

**UN Executive Group to Prevent and Respond to Sexual Harassment
Roadmap on Stakeholder Communication and Engagement
to Prevent and Respond to Sexual Harassment¹**

Sexual harassment is a real, persistent problem, causing harm to colleagues, across the UN System. This roadmap, therefore, takes stock of communication approaches with internal and external stakeholders, highlights good practices, and provides recommendations.

Communication objectives

When UN System organizations develop and deliver training and other communication materials within their organizations on the prevention and addressing of sexual harassment, *it is recommended* that such materials focus on the following key objectives:

- Promoting a culture of zero tolerance for sexual misconduct in line with the UN System model policies and tools adopted through the Task Force² and UN EG (which include a victim/survivor centred approach), the Standards of Conduct for the International Civil Service, the Staff Regulations and Rules, as well as those applicable to non-staff personnel, such as regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission (ST/SGB/2002/9);
- Emphasizing the critical role of accountability for sexual misconduct, raising awareness of reporting mechanisms, and fostering trust in the zero tolerance efforts of UN System organizations, both internally (among UN personnel) and externally (i.e., among communities, implementing partners, and the general public);
- Raising awareness about the roles of different offices regarding prevention and addressing of sexual harassment, including support for survivors, in accordance with the relevant organizational policies;
- Enabling psychologically safe space for dialogue among personnel in and, as appropriate, across UN system organizations and guiding them on issues related to prevention and addressing of sexual harassment, to facilitate greater understanding; and

¹ This Roadmap was produced by Workstream 6 on Stakeholder Communication and Engagement of the UN Executive Group to Prevent and Respond to Sexual Harassment, in collaboration with Workstream 1 (UN Knowledge Hub) and Workstream 4 (Training and Capacity Building, 2025).

² Established by the Secretary-General in 2017; this Task Force was superseded by the UN Executive Group at the end of 2024.

- Applying behavior change strategies, as appropriate, to address the root causes of sexual harassment, including by aiming to shift the institutional mindsets and social norms that contribute to its occurrence – such as through promoting upstander interventions/allyship and leaning into difficult conversations about the systemic drivers of sexual misconduct.

Good practice: *To achieve these objectives, effective strategic communication plans and approaches on this topic should be developed and delivered collaboratively with key internal stakeholders (such as, for example, Executive Offices, Human Resources, Organizational SH Focal Points, Staff Associations, as well as UN Gender Focal Points and integrity-related functions such as Office of Victims’ Rights Advocates, Investigations, Ethics, and Legal). Offices of Public Information and Communication may be consulted, as well as Information Technology Offices for digitally offered campaigns and trainings. All initiatives and communication materials should be fully accessible to persons with disabilities and use inclusive and culturally sensitive content.*

Activities

UN System organizations may consider the following activities, as appropriate, on an ongoing basis, to achieve the recommended objectives:

- Agreeing on and collaborating to develop an organization-wide plan or strategy, which could include a combination of campaigns, in-person and virtual trainings including targeted training for managers, as well as mandatory/ voluntary e-learning modules, providing specific tools to advocate for a zero-tolerance approach/ policy and to help personnel recognize early warning signs to prompt effective intervention, and facilitate real learning, shifting mindsets. These activities could include peer-led and scenario-based exercises drawing from anonymized or fictional situations.
- Make active use of the UN Knowledge Hub³ regularly to review and draw from materials already developed by other organizations in preparing and rolling out your organization’s training and communication campaigns, and to upload material developed by your organization when completed⁴;

³ The UN Knowledge Hub was established by UN Women “to bring together UN system-wide resources on addressing sexual harassment and enable easier access to key tools for internal and external audiences.” See [About | Knowledge Hub on Addressing Sexual Harassment in the UN System](#). The Knowledge Hub contains 230+ [UN System Resources](#) including [Training Materials](#), that can be searched by a drop down menu of topics. These included scenario-based in-person and e-learning materials (i.e., training, guides, codes, fact sheets), for all staff, managers, bystanders/upstanders, on the victim-centred approach, respectful and inclusive working environments, saying no to misconduct, values/attitudes and culture, ethics, and conflict management.

⁴ Keep in mind that internal and external communications materials on the prevention of sexual harassment are available on the UN System-wide Knowledge Hub in the ‘Resources’ section. You’ll find them under two subsections: UN System

- Publishing all-staff broadcasts, posters and intranet feature stories to announce and draw attention to new initiatives and policies;
- Offering virtual sessions, including inductions to all personnel to socialize and host conversations about new policies related to the prevention and response to sexual harassment;
- Developing communication campaigns to ensure that all staff understand their obligation to report sexual misconduct, are aware of the different reporting channels available to them, and know they have the right to protection from retaliation; as well as creating innovative campaigns, for example social experiments, flash mobs, theater, to draw attention to the issue and specific messaging.
- Establishing and maintaining dedicated “microsites” or pages on intranets, as a “one-stop shop” for personnel to find all relevant policies and resources on the topic of prevention and addressing of sexual harassment;
- Creating a comprehensive social listening plan that captures employee sentiment, concerns, ideas and feedback across staff meetings and other channels/stakeholder groups, including survivors, as appropriate to ensure their voices are included to ensure that key insights are shared effectively with decision-makers for strategic decision-making and ideation;
- Establishing and maintaining dedicated webpages or sections on external websites to inform the public of policies and other relevant information appropriate for external audiences on prevention and addressing of sexual harassment in your organization (this could include, for example, policies on the prevention and addressing of sexual harassment, whistleblower policies; hotlines for reporting misconduct);
- Hosting all-staff townhalls, with leadership participation, to set the “tone at the top” of organizations, to deliver key messages of zero tolerance for any kind of sexual misconduct, ensure clear communication about policies, champion accountability and to field questions on the topic;
- Scheduling integrity briefings with donors and Member States to provide updates on activities and their impact, as appropriate;
- Organizing periodic “check-ins” with communication practitioners across the UNEG to share good practices;

Resources and Other Resources. Each page allows you to filter by 'Type,' including Communications Materials. The materials can be directly accessed via this link: [UN System Resources](#). The Resources page also includes [Training Materials](#) from external stakeholders. Uploading of the materials is done by sending materials to focalpoint.forwomen@unwomen.org, using the required format.

- Developing and delivering, together with other UN-system organizations, joint initiatives such as training, facilitated discussions and events; and
- Establishing an internal task force/standing group/ or other internal structure, where appropriate in each organizational context, on prevention and response to sexual harassment that could support these efforts.

Good Practices: *Create opportunities/spaces for ongoing discussion, such as monthly/quarterly meetings or lunch and learns on various topics on the theme of recognizing, preventing, and responding to sexual harassment, including approaches to early intervention and best practices for response, together with relevant stakeholders. Such discussions could be open to all staff or specifically targeting middle and senior-level management. In addition, using relevant international or local languages for communication whenever possible enhances meaningful engagement.*

Assessment

It is important to establish a practice of light monitoring, evaluation and reporting to senior management within your Organization on the successes and challenges of the campaigns, trainings and e-learning modules. This could include, at the discretion of each Organization:

- Establishing key performance indicators and regularly assessing activities by the key stakeholders, based on feedback from the participants, to continue to adapt the trainings and campaigns to meet the needs of the target group and the campaign objectives;
- Defining, as appropriate, which office/team would carry out these assessments, such as the independent audit or evaluation body, for example; and
- Whenever relevant, exploring other evaluation methods, such as pre- and post-training surveys, quizzes, or tests, to check understanding of key concepts through practical workplace scenarios, and through the social listening approach.
- Using appropriate UN system-wide survey data to inform communication efforts related to preventing and addressing sexual harassment