A SELECTION OF PROMISING PRACTICES ON ORGANIZATIONAL CULTURE CHANGE.

United Nations High Commissioner for Refugees, Filippo Grandi's 2020 IASC Championship on the Protection from Sexual Exploitation and Abuse and Sexual Harassment

UNHCR
The UN Refugee Agency

ICON LEGEND

- Learning
- Staff dialogue
- Masculinities
- Community engagement
- Measuring impact

- Promoting respect and values
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Foreword

As humanitarians, working in diverse and multicultural teams and often in difficult and challenging environments, we all have a responsibility to ensure that our sector is safe and free from sexual misconduct, regardless of where we are, what position we hold, and which organization we work for. Achieving this starts with us—as individuals, as teams, and as organizations. It requires that we look at how we lead, how we manage, and the values we promote. We are well aware that sexual exploitation and abuse and sexual harassment are rooted in gender and power differentials that are determined and dictated by individual attitudes, behaviours, and values that make up a collective workplace culture. To meaningfully tackle sexual misconduct, we must examine the environments we create in our teams and within our organizations.

This collection of innovative and practical initiatives demonstrates the importance of and the seriousness with which we must take the link between what is tolerated within an organization's culture and the kind of abuse of power and authority that leads to sexual misconduct. Humanitarian organizations have made tremendous efforts to root out these ailments at their core by looking inwards and identifying where adjustments in attitudes (conscious or unconscious), values, and behaviour are needed.

This collection provides a glimpse into the work being undertaken to ensure that we are promoting workplace environments where both those we serve and our colleagues working tirelessly to serve them are safe and treated with dignity and respect.

Filippo Grandi
United Nations High Commissioner for Refugees
May 2021

Introduction

Sexual exploitation and abuse and sexual harassment are rooted in systemic fractures in organizational culture. They rest in power and gender differentials driven by one or several factors that place an individual at a power advantage, allowing for the misuse of that advantage to manifest itself in various forms of abuse of power. In the humanitarian and development context, sexual exploitation and abuse and sexual harassment are different forms of sexual misconduct, one perpetrated against those we serve and the other against humanitarian and development workers themselves, respectively. However, from both the lens of organizational culture as well as practical and operational programming, they arise out of the same imbalances, have a similar impact on the victim, necessitate similar preventative measures when addressing root causes, and require similar services and recourse measures in responding to cases when they arise.

With the rise of the #MeToo movement and the growing attention on allegations of sexual exploitation and abuse and sexual harassment in the humanitarian sector, many organizations began focusing on these elements and taking a closer look at their own inner workings and workplace culture to examine root causes of such forms of misconduct. While different organizations embarked on different approaches to do this, clear areas of focus and attention were and remain common.

At its roots, every organizational culture is guided by a certain value system and set of principles that define how individuals use the authority and power they hold. These systems and principles vary from organization to organization, particularly since all organizations approach and define workplace culture differently. This makes it difficult to take a singular comprehensive approach to defining organizational culture, and tackling problems associated with it, both in individual organizations and the sector as a whole. At the same time, the nuances in how each organization defines and guides its culture also provide opportunity for multiple ways of tackling the issues associated with its different elements in a multi-pronged approach.

Work around culture is granular and needs long-term investment, and often requires numerous and sometimes small and targeted interventions to ensure that it is approached with an appreciation for its multi-dimensional nature. This is all the more complex when looking at culture as it pertains to difficult and sensitive areas such as sexual misconduct. The links are intrinsic, demanding a methodical and thoughtful approach to ensure that all root causes are considered even when the direct link to sexual misconduct is not immediately clear. This includes considerations of power differentials on the basis of gender, age, race, sexual orientation, contractual status, grade and level, unconscious bias, and ethnic or religious background, among others. How these differentials are able to manifest themselves can have direct implications on the kind of environment created and whether or not sexual exploitation and abuse and sexual harassment can take place, individuals feel safe reporting, and proper response to victim needs can be guaranteed.

Ultimately, to combat such abuses, one must begin by exploring their very foundations in the attitudes, behaviour, values, and the culture that give rise to them. It is with this in mind that this collection was compiled as an initiative of the United Nations High Commissioner for Refugees, Filippo Grandi, under his IASC Championship on the Protection from Sexual Exploitation and Abuse and Sexual Harassment. The collection of initiatives is intended to highlight the work undertaken by humanitarian organizations on organizational culture with the objective of specifically curbing the underlying elements at the centre of sexual misconduct.

While most organizations have numerous initiatives in place feeding into their broader work on workplace culture, this collection is meant to provide some examples and inspiration for this growing area of work. It is intended to offer a selection so that organizations can continue to learn from, and expand on, the work done by others in effective and meaningful ways. It is by no means comprehensive. No single initiative provides a holistic solution, but the combination of the initiatives highlighted here provide examples of the different approaches being implemented with a common objective: to ensure that workplace and organizational culture fosters an environment that is inclusive, empowering and safe from sexual misconduct, both for the people being served by, and those carrying out, humanitarian work.

While the COVID-19 pandemic has presented many challenges in most areas of work, including on the prevention and response to sexual misconduct and on organizational culture, it has also provided opportunities to explore new ways of working, mobilizing action, and innovation in this area of work. Many of the initiatives included here have been adapted for the new reality of work and the consequences that has had on various elements of organizational culture.

This selection of initiatives was collected on the basis of voluntary contributions made by the organizations included here following various calls for participation through a number of IASC structures, including Results Group 2, and individual outreach. It includes specific initiatives on one or more target areas within the larger efforts around organizational culture. However, it does not include some of the invaluable work with a more general approach in areas such capacity building, leadership support, staff welfare and wellbeing, and administrative change. Numerous efforts are in place to support the recrafting of the workplace for a more staff friendly environment on a broader scale by organizations and networks such as **CHS Alliance** and **UNGLOBE**, among many others.

Contact information is provided for the responsible entity for each of the initiatives included. We encourage you to utilize these examples in your work on protection from sexual exploitation and abuse and sexual harassment and on organizational culture, and to reach out to the respective contact if you have further questions regarding a specific initiative.

CHS ALLIANCE

In the Spring of 2021, CHS Alliance organized a global gathering for collective dialogue on these issues and will be releasing season 2 of the Embodying Change podcast.

For more information, please contact **Melissa Pitotti** at mpitotti@chsalliance.org.

UNGLOBE

UNGLOBE has been providing training and capacity building support to requesting organizations on the mainstreaming of LGBTIQ+ in guidelines, policies, and training packages, ensuring that language is standardized and appropriate in how UN organizations talk about LGBTQI+ issues, including sexual orientation and gender identity. Focus has been on ensuring that organizations adopt specific language and standards inclusive of LGBTIQ+ persons as part of their culture to combat discrimination on the grounds of sexual orientation. UNGLOBE has developed a webinar for UN staff on breaking the silence around harassment and discrimination.

For more information, please contact Gurchaten Sandhu at sandhu@ilo.org.

Chapter 1
UNICEF Voice Series

AUDIENCE:
All staff

TIME:
1-day workshop

OBJECTIVE:
To encourage a culture of speaking up against sexual misconduct and guide workplace behaviours to empower staff to do so.

METHOD:
Three-part Interactive webinar series

In an effort to promote a 'Speak Up' culture, UNICEF has rolled out the Voice Initiative, a one-day training workshop intended to mobilize staff to become agents of organizational culture change. The initiative was launched in 2018 as a result of the findings of the 2017 Global Staff Survey, which revealed low levels of personal empowerment and a culture of silence, and seeks to enhance a 'speak up' culture among staff globally, with the aim to create offices free of fear, intimidation, and misconduct. The Global Staff Survey aided in the identification of specific elements of vulnerability that lead to a culture of silence which the initiative was developed to respond to, particularly through providing a platform for naming and confronting unacceptable behaviour with the objective of regaining trust and establishing a pathway for managing and adjusting behaviour that falls in variance with the organization's values.

The workshop is designed in PowerPoint webinar format to ensure easy and broad access to the content and in a manner to allow different UNICEF offices and other organizations to utilize and adapt the tools and strategies for their respective structures and workplace particularities.

While the workshop is voluntary, UNICEF has noted high levels of interest among senior staff, both in their own participation in the workshop and in the desire to have it facilitated for their teams. It is used as a tool for the integration of UNICEF's core values (care, respect, integrity, trust, and accountability) into how staff work and in establishing a link between trust and accountability in order to promote a 'Speak Up' culture as a tool to combat sexual misconduct. The initiative can be adapted to deliver the package according to other values identified by different organizations and can be delivered in a full-day workshop or can be broken up into a series of three different webinars.

HOW IT WORKS

The workshop is divided into three modules, **Speak Up**, **Managing Upwards**, and **Difficult Conversations**, and includes a short pre-workshop assignment intended to encourage individual reflection on different scenarios one may come across in the workplace that could require speaking up or raising cultural issues that one may find challenging. Emphasis on leadership is a pillar found throughout the training and highlighted in an entertaining and energizing video clip. The video explores what meaningful leadership is and where it comes from, stressing the significant role others around the leader play in making him or her a true leader.

Speak Up aims to reinforce UNICEF's core values to define the organization's culture and overcome challenges to the values the organization aims to instill. The module identifies various areas of misconduct in the workplace that highlight the need for promoting a strong speak up culture. It tackles issues such as bullying, harassment, sexual harassment, discrimination, abuse of power, and retaliation. The module engages participants in outlining where and how staff members can reach out for help through formal and informal channels for speaking up. This is done by asking participants to identify and reflect on certain behaviours and the options for recourse available to them in different scenarios.

Managing Upwards promotes the notion of management as a necessary role played both by supervisor and supervisee to harness positive team dynamics and communication. By encouraging this kind of relationship building, the aim is to have greater trust and an open and transparent culture of respect, allowing for staff at all levels to speak up. The module focuses on examining professional relationship dynamics, the importance of establishing trust, developing common understanding of roles and responsibilities, learning effective communication tools, and learning to manage difficult conversations, particularly when providing feedback.

Difficult Conversations provides a feedback model and case study to generate discussion around understanding the challenges in managing difficult conversations and providing feedback. The module provides tools for navigating difficult conversations and guides participants through ways to break down barriers to empower staff to speak up.

The ToT package includes a webinar for each of the three modules in English, French, and Spanish, along with a facilitator's guide and timeline, a pre-assignment for participants, and a handout providing definitions and excerpts of UNICEF guidance and policy relating to misconduct and abuse of power.

For more information on this initiative
and to access the resources, please contact
Jane Adams at Jadams@unicef.org.
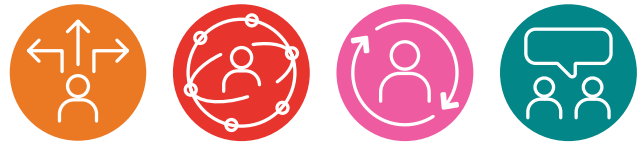
Chapter 2
UNHCR Reflective Leadership Dialogues

AUDIENCE:
Managers at all levels

TIME:
2-day in person workshop/ 16 hours over 6 weeks online

OBJECTIVE:
To foster a working environment that is respectful, collaborative, inclusive, and accountable so as to tackle root causes of sexual exploitation and abuse and sexual harassment through reflective and experiential learning.

METHOD:
In-person and online facilitated dialogue

The Reflective Leadership Dialogues, launched by UNHCR in 2020 in an online module, is an interactive initiative focused on encouraging managers to identify and challenge in themselves and in others the attitudes and behaviours at the root of toxic and abusive work environments that often contribute to sexual exploitation and abuse and sexual harassment. Originally launched as a face-to-face initiative in 2019, it was then tailored for online use for greater accessibility by personnel across the globe. The initiative promotes the organization's commitment to ensuring a safe, inclusive, and respectful environment by bringing issues around impact of behaviour and accountability into relief through self-reflection and self-awareness.

With an eye to unwrapping and addressing the underlying influences that contribute to the imbalances that exist in an abusive workplace culture, particularly those that give way to sexual misconduct, UNHCR partnered with Sonke Gender Justice to utilize their expertise in approaching causal factors and drivers for sexual misconduct and ensure that gender and power dynamics, race, inequalities, unconscious bias, and other themes were adequately integrated in the learning. The development of the initiative and its materials was informed and heavily influenced by Sonke's work with communities in South Africa on issues relating to gender, power dynamics, and masculinities, linking the ways in which these imbalances contribute to sexual misconduct.

Recognizing that teams are shaped to a large extent by the dynamics created or tolerated by the manager, emphasis of this dialogue has been placed on working with those who manage others, so they are capacitated to set the right tone within their teams and are empowered to play a key role in preventing and addressing SEA and SH. The voluntary dialogue targets managers at all levels and grades; therefore, any staff member in the organization with supervisory responsibilities of any kind is eligible to participate. Initially developed as a two-day in person interactive workshop, the dialogue has since been adapted to an online module to overcome the challenges posed by the COVID-19 pandemic.

This initiative has been further adapted to look specifically at the role of masculinities in power differentials by CARE USA. You can read about it in Chapter 4.

HOW IT WORKS?

The dialogue includes three components of **self-study and reflection** on working methods and organizational policies; **participatory sessions** (online or face-to-face) to explore and reflect on one's individual gender norms and attitudes, power, sexual harassment, exploitation and abuse, unconscious bias; and a personal **commitment** to apply a more respectful and inclusive environment within their teams. In its online format, the dialogue is set up in groups of 90 participants divided over three separate webinar groups with a maximum of 30 participants in each. Much of the dialogue is spent in small breakout groups with facilitators providing coaching, allowing for a comfortable and intimate space for participants to feel empowered to speak up and be heard.

Throughout the dialogue, participants are expected to reflect, both individually and in group discussion, on how to foster trust, respect, and accountability in the workplace through exercises of **experiential learning** aimed at encouraging managers to look first at their own perceptions, behaviours, and bias, and then to the broader issues in the team and workplaces around them.

WHAT IS EXPERIENTIAL LEARNING?

Experiential learning is the process of learning through experience and through a process of reflection on doing. It is a hands on process of learning utilizing participatory methodologies to promote shared reflection, analysis, in-depth questioning and reasoning, and collective problem solving. This allows participants to deepen their knowledge to better understand the specific issues they face and how to best address solutions and strategies for change through a process guided exercise providing experience

To trigger self-reflection, participants are provided with thought-provoking videos, articles, workplace scenarios, and visual materials around common perceptions, stereotypes, biases, and perspectives. They are engaged in identifying and exploring the roots of their own perceptions through activities and assignments that require roleplay and interaction within the group to provoke greater understanding of the differences in identity and diversity of others around them.

Exercise example: COURAGE CONTINUUM

A 30-minute exercise aimed at having participants identify actions that can be taken to prevent, mitigate, or respond to biases, abuse, and harassment and strengthen equal and healthy relationships in the workplace by defining how much courage it would require to take certain actions. Using a courage continuum marked by 'A lot of courage', 'Some courage', and 'No courage', the objective is to have participants place actions provided to them on cards on the continuum based on the level of courage they feel would be required to take action, whether relating to issues such as diversity and unconscious bias or speaking up against unacceptable behaviour under difficult circumstances. The exercise allows for group discussion and reflection around individual situations of power dynamics that influence the level of courage required to speak up, why for different individuals, different actions may fall on a different place on the continuum, and the implications this has on the environment of and dynamic within the workplace. It also emphasizes the different forms of courage that extend beyond working in hardship or difficult locations, notably the courage required to raise difficult issues and challenge unhealthy social or workplace norms.

The dialogue creates space for discussion and exchange, both in small groups as well as in plenary, on themes that are often difficult to broach within a team or the workplace in meaningful ways. These include discussions around topics such as inclusion, empowerment, gender, race, inter-sectionality, power relations, privilege, masculinity and linkages with sexual exploitation and abuse and sexual harassment.

The dialogue's final component, which includes developing an action plan as well as individual coaching sessions to support participants in carrying their commitments forward within their teams, is complemented by the RLD Hub. The **RLD Hub** is an online forum where members of each of the 90-person cohorts are brought together in a community network where documents, multimedia materials, and useful resources are shared in order to exchange on learning and spark dialogue amongst the group.

Each cohort has an individual RLD Hub, allowing for a safe space of confidential and open discussion throughout the 6-week duration of the webinar and beyond. Facilitators frequently share materials and pose questions to ensure that the learning is taken beyond the webinar series and allows for deeper reflection on, and examination of, different concepts.

Measuring Impact

In an effort to gauge impact of the dialogue, a survey is conduct with mangers before they start to get a general idea of where they stand on certain themes, including their attitudes towards specific issues, their workplace behaviours and approach, and their perceptions on team dynamics. A second survey is then conducted three months after completing the dialogue to identify and measure change in attitude, behaviour, or approach.

Similarly, two surveys are also conducted with the supervisees of participating managers. Those surveys, also before the dialogue and then three months after competition, do not solicit information on the manager, the manager's behaviour or style, rather, the surveys focus on the work environment and workplace dynamics in order to gauge any potential shift.

For more information on this initiative, please contact **Joel Nielsen** at nielsenj@unhcr.org

Chapter 3

InterAction – From Pledge to Action Project: Piloting Solutions and Initiating Change Grants

AUDIENCE:
NGOs/Humanitarian and Development Organizations

TIME:
3-year commitment

OBJECTIVE:
To make funding resources available for culture change initiatives aimed at curbing SEA and SH.

METHOD:
Financial grants

In March 2018, InterAction launched its CEO Pledge on Preventing Sexual Exploitation, Abuse and Harassment by and of NGO Staff. Since then, 140 CEOs have committed to the Pledge, which outlines a set of commitments to prevent sexual exploitation and abuse and sexual harassment, with culture change as a key component. Following the CEO Pledge, InterAction launched the From Pledge to Action project, which supports InterAction members in meeting the commitments of the Pledge. The project includes a grant scheme which provides small grants for PSEA/SH projects through two separate funding streams. One, the **Piloting Solutions Grant**, allows members to pilot innovative approaches to prevent and respond to sexual exploitation and abuse and sexual harassment with grants up to $35,000, or $45,000 for organizations applying jointly; while the other, the **Initiating Change Grant**, provides funding of up to $20,000 for organizations to invest in small-scale initiatives to facilitate their progress on safeguarding. Both grant streams are intended to support organizations in expanding their PSEA/SH work beyond compliance and safeguarding and to help shape the cultural foundations that support in eliminating root causes for sexual misconduct.

Since its launch, the initiative has provided 10 grants to organizations under the Piloting Solutions scheme and 12 under Initiating Change. These have included initiatives such as the development of mandatory trainings and manuals on PSEA/SH, strengthening PSEA/SH capacity in field offices, training of PSEA focal points on child safeguarding, and strengthening policy development around culture change and PSEA/SH by organizations including Habitat for Humanity, Hellen Keller International, and Relief International, among others.

Under the Piloting Solutions scheme, specific consideration is placed on awarding grants to organizations investing in initiatives focusing on learning and that aim to contribute to the sector as a whole. Two such grants were awarded to CARE USA (covered in Chapter 4) for the development of methodologies to engage men in addressing the role of masculinities in tipping power dynamics and to Agha Khan Foundation (covered in Chapter 5) for the pilot of an approach around community engagement in designing programmes for PSEA/SH.

HOW IT WORKS

Project proposals are evaluated by an advisory committee on the basis of criteria focused on the potential long-term and meaningful impact of the project on organizational culture change. This includes an assessment of the following:

→ The project must have clear foreseen results, with priority given to projects that run coherently with an organization's long-term capacity development strategy and aim to have sustainable impacts on the organization, its culture, and way of working.

→ The project should have potential for a multiplier effect, with scope for extension or replication and adaptability in other countries or for other organizations.

→ Priority is given to organizations outlining projects which clearly communicate a sustainability plan beyond the project period.

→ Organizational ability to provide financial or in-kind contributions through dedicated staff time or subject matter expertise will not be a determining factor in whether a project is funded. Instead, their potential contribution is considered, particularly through a lens of ensuring sustainability of the project outcomes.

Once grants are awarded, organizations specify the timeframe expected to implement their proposal. Most projects are designed for implementation within a year, however, as a result of the restrictions around COVID-19, many have been extended. Once completed, a project report is presented, making findings and lessons learned available to the working group of organizations that had committed to the pledge.

For more information,
please contact:
Meriwether Beatty,
MBeatty@interaction.org

Chapter 4

CARE USA – Safeguarding Toolkit: Gender Transformation and Workplace Culture

AUDIENCE:
CARE and partner staff, including senior leadership

TIME:
Activities range between 30 mins to 60 mins (full workshops vary from ½-day to 2-day training events)

OBJECTIVE:
To understand the concepts around gender and masculinities and the impact they have on power dynamics and sexual exploitation and abuse and sexual harassment.

METHOD:
Facilitated workshop

In recognition of the link between safeguarding and a healthy organization, CARE USA has been working for many years on building and promoting an organizational culture that is more empowering of women and that is cognizant of the critical gender and power dynamics at play in defining workplace attitudes and behaviours linked to misconduct. A key component of this work has been engaging men in the workplace as equally responsible partners in the effort to eradicate the underlying factors that lead to, among other organizational problems, sexual exploitation and abuse and sexual harassment.

This effort has come together in the development of a training and workshop manual heavily focused on ensuring that women and men have the space and safety to speak on issues relating to gender and masculinities and understanding how social norms and rigid gender roles interact in the workplace. This is rooted in the idea that for men to be positively engaged in the empowerment of women, they too need to be engaged in an environment that does not alienate their perspectives and allows for dialogue that is not offset by a defensiveness against or response to the promotion of women as an isolated effort. Rather, it is intended to provide a safe space to challenge and discuss perceptions without judgement or criticism. As a result, male solidarity groups (complementing existing women's leadership forums) have been formed to allow men the space for engagement on issues relating to gender, power dynamics, and masculinity and their role in violence, abuse, and harassment.

In an effort to take concrete steps in exploring these elements, CARE, with the support of an InterAction Piloting Solutions Grant, developed a detailed toolkit for workshop and training development. The toolkit builds on the concepts adapted in UNHCR's work with Sonke Gender Justice in the development of the Reflective Leadership Dialogues (Chapter 2) and goes into detail on thematic areas CARE identifies as critical to organizational culture. A focus on these **thematic areas** for training is intended to enable reflection and dialogue on the links between sexual exploitation and abuse and sexual harassment and the negative consequences of rigid and inequitable gender norms. It is also intended to contribute to changes in staff behaviour and attitudes, strengthen gender equality and women's leadership, and foster environments free of sexual exploitation and abuse and sexual harassment by including opportunities for men and women to both work separately and jointly, in safe spaces, on these issues.

A central element in CARE's toolkit is the acknowledgement of the need for focus on and reconstruction of the role of hegemonic masculinity. Hegemonic masculinity is the cultural and social ideals of manhood and masculinity that promote traits that act as drivers of aggression, dominance, and hypersexuality. CARE defines this as the 'Man Box', a rigid construct of cultural ideas about male identity requiring them to see being male as existing within the pillars of being self-sufficient, acting tough, looking physically attractive, sticking to rigid gender roles, being heterosexual, having sexual prowess, and using aggression to resolve conflict. The training places emphasis on defining stereotypes around the **'Man Box'**, ways of unwrapping its implications on workplace culture and behaviours, and how to adjust those perceptions and tendencies for a healthier and safer organization.

THEMATIC AREAS

➜ **Gender**

➜ **Patriarchy**

➜ **Power & Violence**

➜ **Gender & Sexuality**

➜ **PSEA & Safeguarding**

MAN BOX

Originally developed by the Oakland Men's Project and Men Overcoming Violence in San Francisco in the early 1980s, the Man Box exercise has been widely used and adapted by many organizations since, including by Sonke Gender Justice and Promundo in their work on engaging men and boys.

HOW IT WORKS

The toolkit is designed to allow different offices and teams to draw from a selection of themes, objectives and activities to develop bespoke trainings for addressing workplace imbalances that contribute to sexual exploitation and abuse and sexual harassment. It is divided into three components. The first provides a workshop guide, organized under eight themes, to build and execute trainings with a selection of different exercises. The second provides a reflection guide with activities to encourage reflection and dialogue, with options for mixed group dialogues or as part of the existing women's leadership and/or male solidarity groups. The third component is a guide for managers and leaders, providing them with tips and suggestions for addressing inequitable gender norms in the workplace. Facilitators are able to select activities from various parts of the manual to inform a targeted workshop focusing on a specific theme or a variety of themes.

While the toolkit integrates the notions of gender inequalities and hegemonic masculinity throughout all three components, it also dedicates specific training activities to familiarize participants with the concept of hegemonic masculinity and how to identify it. These activities encourage reflection and dialogue on how hegemonic masculinity fits into a discussion on gender equality, and constructive ways where masculinity can be retained as an equal interaction with femininity. This is intended to lead to awareness on perceptions and behaviours around gender and power relationships.

SAMPLE EXERCISE:

THE MAN BOX

Through a 45-minute activity, participants are introduced to the concept of the "Man Box" with a series of questions prompting them to define the characteristics of masculinities in men and boys, identify the benefits and challenges of characterizations of masculinity and how they may impact women, explore potential ramifications for stepping out of those socially constructed identity norms, consider elements of pressure on conformity to elements of gender identity, and pinpoint the potential implications hegemonic masculinity has on the workplace. This exercise also allows for reflection on potential tensions between concepts of masculinity and femininity and how they can often be in opposition, with one holding dominance over the other. These themes are explored through facilitated group discussion prompted by specific questions.

Questions to trigger reflection on masculinity:

➔ What kind of toys do little boys play with?

➔ What are men and boys supposed to wear?

➔ How are men supposed to act in relationships/marriage?

➔ What kinds of tasks do men and boys do in the home?

➔ What kinds of tasks do men and boys do in the community?

➔ How do boys and men use their leisure time?

For more information on this initiative, please contact **John Crownover** at John.Crownover@care.org

Chapter 5

Aga Khan Foundation – Co-designing solutions with the communities

AUDIENCE:
Local communities

OBJECTIVE:
To pilot an approach for collaboration with local communities in co-designing methods for engagement on issues related to sexual exploitation and abuse and that specifically address the power dynamics that create barriers to reporting.

METHOD:
In person engagement/ programme co-design

Organizations in the development sector have designed and implemented different reporting mechanisms for communities, yet reports of safeguarding concerns from communities remain low, especially from within vulnerable or at-risk groups. The evidence on what has been done to reduce barriers is limited with very few evaluations of effectiveness. Having secured a 'From Pledge to Action' project grant from InterAction, Aga Khan Foundation is leading a project that aims to identify what stands between specific communities and reporting on misconduct, understand context-specific preferences for engaging on sensitive issues, and work with communities to define and develop ways to overcome challenges for reporting. The project draws on innovative engagement methods that can be tailored to fit the needs of different communities (and the groups within them), in varying contexts, and that specifically addresses the power and gender dynamics at play in creating barriers to reporting.

Through consultations with women, girls, men, and boys with various vulnerabilities in communities in Afghanistan and Tajikistan, the project will identify group-specific challenges to reporting and gather feedback on targeted solutions to address them. It is aligned with Aga Khan Foundation's overall approach to development, in which they partner with communities around the world to build better futures together. This community-based approach has been critical to building trust within the communities they serve, and reaching people of all faiths and backgrounds, especially women and girls. This is also aligned with the ethics and values of the organization, specifically around the principles of building self-reliance, promoting inclusiveness and pluralism, and seeking sustainable solutions to improve quality of Life.

This project relies heavily on in-person engagement and direct contact with communities and has therefore been impacted by the Covid-19 pandemic. The project is not yet at a stage where "*how it works*" can be clearly defined, as this will be entirely driven by conclusions from engagement with communities. As such, the below section articulates the details of the project objectives and related approach.

OBJECTIVES

To understand the drivers and inhibitors for communities and groups within those communities to report harm caused by aid and/or development organizations, with a focus on how power differentials may affect reporting.

➜ Design a consultation process for engagement with communities, survivor support services (such as health and psychosocial support), and the authorities. This process is to be as inclusive as possible and adaptable to work for different groups within communities, particularly those who are most vulnerable to harm and abuse and might find it most difficult to report.

➜ Use findings of the consultation to analyse results and report on learnings, noting important elements and implications for designing and implementing a community complaints/reporting model. These activities are designed to complement ongoing Aga Khan Foundation initiatives, including efforts to:

   ❯ Identify community representatives or groups, including those who are marginalised or hard to reach, to engage in consultation.

   ❯ Create safe spaces where these groups can engage.

   ❯ Identify stakeholders from survivor support services and the authorities who would be involved in the research and implementation.

OBJECTIVE 2:

To develop a process that addresses the key barriers to reporting harm, including sexual exploitation and abuse, of different groups within communities, in the design of a feedback and complaints mechanism.

➜ Develop a process for working with community groups to understand the barriers to reporting and co-design a complaints mechanism.

➜ Develop a flexible community feedback and complaints model that addresses barriers to reporting and can be adapted to changing dynamics and for different contexts and groups.

OBJECTIVE 3:

To adopt a survivor-centred approach that more effectively meets the needs of different groups within communities and across different contexts.

➜ Develop guidance on applying a survivor-centred approach. The guidance is to be tailored to different groups within communities.

➜ Engage local survivor support services and authorities in pilot areas to design service and response standards with a survivor-centred approach that serves the needs of different groups within communities

This community-centred way of working is part of how the Agha Khan Foundation pursues both to its responsibility to uphold safeguarding obligations and to promote its organisational culture of openness and transparency. It aims to ensure that all staff are aware of the organization's commitments to respectful workplaces, are clear on their responsibilities and feel able to raise questions or concerns in the full knowledge that all reporting will be taken seriously.

Chapter 6
Bond – Developing and modelling a positive safeguarding culture: a tool for leaders

AUDIENCE:
CEOs, senior leaders, trustees

TIME:
2-4 hours per session

OBJECTIVE:
To support leaders in humanitarian and development organizations to understand what a positive safeguarding culture looks like. The tool is also intended to help leaders assess organizational culture in relation to safeguarding and develop clear actions to creating and maintaining a safe culture.

METHOD:
Facilitated discussion/ internal discussion

In an effort to leverage the position of power that leaders hold within their organizations and promote their responsibility in establishing and maintaining positive organizational culture that is conducive to safe and respectful work places and safeguarding best practices, Bond and a taskforce of NGO members have developed a digital tool to support leaders in understanding what positive safeguarding culture looks like.

The online tool is designed to guide discussions with managers around unfolding issues related to power inequalities that, if unchecked and unaddressed, would enable, allow, or fail to prevent abuse and harassment. In addition to generating conversations around such difficult topics, the tool is also intended to support leaders in assessing the state of their workplace environments, identify areas in need of change, and in navigating discussions in a direction where concrete actions and outcomes can be developed. Through facilitated discussions on six main themes: accountability; policies and processes; do no harm/safer programming; survivor-centred approach; awareness-raising; and safer recruitment and HR processes, leaders are supported in identifying ways to model positive organizational culture within their teams.

While the tool is designed for leaders of an organization, department, country office, or team, it also recommends the involvement of middle and junior level staff in all sessions so as to include the additional value their different experiences or perspectives would provide.

HOW IT WORKS

Each of the six sections, lasting from 2 to 4 hours, can be completed independently, allowing for flexibility in deciding area of focus and how many sections to cover; however, it is not recommended to do all sessions at once. The tool is easily facilitated by one person guiding the activity through each section's behaviours, questions, and actions.

Each section or theme is broken down into examples of behaviours that support a positive safeguarding culture and includes suggested questions for discussion and actions to consider. After discussing a behaviour, leaders can decide on necessary actions to be taken to promote or curb such behaviour and ways of ensuring accountability.

For example, for each behavior under a given theme, a number of questions are posed around the specific behaviour, allowing leaders to assess or consider what they or their organization is doing in this area. The questions are then followed by some suggested actions they could take in order to develop, promote, and model that behaviour. Based on the identified actions, the tool facilitates the development of an action plan which can then be downloaded and shared with the team.

EXAMPLE:

Behaviour: Leaders support prioritizing safer recruitment processes over other organizational priorities such as staffing shortages.

Discuss the behaviour. Consider how the behaviour relates to your working environment and your interactions with colleagues and others outside the organization. Pose your own questions where relevant and make notes on your discussion. Ask yourself:

➔ How do I demonstrate I am supportive of safer recruitment processes when there are organisational pressures to circumvent or shortcut these?

➔ How do I support staff as they prioritise safer recruitment processes in times of financial or operational pressure?

What actions will you implement to make a change? Using what you discussed, decide what actions you plan to take as an organization. Note down who is accountable for ensuring these are implemented and when you aim to achieve them. Actions for leaders:

➔ Ensure staff understand the reasons behind safer recruitment practices and why this needs to be prioritised over operational demands.

➔ Visibly support staff to stand by good safeguarding practices in all recruitment decisions.

For more information on this initiative, please contact **Franziska Shwarz** at fschwarz@bond.org.uk

THE TOOL IS FREE to access on the Bond website**.**

Chapter 7
IOM Adjusting Unconscious Bias

AUDIENCE:
All staff/interview panellists

TIME:
5 minutes

OBJECTIVE:
To tackle micro-aggressions resulting from unconscious bias, which often lead to abuse of power.

METHOD:
Reflective video

IOM has been implementing an approach that encompasses numerous initiatives addressing issues linked to unconscious bias as part of their broader work on culture change, particularly as it relates to abuse of power. Having initially embarked on work looking to specifically tackle the issue of sexual exploitation and abuse, IOM then built on its efforts to embed protection from sexual exploitation and abuse and sexual harassment throughout, with training to increase trust in reporting mechanisms, mentoring programmes, regular assessments on staff perspectives on workplace culture, and the launch of **the We Are All In platform for confidential reporting**. IOM's strong position on embedding protection from sexual exploitation and abuse and sexual harassment has also resulted in a focus on workplace practices and their impact on workforce attitudes and values.

WE ARE ALL PLATFORM FOR CONFIDENTIAL REPORTING

The platform is available to individuals within the organization and to the public, allowing for reporting through multiple forms of media, including text, audio, video, and photo. Once a report has been submitted, an automated video message is shown explaining next steps to be taken by the organization. Trainings, informative videos, advocacy material are available in four languages (French, Arabic, Spanish and English).

This is an effort to reinforce transparency in the process and intended to provide the reporting individual with information on what to expect. All reports are directed to the Office of the Inspector General and flag the office a report comes from.

Among many of the challenges arising from unconscious bias that IOM has been working on is in meeting gender parity targets and the implications of bias toward women in hiring practices and their advancement in the organization. IOM has found that these challenges are linked to micro-aggressions within the workplace. Many cases of known sexual harassment take form in this manner and are often closely linked to a form of unconscious bias. This has informed the ongoing development of a training package to tackle the issue specifically.

To help confront the issue of unconscious bias specifically in recruitment, IOM teamed up with OHCHR in the development of a video to aide in raising awareness and increase vigilance among interview panel members on their own potential unconscious bias and perceptions. By triggering greater self-awareness of interview panellists, the video is intended to ensure that hiring practices are based on a process rooted in integrity and respect.

HOW IT WORKS

Before sitting on an interview panel, every panellist is required to watch the five-minute video. The video is intended to trigger awareness and self-reflection around one's potential perceptions of people of different backgrounds, gender, age, or social and cultural identity.

The video identifies how unconscious bias takes form and its impact on our assumptions and perceptions of others, highlighting that those assumptions are based on affinities or differences we may think we have with certain groups of people and are often used to short-cut decision making processes and save time on the basis of preconceived ideas or bias. That bias tends to lean in favour of individuals who are similar or familiar to us.

As an example, the video goes through various types of unconscious biases, mainly directed towards women during recruitment and the impact it has on both the evaluation of an applicant's performance and the outcome of the hiring process:

➔ Women often have to provide more evidence of competence to be seen as equally capable.

➔ Among equally qualified candidates, mothers are 79% less likely to be hired.

➔ It takes women much longer to get promoted to the P4 level than men.

➔ Words and attitudes of male and female candidates are assessed differently: In performance review, women receive 2.5 times more feedback about aggressive communication styles.

A five-step guide is outlined to help overcome the unconscious biases that give rise to judgment that leans towards giving into those assumptions:

❶ **Recognition** of one's own unconscious biases and how to mitigate them

❷ **Priming** one's brain to make decisions based on objective criteria

❸ **Impartiality** in evaluating individuals without relying on one's gut-feeling in guiding the interview

❹ **Diversity** considerations in selection among qualified candidates, taking into account gender, geography and background

❺ **Accountability** of one's hiring practices by maintaining recruitment data to identify trends and gaps

With this sensitization, panellists are then able to go into an interview more cognizant of the personal perceptions and assumptions they themselves must pay attention to when evaluating someone else.

For more information on this initiative,
please contact **IOM's Gender Coordination Unit** at
gcu@iom.int

Chapter 8
WFP – The Respect Campaign

AUDIENCE:
All staff

TIME:
½ day for each thematic session (4 sessions can be spaced out over time)

OBJECTIVE:
To transform workplace culture to one where everyone commits to the universal values of respect and dignity.

METHOD:
In-person discussion workshop (digital roll-out under development)

With a workforce of over 18,000 committed and dynamic humanitarians, interacting with beneficiaries and colleagues across the sector, WFP has been investing in building a positive organizational culture that promotes respect and dignity as cornerstones of a safe and trustful workplace. As part of this effort, WFP launched the RESPECT Campaign in 2018 with an eye to promoting the pillars of awareness, inclusion, fairness, and humanity as defining qualities in the behaviours that comprise its culture. The campaign is designed to lead the organization collectively at local and global level, in building a working environment that respects the inherent dignity of all persons. It relies on the use of fun games, strategic exercises, and meaningful conversations in a safe forum to illuminate the ways in which individuals, teams, and the organization as a whole can enhance dialogue, collaboration, and communication to cultivate the positive workplace those pillars stand for.

To facilitate the rollout and reach of the RESPECT Campaign, WFP has created a global community of more than 160 Respectful Workforce Advisors, who are selected by their peers and trained by the Ombudsman to function as ethics ambassadors in each office and deliver the campaign. In their role and with the support of Country Directors, they have been responsible for the training of over 600 RESPECT facilitators, who are responsible for promoting the values of the campaign within their offices. To date, the campaign has reached 60 country offices, in addition to regional bureaux and headquarters locations.

The campaign represents an egalitarian exercise and is designed to target all staff at all levels, making a point to avoid replicating existing hierarchical structures and silos by having everyone participate together in the conversations and activities and actively encouraging every voice to be heard. It is designed to be fun and interactive to allow participants to relax while also providing a space to address serious issues in a safe, meaningful, and constructive way. While not mandatory, every team at WFP is expected to go through the RESPECT Campaign in their own time, encouraging an empowered staff to engage in it organically and lead on culture change at all levels in the organization.

HOW IT WORKS

The campaign is guided by a toolkit with a step-by-step guide to allow each office to roll it out at their own pace and time.

It is guided by the four pillars of awareness, inclusion, fairness, and humanity that define the RESPECT Campaign, with each pillar including two activities to choose from and tailor to the specific audience and context. Under each pillar, a selection of key questions is designed to encourage dialogue, discussion, and solutions around the **respective themes**.

RESPECTIVE THEMES

➔ **What challenges do we face that stops us from showing respect?**

➔ **How do we assimilate new people into our team and WFP family?**

➔ **What stops us from speaking up when we witness harmful behaviour?**

Each respect pillar can be completed in a half-day workshop; the adapted virtual version can be completed in approximatively 2-3 hours with one facilitator for each group of 10 people. Guided by Respect Work Advisors, the campaign relies on willing participants to step in to guide the process and provide explanations of activities when necessary, allowing for grassroots buy-in and ownership. While the workshops have been designed for in-person engagement, WFP is currently adapting the campaign for digital roll-out in the face of the limitations imposed by COVID-19. In the digital version, participants will be divided in separate chat rooms, replacing the different tables they would have originally been distributed across.

For more information on this initiative,
please contact **Alejandro Chicheri** at Alejandro.Chicheri@wfp.org
or **Anthony Priolo** at Anthony.Priolo@wfp.org

Chapter 9
UNICEF Pulse Check

AUDIENCE:
All staff

TIME:
1-2 minutes, on a quarterly basis

OBJECTIVE:
To measure the impact of work on organizational and workplace culture in UNICEF offices.

METHOD:
Online questionnaire

As many organizations work on defining and reshaping their institutional culture to fit the values they uphold in combatting sexual exploitation and abuse and sexual harassment, one area that remains difficult is measuring the impact of efforts around organizational culture change. UNICEF has taken up this challenge by developing a tool to assist in regularly tracking progress made and the impact resulting from the organization's many ⤢ initiatives on culture change among its staff.

The Pulse Check, which was piloted in seven offices in March, is intended to complement the statistically representative data on workplace culture collected through UNICEF's Global Staff Survey and Pulse Survey— biennial surveys that collect data from all employees on a wide range of issues such as personal empowerment, diversity and inclusion, career development, work-life balance, and job satisfaction and motivation. In contrast, the new Pulse Check will aim to provide more frequent real-time data on the progress made and shifts in workplace culture across UNICEF teams and offices. In addition to providing a gauge on where each UNICEF office stands on progress in specific aspects of their workplace culture, the Pulse Check will also serve as a useful management tool, giving managers insights into the impact of shifts in management decisions and workplace behaviours on staff, teams, and offices, allowing for necessary actions to be taken faster to address any concerns coming to light.

The Pulse Check will be part of an accountability tool for managers and Heads of Offices, called Office Scorecards, which include several KPIs for all offices. It is intended to provide a transparent indication of how an office is doing on culture in similar ways to its overall performance on programme delivery, quality assurance, financial management, partnerships, and people management, all of which are measured and reported in the Office Scorecards. Office Scorecards are accessible to all staff, allowing anyone at UNICEF to see how an office or division scores on a set of metrics, which include indicators and targets, through color-coded scoring: green, yellow, red.

Office Scorecards are automatically considered in the appraisal of the head of office, facilitating a transparent and objective tool for accountability and review by their management. The intention is to have the Pulse Check feed into those cards, highlighting what areas of culture managers need to pay closer attention to, especially if the office is going through major transitions such as scaling up or down its staffing, responding to a crisis, etc.

The tool will track response rates and will have a set threshold to measure data reliability and representation, while also taking into account contextual changes that may impact responses.

HOW IT WORKS

The Pulse Check is designed to prompt all UNICEF employees to anonymously respond to a small number of questions (between 5 and 7) through an easy to use online system. The survey will be made available to all employees on a regular quarterly basis, asking the same questions covering seven different **themes** relating to workplace culture. It will provide the user with answer options on a 5-point scale ranging from strongly disagree to strongly agree.

While individuals will provide anonymous feedback, their business area and office will be identified to allow for the extraction of simple data relevant to each office or team and for inclusion in their respective Office Scorecard. This will facilitate the assessment of how workplace culture in each team is evolving, identify issues that need to be addressed, and trigger context specific actions required.

THEMES

→ **Trust and leadership**

→ **Inclusion and belonging**

→ **Appreciation and recognition**

→ **Standards of conduct**

→ **Empowerment**

→ **Office efficiency**

→ **Psychological safety**

e.g. "People of all cultures are respected in my office"

"I understand what is expected of me in and the behaviours that represent the core values of UNICEF"

The questions used in the tool are based on the Gallop 12 questions to assess employee engagement. In addition, some relevant questions are extracted from UNICEF's 2020 Global Staff Survey to allow for tracking progress over time using that survey as a baseline. The tool can be adaptable to context and situation and can be adjusted in order to respond to urgent organizational priorities that require staff perceptions to be captured quickly, particularly on the emergence of or shifts in focus on specific issues such as racism.

To support offices in analyzing data and responding to emerging trends identified through the Pulse Check, a short guide with advice, good practices, and strategies is under development and will be made accessible organization-wide on UNICEF's Organizational Culture Sharepoint site.

This tool is currently being revised according to lessons learned from the pilot process. Details such as how it will be made available to staff and how to incorporate subjective feedback on culture alongside the objective data gathered in the Office Scorecard are still evolving.

For more information on this initiative, please contact **Geeta Narayan** at gnarayan@unicef.org or orgculture@unicef.org

Chapter 10

UNHCR – Leading by Example from the Grassroots to Senior Leadership: Townhalls and Storytelling

AUDIENCE:
All staff

TIME:
Continuous

OBJECTIVE:
To set the tone at the top on issues relating to sexual misconduct and promote staff led, grassroots initiatives for transparency and accountability.

METHOD:
In-person and online dialogue

Over the course of the last few years, UNHCR has promoted activities and initiatives that set the tone on misconduct, including sexual misconduct, both at the top and at the grassroots level, highlighting the importance of engaged staff and committed leadership. The organization's senior most leadership has taken an active role to establish fora for open dialogue and engagement on issues relating to organizational culture, values, sexual exploitation and abuse, sexual harassment, and staff empowerment. This is intended to encourage personnel to speak up, participate, and hold leadership to account.

This process has taken shape through different methods and on various platforms, including townhall style discussions between various managers and staff and organized projects such as storytelling to help foster a culture of inclusion. This has also included the active promotion of a Speak-Up culture through the establishment of the Speak-Up helpline and resourcing of dedicated staff to deal with reporting on abuses and misconduct, and work on defining organizational values as an integral driver in delivering Code of Conduct sessions to staff and putting values into action.

The approach has emphasized the role and responsibility of both leadership and staff within the organization to address underlying factors in workplace culture that give rise to all forms of misconduct, including sexual misconduct. The commitment by organization leaders to carve out space and to stand before staff to broach discussions and take questions on what can often be difficult topics on a regular basis has been complemented by the spontaneous establishment of similar initiatives by staff at the grassroots level.

Promoting open dialogue on sensitive issues in a safe and free manner has been one of the main objectives behind the establishment of informal, staff-led platforms such as the 'Women and change' initiative, whereby women at all levels across the organization have organized around bringing women's voices forward on issues relating to organizational culture, particularly on gender equality, inclusion, accountability, and transparency. Similarly, a Men4Change network was established by male staff for men to engage other men in a safe space, called the Barber Shop, on issues relating to a respectful workplace, masculinities, power differentials, and sexual harassment.

In 2020, the Stronger Together movement was initiated in response to the rise in the debate on race and racism. Stronger Together rapidly grew as a network of thousands across the organization to mobilize efforts to push forward the agenda for an anti-racist culture in UNHCR. These and other staff-led networks work together to tackle overlapping and crosscutting issues such as sexual misconduct. While these networks make a point of remaining independent from management initiatives and formal entities, the organization's leaders' engagement with and positive references to the role of these networks, have contributed to a culture of dialogue and accountability.

Engaging with the issue of organizational culture from both sides of the staff structure, with leadership on one end and staff at all levels on the other, has encouraged different forms of internal reflection and discussion, whereby organizational leadership has proactively engaged on the request of self-organized groups of staff, while mobilization by staff to establish and lead organized dialogue has occurred independently. These independent but interrelated structures have given strength the organization's larger efforts for open dialogue and collective accountability.

HOW IT WORKS

TOWNHALL MEETINGS WITH ORGANIZATION LEADERS

In recent years, UNHCR's leadership has been organizing townhall meetings, a vehicle for informal exchange, with all staff on various thematic areas. Along with issues relating to institutional structure, planning, and the organization's work, townhall meetings have been held on culture, values, and protection from sexual exploitation and abuse and sexual harassment by different UNHCR leaders. One such meeting included UNICEF Executive Director, Henrietta Fore, as a guest speaker alongside the High Commissioner for a conversation on protection from sexual exploitation and abuse and sexual harassment with UNICEF's and UNHCR's personnel around the world, with the session live-streamed to all offices. As with the style of these meetings, the audience is given the opportunity to ask questions and raise issues, both anonymously through the Pigeonhole platform and in person. Providing the option for anonymity has signalled to staff around the world that they are able to raise difficult issues and ask tough questions to senior management in a safe space.

STORYTELLING

In 2019, UNHCR launched the Storytelling & Culture project, experimenting with telling positive stories as a way to foster inclusive working environments. Supported by the UNHCR Innovation Fund, the Division of External Relations, the Division of Human Resources, and the Ethics Office, phase 1 included workshops in Ethiopia and Kenya led by a renowned storyteller. All colleagues were invited to submit videos related to the theme of inclusion and eight finalists were selected for individual coaching and to present their stories in person at an event in Headquarters. Phase 2 focused on stories of internal courage – situations where colleagues stood up and spoke out for what they know to be right. In 2021, Phase 3 of the project will take participants through a 'virtual journey' to collect stories that aim to help envision what an anti-racist UNHCR looks like and how it can be achieved.

For more information on these initiatives, please contact **Cecile Pouilly** at pouilly@unhcr.org

Chapter 11
UNFPA – Civility in the Workplace

AUDIENCE:
All staff

TIME:
1.5 hours

OBJECTIVE:
To promote a holistic approach to culture change across the organization where inclusion and civility are at the center of shifting workplace culture away from behaviours and attitudes that give rise to misconduct, including sexual misconduct.

METHOD:
Interactive online dialogue

Recognizing that changing individual attitudes and behaviour are pillars in the organizational culture change necessary to eliminate sexual misconduct, UNFPA has taken a multipronged approach to tackling underlying factors such as a culture of discrimination and privilege based on gender and power inequalities. This effort has been structured around a series of initiatives designed to build on and complement the organization's broader work around the area of abuse and misconduct.

The initiatives focus on structural investment in institutional frameworks, strengthening capacity, increasing resources, and on specific thematic areas, including on leadership, compliance, awareness raising, outreach and communication, and victim support. Emphasis on transparency and openness, providing access for dialogue on difficult topics, and reinforcing inclusion and civility have been central in demonstrating and driving forward a zero-tolerance approach to sexual misconduct.

Following a 2019 UN Safe Space Survey on Sexual Harassment, UNFPA noted a key observation that identified incivility and exclusion as tantamount to a permissive environment increasing the likelihood of sexual harassment. In recognition of the fact that issues of sexual misconduct cannot be treated in isolation, an initiative to tackle all forms of workplace abuses and broader forms of incivility was established as part of the organization's holistic culture change approach. With the leadership of the Change Management Secretariat, the Protection from Sexual Exploitation, Abuse, and Harassment Coordinator, and the Director of DHR, a series of sessions on Civility in the Workplace was developed to introduce and reinforce general concepts of civility and engage staff in active dialogue.

The sessions are intended to address the root causes of abusive work environments that contribute to misconduct, including sexual exploitation and abuse and sexual harassment, through open and meaningful dialogue on these difficult topics. Recognizing the important role that managers play in this discussion, specific emphasis is placed on their empowerment and leadership as role models in order to equip them to hold these discussions with their teams on a regular basis. Furthermore, the sessions provide practical examples and guidance on how to actively contribute to fostering a respectful and inclusive working environment, and if prevention fails, how to effectively address and respond to such behaviour and seek assistance through available resources.

HOW IT WORKS

Using Zoom, the session is made accessible to all staff globally, with high level facilitation by the Deputy Executive Director for Management. The sessions present specific thematic areas for discussion:

The meaning of civility in the workplace:

Introduction to the concept of civility, its importance and benefits in the workplace, different 'faces' of incivility, how it can affect staff, and how to find balance in a diverse workplace. With the aim of exploring their own perceptions, unconscious biases and cultural nuances, the participants are asked to self-reflect when provided with a list of practical examples of civility and incivility in the workplace.

Addressing conflict:

This theme is aimed at understanding different types of conflict and various coping strategies. This is done with the facilitator providing participants with examples of behaviours that promote civility and behaviours that may lead to incivility and then drawing their attention to the importance of monitoring their behaviour and being accountable, and actively promoting greater civility in the organization. Examples of civility include finding ways to be inclusive, using positive words such as "please" and "thank you", apologizing if offending others, not participating in gossip and showing respect for other people's feelings and opinions.

Institutional framework:

The new Policy on Prohibition of Harassment, Sexual Harassment, Abuse of Authority and Discrimination is presented, weaving in the link of behaviour and culture as intrinsic to sexual misconduct. Emphasis is placed on strengthening victim rights, bystander responsibilities, perpetrator accountability, understanding formal and informal ways of resolution, the scope of responsibility to prevent for all personnel and additional responsibilities for managers at all levels. Various support channels are also introduced for personnel seeking assistance and support.

The session is concluded with a call to action: Zero tolerance for all abuse is reiterated and participants are encouraged to proactively contribute to a safe, trusted, respectful and inclusive work environment and to take the discussion forward within their teams.

A Take home toolkit is shared with participants after the session, including a feedback survey, information and guidance material on conflict prevention, management and resolution, as well as resources for assistance and support for affected individuals.

For more information on this initiative, please contact **Eva Bolkart** at Bolkart@unfpa.org or **Elizeu Chaves Jr.** at Chaves@unfpa.org.

Chapter 12
IASC – Engaging Leadership

AUDIENCE:
IASC
Principals

TIME:
2 hours

OBJECTIVE:
To provide a safe space for organization leaders to reflect on their attitudes, values, behaviour, and organizational culture and the underlying power dynamics therewithin that contribute to sexual misconduct.

METHOD:
In-person or online facilitated dialogue

In line with his IASC Championship on the Protection from Sexual Exploitation and Abuse and Sexual Harassment commitment to address issues relating the misuse of power and authority, United Nations High Commissioner for Refugees, Filippo Grandi held a facilitated session with IASC Principals on values, attitudes, and culture in January 2021. The objective of this session was to reinforce the importance of engaged leadership on issues relating to organizational culture at the very top and to provide a space for humanitarian leaders to delve into an honest reflection and dialogue on personal perceptions, unconscious biases, and behaviours that are key to fostering an organizational culture that eradicates the root causes and underlying factors of sexual misconduct.

It is an initiative borne of the recognition that both sexual exploitation and abuse and sexual harassment are by-products of gender inequalities and power differentials that put an individual at an advantage and another vulnerable to abuse. In the workplace, this can manifest itself in different ways, where even the slightest attitudes, behaviours, unconscious biases, and micro-aggressions can feed to form the imbalances in gender and differentials in power that lead to abuse and misconduct in various forms. A shift from such cultural ailments requires recognition of the problem at the top and an investment to see the change through. It is with this in mind that this facilitated dialogue was developed to promote reflection by organization leaders.

The session, which was adapted for virtual facilitation, was one example of a larger effort to provide fora for experiential learning and reflection for leaders on issues such as unconscious bias, values, behaviour, attitudes, and power and gender imbalances and their links to abuse of power and sexual misconduct. Two such sessions were also held in late 2020. One was hosted by UNHCR's Deputy High Commissioner, Kelly Clements with the CEB Task Force on sexual harassment and the other brought together senior managers from UNHCR and the NGO community.

Following demonstrated interest in these sessions, UNHCR has developed a facilitators guide for delivery by others within their own agencies.

HOW IT WORKS

The session, which requires two facilitators to guide dialogue and keep track of discussions in the chat and individual interventions, is opened with a brief explanation that the space is intended to be one of open, safe, and honest dialogue. Participants are encouraged to step out of their comfort zones as they unpack issues which are often difficult to discuss. They are reminded to pay attention to the biases they come with and how those biases play a role in their own physical reaction, behaviours and verbal responses when faced with issues relating to sexual misconduct. and that by listening and sharing and exchanging honestly on both suggestions and challenges during the session, they would be better equipped to take more conscious action.

One of the activities they are engaged in is intended to tap into participants' unconscious biases through a **visualisation Exercise**, leading to a discussion on actions and judgements made on the basis of one's perceptions and the underlying power dynamics that surround daily life. Another is a viewing of the UNHCR produced video, **"Voices"**, showing short anonymized testimonies from victims of sexual exploitation and abuse and sexual harassment. The video is intended to allow participants to explore sexual misconduct from the lens of a victim. It aims to draw out discussions on how leadership can model expected behaviour and reinforce accountability and transparency in a victim centred manner.

A **Courage by degrees** exercise triggers discussion around the level of courage required to act on or take decisions related to sexual misconduct. The combination of these exercises is meant to bring into relief how differences in power can influence the amount of courage required act. This exercise is detailed in Chapter 2 on the Reflective Leadership Dialogues.

While certain activities need to be tailored to the specific participants, alternative activity options can be interchanged.

For more information on this initiative, please contact **Diane Goodman** at hqpseash@unhcr.org

DEFINITIONS

Some of the following definitions are not standardized or comprehensive definitions but are general definitions for the purposes of this report.

ORGANIZATIONAL CULTURE

Organizational culture cannot be captured in a single definition applicable in or attributable to all organizations or all organizational cultures. As organizational culture is defined by numerous factors and guided by workplace dynamics, its definition is fluid in nature. For the purposes of this report, organizational culture refers to the system of shared values, principles, practices, beliefs, and assumptions guiding the behaviour and governance of individuals in an organization. It is on the basis of these factors that guidelines, rules, and rights are administered to staff and allow for mechanisms of oversight and accountability.

SEXUAL EXPLOITATION AND ABUSE (SEA)

Sexual Exploitation is defined as 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 is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

SEXUAL HARASSMENT (SH)

Sexual harassment is any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

POWER DIFFERENTIALS

Power differentials refers to the basic inequalities inherent in a relationship resulting from differences in gender, race, age, ethnic or cultural background, position and contractual status, and other factors creating a difference between two individuals and has consequences on their respective position, power, and authority. Power differentials often have impact on an individual's attitudes and behaviours in a workplace setting where real or perceived imbalances may exist.

UNCONSCIOUS BIAS

Unconscious bias is defined by positive or negative judgements or prejudice towards an individual or a group of people. It results from underlying attitudes and stereotypes that an individual unconsciously attributes to a person or group of people, which affects the understanding of, attitude towards, and engagement and behaviour with that person or group.

EXPERIENTIAL LEARNING

Experiential learning is the process of learning through experience and through a process of reflection on doing. It is a hands-on process of learning utilizing participatory methodologies to promote shared reflection, analysis, in-depth questioning and reasoning, and collective problem solving. This allows participants to deepen their knowledge to better understand the specific issues they face and how to best address solutions and strategies for change through a process of guided exercise providing experience.

ABUSE OF POWER

Abuse of power is improper use of official authority for unjustified or personal gain.

VALUES

Values are the set of principles or standards of behaviour deemed important in guiding organizational attitudes, priorities, and behaviours.

INCLUSION

Inclusion refers to the process and practice of ensuring equal access to opportunities and resources, including the opportunity to participate, to have one's voice heard, and to speak up to all individuals in a group, particularly those who might otherwise be excluded or marginalized as a result of considerations relating to age, gender, or diversity.