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Annual Report on Corporate Policy, Processes and Measures on the Prevention of Harassment, Sexual Harassment and Sexual Exploitation and Abuse

Executive summary

This document provides an update on the corporate policies, processes and measures on the prevention of sexual harassment and protection from sexual exploitation and abuse. It presents the current status of actions and next steps related to the areas of governance and policy, prevention and outreach, reporting channels, investigations, and accountability.

Suggested action by the Joint Meeting of the Programme and Finance Committees and the Council

The Joint Meeting of the Programme and Finance Committees and the Council are invited to take note of the updated information and the actions undertaken by the Organization in its continued actions to ensure the prevention of harassment, sexual harassment and sexual exploitation and abuse as set out in the Annual Report, and to provide guidance as deemed appropriate.

Queries on the substantive content of this document may be addressed to:

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I. Context

1. The Food and Agriculture Organization of the United Nations (FAO) fully accepts its obligation to provide a safe environment for its personnel, free from harassment, discrimination and sexual misconduct. The publication of the seventh Annual Report on Corporate Policies, Processes and Measures on the prevention of harassment, sexual harassment and sexual exploitation and abuse (PSEA) is part of this obligation and the Organization's commitment to achieving the transparency and accountability necessary to eliminate any form of harassment, discrimination and sexual misconduct in the Organization.
2. The work of the Organization in this area is coordinated by the Committee on Workplace Conduct and Protection from Sexual Exploitation and Abuse (PSEA) through the implementation of the *Employee Satisfaction Survey (E2S) Action Plan on Workplace Conduct & PSEA*, which is regularly updated. The Action Plan will be further revised to incorporate the results of the 2024 E2S, which has included the same questions on ethical matters as contained in the previous survey, to maintain a strong baseline to compare the results.
3. Addressing harassment, discrimination and sexual misconduct requires strong political commitment as well as the collective efforts of all stakeholders. FAO, as an organization of the United Nations (UN) system, is expected to lead by example and leadership at all levels continues to make clear that these forms of misconduct will not be tolerated. It is vital for leadership and personnel to foster a workplace culture where victims/survivors can speak to someone they can trust, both safely and confidentially, and that their rights and dignity are at the centre of all prevention and response efforts.
4. Over the past year, FAO has focused its work on the development of revised policies and on raising awareness through targeted and timely communication efforts such as the joint awareness-raising missions in Decentralized Offices undertaken by the Inspector General, the Ethics Officer and the Ombuds. In this regard, these offices received a "One FAO Team Award"¹ for their outstanding contribution to the Organization in the area of ethics and integrity.
5. According to the most recent annual reports of the Inspector General,² of the Ethics Office (ETH)³ and of the Ombuds,⁴ the number of complaints increased significantly during 2023. Interactions with other UN entities clarified that zero reports do not necessarily mean that no incidents have occurred, but, rather, that organizations need to understand why people do not report and to transform the culture to ensure safe work environments that will ultimately prevent misconduct. The Organization thus associates the upward trend in complaints with an improved awareness of personnel of the reporting mechanisms and increased trust in FAO's commitment to tackling these issues.
6. Nevertheless, the increase in the number of complaints of harassment or abuse of authority between 2022 and 2023 is concerning and the Organization believes that if this trend continues, additional resources will need to be invested in strengthening informal resolution to better enable swift and practical resolution of such matters in appropriate cases, before they escalate. Similarly, as the Organization continues to invest in PSEA, strengthening awareness among personnel, partners and affected communities, the number of allegations concerning SEA may increase, necessitating additional resources to provide adequate and appropriate protection and assistance to victims/survivors.
7. This report presents a summary of the activities coordinated by the Committee on Workplace Conduct and PSEA, from September 2023 to September 2024.

¹ The One FAO Team Award recognizes teams' commitment and collaboration to contribute to a more innovative, effective, and impactful FAO and is part of the Employee Recognition Awards event.

² [FC 199/8.1](#) - 2023 Annual Report of the Inspector General

³ [FC 199/9](#) - 2023 Annual Report of the Ethics Office

⁴ [Ombuds 2023 Annual Report](#)

II. Progress in alignment with UN System-wide initiatives

8. FAO continues to fully support and participate in several UN initiatives such as the [Task Force on addressing racism and promoting dignity for all in the United Nations](#), the [UN Executive Group to Prevent and Respond to Sexual Harassment](#), the [UN Network of Ombudsman and Mediators](#), the [UN Disability Inclusion Strategy](#), the [UN system-wide Action Plan](#) (UN-SWAP) and the [UN SEA Working Group](#).

9. In reference to the need to create a diverse and inclusive environment for personnel from all backgrounds, a *Diversity, Equity and Inclusion (DEI) Action Plan* was launched as a corporate response to the results of the 2022 E2S. It aims to promote all forms of diversity including geographic, gender, cultural, generational, multilingual and persons with disabilities.

Prevention of sexual harassment

10. In April 2023, the United Nations Secretary-General approved the proposal of the Task Force on Addressing Sexual Harassment within the organizations of the UN system and the High-Level Committee on Management (HLCM) to establish the UN Executive Group to Prevent and Respond to Sexual Harassment (Executive Group), which took up its functions in January 2024. The participation of FAO Deputy Director-General (DDG) Maurizio Martina, and the Human Resources Division (CSH) demonstrates the importance of Senior Management in tackling these issues.

11. The purpose of the Executive Group, which reports to the Chief Executives Board through the HLCM, is to advance a coordinated, system-wide approach to preventing and responding to sexual harassment within the UN system. On April 2024, the HLCM approved the high-level workplan 2024/25 of the Executive Group, which is structured around six areas of work: (i) knowledge-sharing and collaboration; (ii) policy improvement and system strengthening; (iii) victim/survivor support; (iv) capacity building, training, and skills enhancement; (v) monitoring progress and impact evaluation; and (vi) stakeholder communication and engagement.

12. FAO participates in the Annual Survey of UN entities on reporting of sexual harassment, organized by the Executive Group. The purpose of this survey is to collate consistent system-wide data on policies and practices for preventing and addressing sexual harassment to promote action by the UN system and individual entities. The questions cover three main areas: (i) policy, (ii) investigations, and (iii) disciplinary matters. The data allows identification of progress in the UN system-wide efforts to eradicate sexual harassment, risk indicators in order to allow for more focused prevention initiatives, and areas in which entities can strengthen how they address sexual harassment.

13. Based on the results of the eighth survey, which was conducted in June 2024 (2023 data), there has been a significant increase in the overall number of formal reports received by all UN entities, rising from 329 in 2022 to 427 in 2023. The data confirms that sexual harassment is a gender issue and one related to power differentials: the affected individual in 92 percent of cases was a woman and the alleged offender in 98 percent of cases was a man. In the majority of cases, the alleged offender was more senior than the affected individual (55 percent). The survey also revealed a continuous increase in reports from bystanders (witness or third person) from 26 percent in 2022 to 34 percent in 2023. The office environment remains the most common place where sexual harassment took place (83 percent), with most cases happening in the field, then followed by online incidents (35 percent) and at social gatherings of colleagues (35 percent).

Investigations

14. The Office of the Inspector General (OIG) is a member of the United Nations Representatives of Investigative Services (UNRIS), established for the purpose of strengthening investigation practices and professionalism in the UN system by, among other activities, developing and adopting common principles to guide the investigative process on matters of specific and common interest. OIG participated in three virtual meetings and one in-person meeting of the UNRIS.

15. In June 2024, FAO participated in a meeting of Investigatory Bodies on PSEA and Sexual Harassment, held in Geneva and hosted by the Inter-Agency Standing Committee (IASC)/Executive Board, targeting UN and international non-governmental organization (INGO) investigatory bodies. The meeting examined victim/survivor-centred approaches in investigations and measures required for its operationalization. It was attended by senior level and key representatives such as the Special Coordinator for Improving the UN's response to SEA and the UN's Victims' Rights Advocate.

Protection from sexual exploitation and abuse (PSEA)

16. FAO is strongly engaged in inter-agency PSEA efforts at both global and country levels, participating in the UN system-wide efforts on PSEA and in the IASC initiatives. At the global level, the Director-General represents FAO at the IASC Principals level. DDG Beth Bechdol and the Director of the Office of Emergencies and Resilience (OER) participate in the IASC Deputies Group and Emergency Director Group discussions on PSEA.

17. The FAO Director-General endorsed the recent update of the IASC Principals' Statement on protection from sexual exploitation and abuse and sexual harassment (PSEAH), coordinated under the lead of the World Food Programme (WFP) Executive Director, as the current IASC Champion of PSEAH. The Statement reaffirms the commitment of the IASC Principals to actively prevent and respond to SEA and sexual harassment by humanitarian workers, and the role of Humanitarian Coordinators and Humanitarian Country Teams to implement PSEA commitments in all response operations.

18. FAO actively participates in the IASC Technical Advisory Group (TAG) on PSEAH, which meets monthly. Key initiatives have included contributions to the IASC Principals' Statement on PSEAH and update of the IASC Minimum Operating Standards (MoS) on PSEA. In April 2024, FAO participated in the IASC Global PSEAH workshop held in Brindisi, Italy which brought together TAG members, PSEA coordinators from humanitarian contexts and Senior Victim Rights Officers to review and update the TAG workplan and exchange good practices and challenges.

19. FAO continues to participate in the UN Annual Survey on PSEA, organized by the Office of the Special Coordinator on improving the UN Response to Sexual Exploitation and Abuse (OSCSEA). DDG Maurizio Martina, as Senior PSEA Champion, widely promoted the survey and this year over 3,350 FAO personnel took part.

20. In late 2023, FAO became a member of the Inter-Agency Implementing Partner Working Group Protocol (IPSWG), which supports the operationalization of the [UN Protocol](#) on preventing SEA involving Implementing Partners. Participation in these fora ensures that FAO's comprehensive approach to PSEA is aligned with UN system-wide best practices, core principles and inter-agency efforts. FAO also became a participant of the [United Nations Partner Portal](#) (UNPP) and, in order to align our procedures to UNPP functions, an internal governance structure was established, which includes a Steering Committee chaired by the Director of the Project Support Division (PSS) supported by a Working Group.

III. Progress in FAO

A. Governance and Policy

Governance

21. The Committee on Workplace Conduct and PSEA has continued to meet regularly for fruitful exchanges among the key stakeholders in the areas of workplace conduct and PSEA. The Committee is assisted by two informal working groups, the Integrity Network covering workplace conduct (headed by the Director, CSH) and the Protection from Sexual Exploitation and Abuse Working Group (headed by the Director, OER). The Director-General designated DDG Maurizio Martina, as the new Chair of the Committee on Workplace Conduct and PSEA with effect from 1 January 2024.

22. In 2023, the Respectful Workplace Facilitator (RWF) Network was expanded, and a series of dedicated training sessions were held so that all Ombuds "RWFs" are suitably equipped to carry out

this important voluntary role. The Ombuds RWFs are local focal points for the Ombuds Office and serve as a first point of contact for all personnel in the Decentralized Offices. They are nominated and elected by their peers and help to strengthen local capacity for conflict-resolution. This not only provides a ‘rapid response’ on the ground but also mitigates against perceived escalation of matters by raising them to a headquarters-based office. At the end of 2023, there were over 180 Ombuds RWFs in 105 countries.

23. During 2023 OIG has received additional human resources to assist with its increasing investigative workload. ETH and the PSEA team, within OER, received funds as well, and the selection process for the additional professional posts is currently ongoing.

24. In order to provide dedicated support to the implementation of PSEA measures in Decentralized Offices, additional human resources have been or are being hired: a PSEA Capacity Development Specialist in headquarters; PSEA Specialists in the Regional Offices for Asia and the Pacific (RAP), and Latin America and the Caribbean (RLC); and national PSEA Specialists in 11 high-risk emergency operations. These will reinforce the network of more than 200 PSEA Focal Points and Alternates, who are present at country, subregional and regional levels to carry out PSEA responsibilities, alongside their full-time roles.

Policy

25. In April 2024, FAO released its updated Policy on PSEA through a Director-General’s Bulletin (DGB 2024/10) and an Administrative Circular (AC 2024/09). The updated policy adopts a comprehensive, organization-wide approach to PSEA and aligns with recent UN and IASC protocols, standards and best practices. It sets out the high-level roles and responsibilities of the Organization, all personnel, supervisors, and key offices and emphasizes FAO’s commitment to a victim/survivor-centred approach.

26. The updated policy was widely disseminated through communications from Senior Management, through technical level meetings and presentations, internal articles on the FAO Intranet and digital display screens throughout the premises. It was also published in all six official languages on the FAO PSEA webpage and shared with Members. Awareness-raising activities are underway at all levels to assist personnel in the implementation of policy requirements.

27. The new policy covering prevention of sexual harassment is in the final phase of its revision and will incorporate harassment, discrimination and abuse of authority, which share the same channels for prevention, response and reporting mechanisms, in line with the approach of other UN organizations to addressing all forms of abusive and inappropriate conduct.

B. Prevention and outreach

28. The Organization continued with the delivery of a variety of high-quality, needs-based learning initiatives with heightened access for Decentralized Offices, such as: (i) “Zoom in on learning” webinars delivered virtually by international specialists on key topics (e.g., “Manage conflicts, nurture relationships” and “Addressing racism and creating inclusive workplace practices”), and (ii) management and leadership development programmes to reinforce the role of managers in creating a respectful workplace (e.g. FAO Online Executive Leadership Programme and Reflective Leadership Dialogues).

29. With the publication of the newly released PSEA Policy in early 2024 and in view of the upcoming issuance of the new policy covering sexual harassment, harassment, abuse of authority and discrimination, the Organization has begun a review of the current workplace conduct-related mandatory courses with a view to updating and consolidating the training content. This revision includes the following mandatory e-learning courses: FAO’s Whistleblower Protection Policy, Prevention of Harassment, Sexual Harassment and Abuse of Authority, Protection from Sexual Exploitation and Abuse (PSEA) and Ethics and Integrity at the United Nations.

30. OIG, ETH, Ombuds, CSH, and Staff Counsellor have worked closely on promoting ethics and integrity. Joint awareness-raising missions have been undertaken in several countries, which focused

on working environment concerns. These covered the various informal and formal resolution processes and the different instruments available in the Organization to address concerns. Special awareness sessions have been conducted by ETH targeting junior-level affiliate workforce personnel, who are considered a particularly vulnerable group.

31. In November 2023, ETH trained more than 30 colleagues from across the Organization, with about half from Decentralized Offices, as Active Bystander Intervention Trainers (ABI Champions). Subsequently, 18 dialogue sessions and workshops have been organized to provide an opportunity for personnel to share experiences and discuss the effectiveness of available reporting channels. These sessions are instrumental in creating a bottom-up approach where everybody takes responsibility for fostering an ethical work environment.

32. Specifically in reference to PSEA and the use of the UN Partnership Portal, the UN International Computing Center (UNICC), which houses and manages the Portal, delivered a first-phase training for trainers at the end of 2023 to FAO senior officers of 12 pilot countries and to Regional Partnership Officers. The second phase of the pilot training started in 2024 and is focused on the use of specific functions of the portal, including its PSEA module.

33. Over the past year, FAO hosted regular meetings with the PSEA Focal Points/Alternates and launched a community of practice to support them. It serves as a forum for sharing information on PSEA requirements, tools, resources and global developments. In order to standardize PSEA activities in countries, a country-level PSEA Action Plan Template was developed in consultation with PSEA Focal Points, which reflects the requirements of the updated PSEA Policy and is aligned with IASC and UN standards.

34. A robust PSEA Capacity Development Plan was developed and is being implemented to increase and support PSEA technical capacity across the Organization, including through awareness-raising sessions and trainings delivered to country, subregional and regional offices. These were aimed at PSEA Focal Points, FAO Representatives and personnel more generally. Key initiatives included:

- a) A PSEA Focal Points' training programme piloted in 8 emergency operational contexts in June and July 2024 to enable Focal Points to carry out their responsibilities. This training will be expanded and rolled out during the remaining part of 2024 and in 2025.
- b) PSEA Management Awareness sessions for FAO Representatives in July, August and September 2024, with additional sessions planned until the end of 2024.
- c) Sessions aimed at ensuring awareness of PSEA and core responsibilities for all personnel were delivered by the headquarters PSEA Team and Regional PSEA Specialists. These included sessions in the FAO Regional Office for Africa (RAF) for more than 400 personnel, close to 150 personnel in the FAO Regional Office for the Near East and North Africa (RNE), over 600 personnel in RAP, and over 500 personnel in RLC by the end of September 2024. These sessions were delivered in Arabic, English, French and Spanish to ensure broader accessibility for all personnel. PSEA initiatives have also been delivered at headquarters, including a Townhall meeting for all personnel.
- d) A series of mini-Training of Trainers for PSEA Focal Points and Alternates for more than 60 participants.
- e) PSEA Focal Points/Alternates have conducted PSEA awareness sessions with communities and beneficiaries, PSEA trainings for personnel in countries for implementing partners, including national non-governmental organizations (NGOs) and civil society organizations.
- f) FAO and WFP delivered a panel session on PSEA in food assistance and food security interventions at the 2023 Global Food Security Cluster Partners' event held on 16 November 2023 in Rome. The intervention focused on highlighting challenges and opportunities for better integrating PSEA into Food Security partner programmes, reflecting best practices and examples from South Sudan, Venezuela, and Palestine.

35. In order to increase personnel's knowledge and awareness, an intranet page of the Committee on Workplace Conduct and PSEA was developed with joint actions, resources and links to the homepages of the offices involved in the work of the Committee. A dedicated, public [PSEA webpage](#) was also launched in all six official UN languages to further demonstrate the Organization's commitment to PSEA.

C. Reporting channels and investigations

36. Harassment, abuse of authority, sexual harassment and sexual exploitation and abuse all amount to serious forms of misconduct under FAO's internal regulations and rules and can be reported directly to OIG for review and investigation. Complainants, whether FAO personnel or external third parties, can report allegations confidentially to OIG through several reporting channels: a dedicated confidential email address, the FAO Hotline, which can be accessed through telephone or tailored web form, in person to an OIG investigator, or in writing through the post.

37. During the reporting period, the FAO Hotline continued to be the preferred method of anonymous reporting, due to its enhanced confidentiality functions. The FAO Hotline offers wide accessibility with local telephone numbers in 168 countries and interpretation in over 162 languages. At the end of 2023, OIG added further functionality to the FAO Hotline, allowing anonymous complainants to be alerted through an email notification when OIG responds in the FAO Hotline. This functionality has allowed complainants' anonymity to be maintained while allowing the matter to be pursued and communication with them maintained during the investigative review.

38. OIG implements all its investigative activities as set out in the relevant policies of the Organization, as well as the [FAO Investigation Guidelines](#), ensuring the effectiveness and independence of the investigation process, as well as fairness to all parties involved. These Guidelines incorporate principles and key aspects of the victim/survivor-centred approach, in line with the Investigators' Manual for Investigations of Sexual Harassment Complaints in the United Nations.

39. The Organization continues to participate in the iReport SEA Tracker, as it has since 2021. The iReport SEA Tracker is updated in real time and presents detailed information on allegations received, the date of incident and date of reporting, the type of victim/survivor (adult or child), the nature of the allegation, the support provided, the status of the investigation, the final action, and any referral to national authorities for criminal accountability.

40. ETH receives reports of alleged retaliation, which may include cases related to reporting of sexual harassment and SEA. Retaliation complaints are assessed *prima facie* against the criteria set out in the [FAO Whistleblower Protection Policy](#), and where ETH considers the case could constitute retaliation, the case is forwarded to OIG for investigation. Throughout this process, ETH follows a victim/survivor-centred approach, for instance by, with the complainant's consent, proposing *interim* protective measures.

41. In reference to PSEA, receiving SEA allegations and reporting SEA allegations is a core component of the PSEA Focal Point training and OIG has delivered presentations at both the global PSEA Focal Point meetings and as part of awareness sessions. Country PSEA Focal Points/Alternates are provided with guidance on the procedures for reporting SEA allegations or concerns, with an emphasis on ensuring a victim/survivor-centred approach.

42. A strong victim/survivor-centred approach is central to FAO and its implementation is a corporate priority. FAO refers victims/survivors to Gender-Based Violence, Child Protection and other specialised service providers at country level using established referral pathways. To support this, a draft Technical Guidance Note on safe and appropriate referral of victims/survivors of SEA was developed and will be piloted by the end of 2024.

43. All FAO country operations that implement programmes are required to establish Grievance and Redress Mechanisms (GRMs) / Complaint and Feedback Mechanisms (CFMs) to provide a variety of culturally appropriate ways for beneficiaries and host communities to share feedback with the offices. They are also strongly encouraged to ensure that they are part of the inter-agency

community-based complaints and feedback mechanism(s), wherever this is established by the PSEA Network in the country.

D. Accountability

44. The Administrative Circular on the Practice of the Organization in Disciplinary Matters (AC 2024/03) was issued on 15 January 2024 in all FAO languages. This Administrative Circular, which is issued on an annual basis, provides information on disciplinary action taken in respect of staff members, as well as administrative action (such as termination of contract) taken against other personnel who are found to have engaged in misconduct during the previous year. It includes a specific section on harassment and sexual harassment. Whilst the identities of the individuals concerned are not disclosed, sufficient factual information is provided to allow the Administrative Circular to serve as an awareness-raising instrument and provide real examples of actions that constitute unsatisfactory conduct, as well as the consequences of such conduct.

45. In addition, on 15 January 2024, the Organization issued an Administrative Circular (AC 2024/04) on Referral of Alleged Criminal Conduct to National Authorities for Investigation and Possible Prosecution, which describes the practice of the Organization for responding to credible allegations that a crime may have been committed by its personnel. The Administrative Circular clarifies that in matters involving allegations of sexual harassment and sexual exploitation and abuse, consideration will be given to the safety of the victim/survivor before any referral is made to national authorities.

46. FAO continues to use the UN “ClearCheck” Database, along with another 38 UN Entities, entering records of its personnel into the Database and using it for screening candidates for recruitment.⁵ The Database is currently used to screen candidates for both staff positions and other personnel roles. As of 1 July 2024, 829 individuals with established allegations related to sexual harassment and SEA were recorded in the Database.

47. OIG maintains a statistical breakdown of data linked to allegations of SEA, sexual harassment, harassment and abuse of authority. OIG keeps track of all advisory services it provides to various FAO offices, management and complainants. This data is reported on a yearly basis as part of the Annual Report of the Inspector General to the Finance Committee. Additionally, OIG reports data on these types of misconduct in OIG's Semi-annual report, Activity Reports, and on an ad hoc basis, in response to requests by other FAO offices, UN agencies or donors.

48. The Organization is further strengthening its risk management and internal controls on PSEA, including through analysis of results from the UN annual PSEA Survey and the [IASC Sexual Exploitation and Abuse Risk Overview \(SEARO\) Risk Index](#), and through internal tools, such as the Country Annual Report (CAR), and the Internal Control Questionnaire (ICQ). The analysis, and other resources, informed the development of the 2024 PSEA Annual Action Plan and the PSEA Capacity Development Plan.

49. FAO is reviewing and updating questions on PSEA in the ICQ and the CAR to support alignment with the updated PSEA Policy and improving monitoring and reporting on PSEA implementation at the country level. This will include requesting information to better understand the quality of measures and mechanisms in place, including related to complaints mechanisms, victim/survivor assistance, and other key areas.

50. PSEA is integrated into the Organization's corporate risk management approach and through the Enterprise Risk Management tool. Under [FAO's Framework for Environmental and Social Safeguards \(FESM\)](#) and associated templates, tools and guidance. There is also a requirement for all FAO projects to consider risks of SEA and associated mitigation measures. Work is ongoing to further strengthen SEA risk management as part of a comprehensive corporate approach, noting that gaps remain, particularly at the country level, to effectively identify and mitigate risks of SEA. As part of this, the Country Risk Log Catalogue is being reviewed and updated to include a section on

⁵ FAO procedures for the use of ClearCheck screening Database are in Administrative Circular 2021/04.

SEA risks to support Decentralized Offices in better identifying SEA risks and related mitigation activities.

51. The updated PSEA Policy requires strengthened due diligence on PSEA with any entities entering into agreement with the Organization. In this regard, since 2023, FAO is using an improved implementing partner capacity assessment module under its Operational Partners Implementation Modality (OPIM), which includes a specific checkpoint on partners' policies for expected and acceptable behaviour and procedures to follow up on allegations of misconduct.

IV. Next Steps: Action 2024-2025

52. The steps forward over the last years in effecting culture change and promoting a victim/survivor-centred approach in FAO activities will continue to be built upon in 2025. The priorities are:

- a) **Governance and policy.** FAO will continue to provide technical support to implement the updated PSEA Policy throughout the Organization at all levels, prioritizing country operations. These requirements are also expected to be reflected in the Action Plan for 2025. Upon issuance of the revised policy covering prevention of sexual harassment, a communication campaign will be organized.
- b) **Prevention and outreach.** The Organization intends to continue its awareness raising and outreach activities, including raising awareness about the Organization's expected standards of conduct, and continued strengthening of colleagues' ability to proactively intervene in unethical situations, when appropriate. Emphasis will be put on ensuring that all personnel worldwide understand their obligations and responsibilities and are aware of the available reporting channels. The revision of the workplace conduct-related mandatory courses, as per paragraph 29, will continue in 2025.
- c) **Reporting channels and investigations.** Continuing to improve access to safe, confidential, survivor-centred reporting mechanisms at the country level is essential. FAO will work to expand the functionality and confidentiality of its reporting channels, including the launch of a mobile application for the FAO Hotline, and seeking suitable solutions for those in communities where FAO's work is implemented, but who may not have access to phones or emails or other means.
- d) **Accountability.** To strengthen the ability to meet victims/survivors' needs and right to protection, assistance and support, FAO is working to improve its processes and capacity. In 2025, the Organization will build on the pilot conducted in 2024 to expand and implement the PSEA capacity assessment and associated capacity strengthening plan, using the UN Partnership Portal PSEA Module. The focus will initially prioritize emergency contexts in view of their increased risks. In addition, the OPIM Policy, the General Terms and Conditions used for contracts with vendors/suppliers and Letters of Agreement issued to service providers will be updated to better align the PSEA and sexual harassment related obligations of these parties with the revised policies. Finally, additional monitoring mechanisms for safeguards and Environmental and Social risks will be discussed to further enhance effective integration of the FESM in the project cycle workflow materials.