Jonas is in the capital, he visits the same woman called Sylvia. He has an arrangement to pay a specific amount each time he visits her to have sex.





2/5

Jonas' assignment with the UN is coming to an end and he will shortly be leaving the country. Sylvia learns of Jonas' imminent departure and decides to blackmail him. Sylvia threatens to report him to the UN for committing sexual exploitation and abuse unless he pays her more money. Jonas panics and approaches his manager Gustav and asks for help "as a friend".





3/5

Gustav doesn't want to see his friend Jonas get into trouble, and tries to resolve the matter. Gustav advises Jonas to pay Sylvia the bribe. Sylvia takes the money and then asks for more money, threatening again to expose Jonas. At this stage, Gustav realizes that the situation is out of control, and reports the allegation to the UN.





4/5

Gustav faced disciplinary proceedings for breaching his obligation to report sexual exploitation and abuse and for trying to cover up the incident. As a result, Gustav's UN career was severely damaged and his good name and professional reputation ruined.





5/5

Do not try to resolve the issue yourself before reporting the allegation to the UN. Report the allegation immediately to the UN.





1/5

Amo is a commander of a formed police unit. A local non-governmental organization (NGO) reported to him that one of his police officers sexually assaulted a boy in the local community.





2/5

Amo does not report the allegation to the UN. Instead, two weeks later, he sends out two police officers from his unit to find out if the allegation is credible. The boy is terrified when he sees two armed, male police officers arrive in uniform and refuses to speak. The NGO hears of the incident and is furious. The NGO reports the allegation in writing to the Head of Mission.





3/5

Amo was repatriated by the UN to face disciplinary sanctions for failing to report sexual exploitation and abuse to the UN. Amo was barred from serving in the UN in the future. His career with the UN is over and his reputation back home was also damaged.





4/5

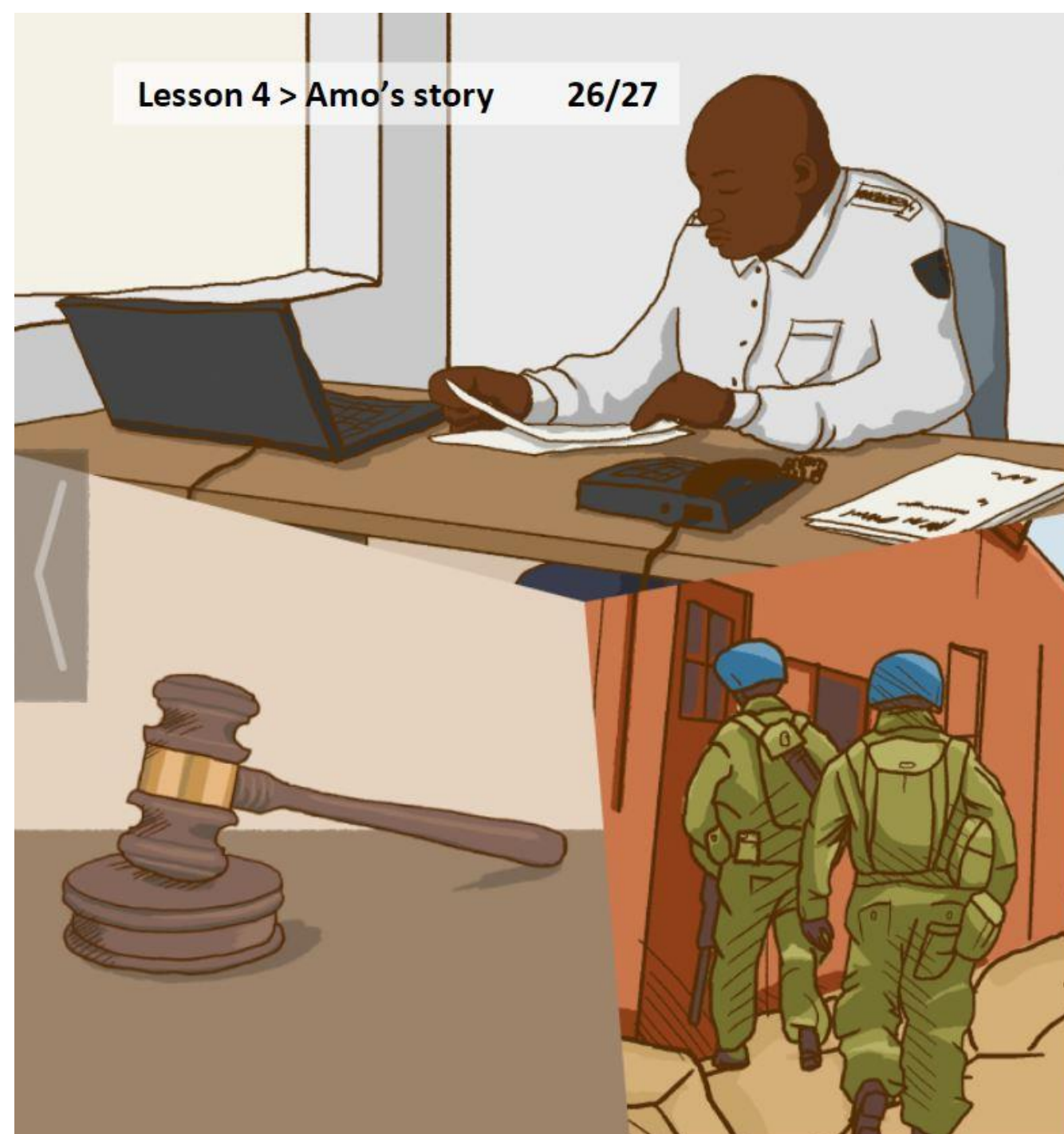
Amo should have informed the UN about the allegation immediately. This would have enabled the boy to be provided with any urgent help he might require (e.g. medical or psychological assistance, safe housing, physical protection from further harm). Amo should not have tried to find out if the allegation seemed credible before reporting it to the UN. That is instead the job of an investigation.





5/5

Do not try to find out if the allegation involving a subordinate is true before reporting it to the UN. That is the job of an investigation.





Well done. You have reached the end of this lesson.

What you have covered in lesson 4:

- You have an obligation to take steps to **prevent** sexual exploitation and abuse by your subordinates. You must:
 - **Ensure that your subordinates know** what are the UN standards of conduct on sexual exploitation and abuse
 - **Ensure your subordinates comply** with the UN standards of conduct and any mission-specific codes of conduct and restrictions
 - **Identify potential risks** of sexual exploitation and abuse by your subordinates **and address those risks.**
- If you suspect your subordinate has committed sexual exploitation and abuse, **report it immediately to the UN. Do not wait.**
- **Cooperate with investigations and paternity claims** relating to sexual exploitation and abuse by your subordinates.

