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INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

INTERNAL AUDIT DIVISION I
OFFICE OF INTERNAL OVERSIGHT SERVICES

TO: Mr. Jean Arnault, Special Representative of the Secretary-General DATE: 23 November 2005
A: United Nations Assistance Mission In Afghanistan

REF: AUD-7-5:9(⁰⁰²⁵⁵ /05)

FROM: Patricia Azariuas, Director
DE: Internal Audit Division I
Office of Internal Oversight Services

P. Azariuas

SUBJECT:

OBJET: OIOS Audit No. AP2005/630/07: Review of the state of discipline in UNAMA

1. I am pleased to present herewith our final report on the audit of the above subject, which was conducted during March and April 2005. The review was conducted in accordance with the professional practise of auditing in United Nations organizations.
2. We note from your response to the draft report that UNAMA has generally accepted the recommendations. Based on the response, we are pleased to inform you that we have closed recommendations 1, 2, 3, 6, 7 and 8 in the OIOS recommendation database. In light of the explanation provided by management, recommendation 9 has been withdrawn. OIOS, however, reiterates recommendation 10 and requests that you reconsider your initial response concerning this recommendation. In order for us to close the remaining recommendations, we request that you provide us with additional information as indicated in the text of the report and a time schedule for their implementation. Please refer to the recommendation number concerned to facilitate the monitoring of their implementation status.
3. The Internal Audit Division I is assessing the overall quality of its audit process and kindly requests that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey form.
4. I take this opportunity to thank the management and staff of UNAMA for the assistance and cooperation provided to the auditors in connection with this assignment.

Copy to: Mr. Jean-Marie Guéhenno, Under-Secretary-General for Peacekeeping Operations
Ms. Jane Holl Lute, Assistant Secretary-General, DPKO
Ms. Donna Marie Maxfield, OIC, ASD/DPKO
Patrick Devaney, Chief Administrative Officer, UNAMA
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Office of Internal Oversight Services
Internal Audit Division I



Review of the state of discipline in UNAMA

Audit no: AP2005/630/07
Report date: 23 November 2005
Audit team: R. Manohar, Auditor-in-Charge

EXECUTIVE SUMMARY

Review of the state of discipline in UNAMA

OIOS conducted a review of the state of discipline in UNAMA in March and April 2005. The main objectives of the audit were to assess the overall state of discipline in the Mission and to determine what additional steps management needed to take in order to improve it.

The overall state of discipline in UNAMA was found to be generally satisfactory. This was confirmed by the result of a survey covering all categories of personnel - military advisors, civilian police advisors, members of the Personal Protection Unit, international staff, national staff and United Nations Volunteers (UNVs). In general, Mission personnel had positive perception about the state of discipline in UNAMA. Senior representatives of other UN agencies interviewed by OIOS also expressed this view. Factors such as the conservativeness of the local society, insecure situation, restrictions on movement of international staff, limited interaction with the local population and zero tolerance policy of the UNAMA management contributed to preventing discipline problems.

However, OIOS found that there are a few areas that need improvement. There is a need to provide information and briefing sessions to the national staff, conduct refresher courses for the international staff and enhance the investigation capability. There is also a need to broaden the scope of the complaints receiving mechanism, introduce enabling provisions to establish the guilt of an offender, and maintain a centralized tracking system to deter chronic offenders.

There is a general perception among top management that notwithstanding the insignificant number (thirteen only) of reported cases of misconduct in UNAMA, there could be an under reporting of cases given the conservativeness of the Afghan society. Being aware of the consequences of complacency, UNAMA management is planning new initiatives to improve social and welfare measures for its staff to mitigate risks of misconduct. OIOS commends the UNAMA management for taking a proactive approach to address issues of poor discipline.

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ACRONYMS

CAO	Chief Administrative Officer
CF	Coalition Forces
COS	Chief of Staff
CTS	Chief Technical Services
DPKO	Department of Peacekeeping Operations.
DSRSG	Deputy to the Special Representative of the Secretary General
ISAF	International Security Assistance Force
NATO	North Atlantic Treaty Organization
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
PPU	Personal Protection Unit
SEA	Sexual exploitation and abuse
SIU	Special Investigations Unit
SRSG and DO	Special Representative of the Secretary General and Designated Official for Security Matters.
UN	United Nations
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNVs	United Nations Volunteers

I. INTRODUCTION

1. OIOS conducted a review of the state of discipline at the United Nations Assistance Mission in Afghanistan (UNAMA). The review was conducted in accordance with the standards for the professional practice of internal auditing in United Nations organizations

2. The Department of Peacekeeping Operations (DPKO) requested OIOS to conduct this review and its overall objective was to determine the state of discipline in peacekeeping operations worldwide. A series of meetings was held between OIOS, DPKO and the Office of Human Resources (OHRM), which resulted in establishing the terms of reference for the review and the development of an agreed audit programme.

3. The Mission does not have any troop or police complement to assist in its peacekeeping activities. Eleven military and seven police advisors provide advice to the Special Representative of the Secretary-General (SRSG). Twelve members of the Romanian military contingent provide personal protection to the SRSG. A civilian complement of 1,187 personnel assists the mission in furthering its mandate. Following is the breakdown of Mission personnel:

Category	Number of Staff
International	164
National	977
UN Volunteers and other personnel	46
Members of Military Contingent	12
Military Advisors	11
Civilian Police Advisors	07
TOTAL	1,217

4. With regard to the international military engagement, the International Security Assistance Force (ISAF) in Afghanistan is a peacekeeping mission under NATO command, while the Coalition Forces (CF) is an active military force under the command of the United States of America. Neither one of these military contingents is obliged to implement UN regulations and codes of conduct, including those relating to sexual exploitation and sexual abuse.

5. Focal points have been set up to deal with cases of sexual exploitation, sexual abuse and sexual harassment. Three investigators in UNAMA's Security Section handle cases of misconduct. A staff counselor deals with cases of stress. Informal as well as formal procedures are followed to resolve conflicts and to deal with cases of misconduct.

6. UNAMA Management follows a zero tolerance policy towards issues of sexual exploitation and abuse and other forms of misconduct. In addition to the zero tolerance policy, other factors have contributed to the low incidence (thirteen) of cases of misconduct reported in the mission during the period 2002 to 2004 (see Annex 1 for details).

II. AUDIT OBJECTIVES

7. The major objectives of the audit were to:
- (i) Assess the state of discipline in the mission;
 - (ii) Identify gaps in existing policies and procedures on discipline; and
 - (iii) Identify tools that the mission may require to maintain an environment of good order and adherence to the UN standards of conduct.

III. AUDIT SCOPE AND METHODOLOGY

8. The review included analysis of data and statistics on cases of misconduct for the past three years (2002, 2003 and 2004). The auditors reviewed all the relevant policies and guidelines on discipline, including a number of case files on misconduct.

9. Interviews were conducted with management and relevant personnel – civilian staff members (including UNVs and other civilian personnel) and military and civilian police advisors – who are involved in the Mission’s disciplinary mechanism and enforcement. Senior officials of UN agencies (UNDP, UNICEF, UNFPA, UNESCO and UNIFEM) located in Kabul were also interviewed to obtain their perception of the state of discipline in the mission.

10. A survey on the state of discipline in the mission was also conducted and survey questionnaires were sent to all 1,217 Mission personnel.

IV. OVERALL ASSESSMENT

11. The overall state of discipline in UNAMA was found to be generally satisfactory. This was confirmed by the results of the survey covering all categories of personnel. In general, UNAMA’s personnel had a positive perception about the state of discipline. Senior representatives of other UN agencies interviewed by OIOS also expressed this view. Factors such as the conservativeness of the local society, insecure situation, restrictions on the movement of international staff, limited interaction with the local population, the zero tolerance policy of UNAMA management contributed to preventing discipline problems.

12. However, there are a few areas that need improvement. There is a need to provide information and briefings to the national staff, conduct refresher courses for the international staff and improve the conduct of investigations. Inadequacies in policies and procedures relating to discipline were noted. Despite the shortcomings, OIOS commends the new initiatives being taken by UNAMA management to provide better social and welfare facilities to its staff.

V. AUDIT FINDINGS AND RECOMMENDATIONS

A. The state of discipline in the mission

Reported cases of misconduct

13. The cases of misconduct under the various categories are listed below.

a) Theft and misappropriation

Two complaints of theft were received in 2004. One staff member pilfered \$3,700 from the personal mail of another UNAMA staff member. The staff member's contract was not renewed. The second case of theft related to the loss of \$1,822 in cash sent by the Regional Administrative Officer, Herat to the cashier in Kabul. Based on circumstantial evidence, two staff members were suspected as being responsible for the missing money. The case was closed due to a lack of substantial evidence.

b) Fraud and misrepresentation

A case of presumptive fraud was taken up by UNAMA with the Personnel Management Support Services (PMSS) in 2002. The staff member retired and PMSS closed the case. Further details are not available in the mission. The second case pertained to an international staff member who could not account for the discrepancy in cash that was taken over by his successor in 2004. The case was closed by PMSS as the Mission/UN New York office recovered the unaccounted moneys from the final payment due to the staff member.

c) Harassment and sexual harassment, including verbal assault

A case of alleged sexual assault by a staff member was registered by UNAMA Security Section in October 2002. The investigation report could not establish any wrong doing on the part of the staff member, and the case was closed. In another case, a staff member was alleged to have indecently assaulted another staff member in November 2004. The case was referred to the Board of Inquiry in January 2005. The Board's report, submitted in May 2005, recommended closure of the case as the complainant could not substantiate any claim of indecent assault.

d) Physical Assault

A case of physical assault between two UNAMA staff members was registered in September 2004. On the advice of PMSS, reprimands were issued to both staff members. The second case of assault took place in May 2004 also between two staff members. UNAMA cautioned the staff members involved in the fight.

e) Abuse of power, position or authority including inappropriate superior-subordinate relationship.

A complaint of abuse of position was recorded against the UNAMA transport dispatcher in December 2002 by another staff member. The investigation of the complaint by the Special Investigations Unit, UNAMA revealed that both parties were at fault. One of the staff members had left UNAMA, and the other staff member was counseled. In another case, OHRM took a decision in March 2005 to reprimand a UNAMA staff member for sharing confidential information with a third party. The incident took place in 2004 while the staff member was serving in another mission.

f) Misuse of UN resources

One case of hacking of the UNAMA computer network by a UNAMA staff member was detected by the Communication and Information Technology Section in early 2004. The staff member's contract was terminated.

g) Other issues

A complaint against a staff member was received in 2002 for alleged drunken behavior in office. The allegation could not be substantiated and the case was closed. In another case, a staff member complained, in 2004, against another staff member for rude behavior. The complainant withdrew the complaint later.

Perception of the state of discipline in the Mission

14. Survey questionnaires on the perception of discipline were sent to 1,217 Mission personnel. Of this number, only 116 responses were received, representing 10 per cent of the total sample size. The poor response of the national staff (3 per cent) in spite of the questionnaire being translated into Dari, the local language in Afghanistan, is partly due to the conservativeness of the Afghan society. The detailed results of the survey are shown in Annex 2 and Annex 3. The overview of the responses received is given in the table below.

Overview of Respondents								
Personnel	Total	Sample size	Responses received	Male	Female	Male %	Female %	Response %
Military Contingent PPU*	12	12	7	7	-	100%	0%	58%
Military Advisors	11	11	7	7	-	100%	0%	64%
Staff (Natl./local)	977	977	33	24	9	73%	27%	3%
Staff (Intl.)	164	164	57	43	14	75%	25%	35%
CIVPOL Advisors	7	7	2	2	-	100%	0%	29%
UNVs	46	46	10	6	4	60%	40%	22%
TOTAL	1,217	1,217	116	89	27	77%	23%	10%

* Personal Protection Unit for SRSG

Positive results of the survey of Mission personnel

15. Overall, the perception of the respondents indicated a high level of satisfaction with the state of discipline in UNAMA. Sixty-five per cent of the respondents to the survey rated the overall state of discipline as above average; 29 per cent rated it as average. Concerning the mission's attitude on dealing with issues of misconduct, theft and misappropriation, fraud, etc. 79 to 95 per cent of the respondents rated the performance in the range between normal to strict.

Survey results indicating a need for improvement

16. Despite the overall positive feedback from the survey, there were a few areas where the Mission could improve its performance. Some of the key areas where improvement is needed are as follows:

(i) Fourteen out of 27 female respondents (52 per cent) indicated that they did not know if the mission was implementing measures to prevent sexual exploitation and abuse. This perception was more pronounced in responses of the female national staff (seven out of nine staff members). Sixty-three percent of female respondents (17 out of 27) and fifty-six percent of male respondents (50 out of 89) stated that they did not know if measures to prevent sexual exploitation and abuse were effective. In a preliminary interview, both the focal point and the alternate focal point on sexual exploitation and abuse stated that procedures/measures taken to prevent sexual exploitation and abuse were not tested to date. This is borne out by the low incidence (2 cases) of reported sexual misconduct;

(ii) Forty-four percent of respondents (51 out of 116) stated that they did not know how to report or file a formal complaint. The percentage of female respondents stood at 70 per cent with (7 out of 9) national female staff, (9 out of 14) international female staff and three out of four female UNVs indicating ignorance in filing a formal complaint. Although the UNAMA computer network contains a template for filing a complaint, there is a need to disseminate this information including the procedures to file a complaint;

(iii) Fifty-two percent of respondents (61 out of 116) indicated they had not received any briefing or information on UN Standards of Conduct. Of this percentage, 25 out of 33 national staff and 30 out of 57 international staff formed the majority. The Chief Legal Advisor informed OIOS that briefing was not provided to national staff due to the local cultural sensitivity of the issue. In separate interviews, the Chief Legal Advisor, the Gender Advisor and the alternate Focal point for sexual exploitation and abuse (SEA) stated that there was a need to develop training materials in keeping with the local cultural sensitivities in Afghanistan;

(iv) Three out of six male UNVs indicated that they were not familiar with the staff regulations and rules relating to conduct and discipline;

(v) Sixty-six percent of respondents (76 out of 116) said they would report a suspicion of misconduct, 16 per cent said they would not report and 18 per cent did not know if they would report;

(vi) Nineteen percent of male respondents (17 out of 89) and 22 per cent of female respondents (6 out of 27) perceived that misconduct is occurring and going undetected and unpunished. A more proactive approach needs to be taken by UNAMA to detect misconduct;

(vii) Overall, 17 per cent of respondents (20 out of 116) stated that they feared reporting cases of misconduct. The comments received revealed that there was no whistleblower protection programme in place to protect the identity of the staff member;

(viii) Forty-three percent of international female respondents (6 out of 14), 16 per cent of international male respondents (7 out of 43) indicated "No", and 67 per cent of national female respondents (6 out of 9) stated "Did Not Know" regarding their duty to report concerns or suspicions of sexual exploitation by a fellow worker. Comments received and interviews held with key personnel revealed that they would report a suspicion of sexual exploitation and abuse only on the grounds of substantial evidence;

(ix) Fifty percent of international female respondents (7 out of 14) indicated that they did not know if UNAMA's disciplinary mechanism was fair;

(x) The respondents were asked if they were aware that involvement with a prostitute is prohibited under the UN Standards of Conduct. Thirteen male respondents (15 per cent) and two female respondents (one international and one UNV) indicated "No" and two male respondents indicated "Do Not Know" to the above question. To the query whether staff members are aware that sexual activity with a person under the age of 18 is prohibited, 12 male respondents and three female respondents replied "No" and five respondents did not know the reply to the question. Extrapolating the above information to the total staff in the mission, nearly 243 staff (20 per cent) is potentially susceptible to misconduct due to a lack of awareness of behavior prohibited by the UN;

(xi) All the seven respondents of the Personal Protection Unit reported that they were not aware of the UN standards of conduct or what constitutes misconduct, that involvement with a prostitute is prohibited and that sexual activity with a person under the age of 18 is prohibited under the UN standards of conduct. Although the contingent members had received a briefing on the UN standards of conduct, there is a clear need to provide an awareness training again. There is also a possibility that the induction training on UN standards of conduct was not understood clearly as English is not the native language of the Romanian Contingent members.

Recommendations 1, 2, 3, and 4

UNAMA Management should:

- (i) Sensitize the staff members on issues of sexual exploitation and abuse and other types of misconduct (AP2005/630/07/01);
- (ii) Disseminate information to staff on the procedures for filing a complaint (AP2005/630/07/02);
- (iii) Develop training modules on the UN standards of conduct and adapt it to the local environment and provide briefing and information to the national and international staff. Further, refresher courses should be conducted at regular intervals (AP2005/630/07/03);
- (iv) Provide awareness training on the UN standards of conduct to all the members of the Personnel Protection Unit. In addition, information on the UN standards of conduct should also be provided in the Romanian language (AP2005/630/07/04); and

17. *UNAMA accepted recommendations 1, 2 and 3, commenting that the Mission launched an ongoing sensitization campaign / workshop making it mandatory for all its staff members to complete the online training and obtain a certificate of completion. UNAMA issued circulars and stated that changes were incorporated to the induction course to disseminate information to the staff members on the procedures to file a complaint. UNAMA management further stated that they developed the training modules on the UN standards of conduct in-house and adapted it to the local environment and will be conducting refresher courses in due course. In view of the actions taken by the Mission, OIOS has closed the above recommendations.*

18. *UNAMA management accepted recommendation 4 stating that they are reviewing the feasibility of providing awareness training and translating information on the UN standards of conduct in the Romanian language. Recommendation 4 remains open in OIOS' database until it can be confirmed that the recommendation has been implemented.*

The perception of other UN agencies

19. Interviews were held with senior representatives of UNESCO, UNIFEM, UNDP, UNICEF, UNFPA and the UNV Support Unit to obtain their views on the state of discipline in UNAMA. All representatives informed OIOS that they had not heard anything adverse from their staff or from other agencies/NGOs in Afghanistan against the staff members of UNAMA in the latter's interaction with the local population and the international community. Limited interaction with the local population due to security restrictions and conservativeness of the Afghan society were attributed as contributory factors in maintaining the good reputation of the UN in the country. Almost all representatives mentioned that they had heard of UN staff

members committing minor infractions like breaking the curfew hours, visiting restaurants that are not cleared by Security Section, etc.

B. Implementation of policies and procedures on discipline

Investigation capability

20. UNAMA Security Section in Kabul has three investigators working in the Special Investigations Unit (SIU). A fourth investigator trained in forensics is located in Jalalabad. The Forensic Investigator informed OIOS that personnel trained in collection of evidence are required to ensure that evidence is not contaminated/tampered or unwittingly destroyed. He stressed that UNAMA needs to procure a basic forensic kit (costing around \$1,200) to enhance the credibility of evidence gathered from a crime scene to prove the offense committed. The evidence collected could be sent to accredited laboratories in Dubai or Europe for analysis.

21. The Chief Legal Advisor and the Senior Police Advisor felt that there is a need to enhance the capabilities of the UNAMA investigation team. In their opinion, the investigation reports were not up to the mark as the members of the Board of Inquiry, on several occasions, had to solicit additional information from the authors of the investigation report. A review of the eight investigation reports relating to the reported cases of misconduct from 2002 to 2004 revealed that in all of them, the investigator had recommended the course of disciplinary measures to be taken by UNAMA Management. The preliminary investigation report should include only facts and findings and it is only the head of office or responsible official who can make a recommendation as to the course of action to be taken (see paragraph 3 and 4 of ST/AI/371). The Deputy Chief of Security, UNAMA informed OIOS that standard operating procedures are yet to be established for conducting and writing reports on investigations.

22. Among the cases reported, one pertained to an alleged sexual assault by S/M #1. (Case file # SIU/KB/0014/02 dated 31 October 2002). The investigator, in his concluding remarks, stated that “until S/M #1 is interviewed and his statement examined, assessed, corroborated and confirmed, no suitable or concrete conclusion can be reached in this case”. Paragraph 8 of the same report mentioned that S/M #1 was summoned by the Security Office and that he was not interviewed but the seriousness of the allegation was explained to S/M #1. The reason as to why S/M #1 was not interviewed is not clear from the investigation report. Further, the statement recorded by the representative of Gender and Human Rights Department of UNAMA stated briefly, “the complainant explained all her case for us”.

23. The above case exposes the inadequacy of the investigation conducted by the investigator as well as the inadequacy of the Representative of the Gender and Human Rights Department in recording the statement made by the complainant.

Recommendations 5, 6 and 7

UNAMA Management should:

- (i) Ensure that a basic forensic kit is obtained for the Mission to help in the collection of credible evidence (AP2005/630/07/05);
- (ii) Develop and establish standard operating procedures to facilitate investigations and writing of investigation reports (AP2005/630/07/06); and
- (iii) Ensure that adequately trained staff, well versed in interviewing techniques is co-opted to deal with cases of sexual exploitation and abuse (AP2005/630/07/07).

24. *UNAMA management accepted recommendation 5 stating that the Mission is raising a requisition to procure the forensic kits. The recommendation remains open in OIOS' database pending receipt of the forensic kits.*

25. *UNAMA management accepted recommendations 6 and 7 commenting that the Mission has established standard operating procedures to facilitate investigations, and conduct of interview techniques. In view of the action taken by UNAMA management, OIOS has closed recommendations 6 and 7.*

Limited avenues to file complaints

26. UNAMA has in place a code of conduct relating mainly to interaction with the local population, the observance of curfew hours and sensitizing the international staff to respect local traditions and customs. This code of conduct is reiterated from time to time. In addition, an information circular on reporting sexual exploitation, abuse and harassment was issued on 6 June 2004 and reissued on 15 March 2005.

27. The latest information circular is designed to strengthen the mechanism for receiving complaints of sexual exploitation, abuse and harassment by encouraging staff members to contact the focal point. Given the traditional conservative culture prevailing in the country and the reticent attitude of the locals towards issues considered taboo in their society, there could be reluctance on the part of local staff members to contact the focal points directly. Therefore, there is a need to provide alternative avenues to file complaints that would ensure the anonymity of the staff member at the time of filing a complaint on matters of fraud, misconduct and sexual exploitation and abuse.

Recommendation 8

UNAMA Management should introduce complaint boxes in its headquarters and at all field offices to enable personnel to file complaints by e-mail and telephone hotlines. Furthermore,

UNAMA's website should provide links to the OIOS website and hotline to report on cases of misconduct (AP2005/630/07/08).

28. *UNAMA management accepted recommendation 8. The Mission stated that they have enabled filing of complaints by e-mail. They, however, stated that it would be impractical to introduce complaint boxes as the Mission is spread over a large area.* In view of the explanation provided by UNAMA management, OIOS has closed recommendation 8.

Draft model of the complaints and investigation procedures

29. A model of the complaints and investigation procedures and guidance related to sexual abuse and sexual exploitation was prepared by the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse and submitted to OHRM in March 2004. The purpose of the model is to facilitate a consistent and effective approach across all agencies in implementing the Secretary-General's bulletin ST/SGB/2003/13 on "Special measures for protection from Sexual exploitation and Sexual abuse". This model, if put in place, could facilitate resource sharing of personnel and information, bring the NGOs associated with the UN within the scope of transparency and accountability and, above all, bring a uniformity in approach in dealing with cases of sexual exploitation and abuse. However, the draft document, in the present form, can easily be challenged and does not stand legal scrutiny. In OIOS' opinion, there is a need for DPKO to adopt a model document on complaints to ensure a consistent and effective approach in dealing with cases of sexual exploitation and abuse.

Enabling provisions

30. A victim of rape/abuse, intent on proving the charge, could be subject to forensic tests. However, if the perpetrator is a UN staff member, he/she cannot be subject to forensic examination under the prevailing procedures. Also, UN security staff cannot collect evidence outside the jurisdiction of the UN facilities. A staff member can take advantage of these prevailing circumstances and refuse to assist investigations. This also acquires significance, particularly in Afghanistan, as local institutions lack the capability to collect evidence and conduct investigations.

Recommendation 9

UNAMA Management should establish suitable enabling provisions in the current procedures on sexual exploitation and abuse to empower the UN security personnel to collect evidence from a UN staff member and also from staff members residing outside a UN facility to prove culpability of misconduct (AP2005/630/07/09).

31. *UNAMA management did not accept recommendation 9 on grounds of difficulty in overriding a staff member's right of refusal to cooperate with an investigation that would be self incriminating.* In view of the explanation provided by management, OIOS withdraws recommendation 9.

Tracking System

32. Chronic offenders in the UN system get away with their misconduct as there is no centralized tracking system available in the UN. An offender released from one mission to join another mission/agency in the UN family starts off with a clean slate as the record of misconduct is not transferred to the new agency/mission. The absence of a centralized tracking system encourages a chronic offender staff member to act with impunity. In OIOS' opinion, there is a need to establish a centralized database of chronic offenders.

Annual reports on cases of misconduct

33. UNAMA does not have a system of issuing annual reports of disciplinary measures taken against its staff members along the lines brought out by the UN secretariat. Such practice raises awareness, enhances transparency and accountability in disciplinary matters among managers and staff. Furthermore, information about the total number of cases of fraud, theft, losses of property, disciplinary measures taken, along with their monetary value, and cases solved and measures taken to reduce such incidents act as deterrents against misconduct. These statistics could serve as benchmarks and could be incorporated as performance indicators in the results based budget document of UNAMA.

Recommendation 10

The Chief Administrative Officer should issue annual reports of disciplinary measures taken, and provide statistics of total number of cases of fraud, theft, losses, etc. in order to raise awareness and enhance transparency and accountability among staff. The statistics of cases of misconduct could be incorporated as performance indicators in the results based budget document of the mission (AP2005/630/07/10).

34. *UNAMA did not accept recommendation 10 as they felt that the total number of cases of misconduct of all categories of personnel did not warrant issue of a special annual report of disciplinary measures taken.* In the interests of good governance, OIOS reiterates the need to disseminate information to the staff about the total number of cases of misconduct, notwithstanding how insignificant is the number, by way of an information circular issued once a year. Recommendation 10 is therefore kept open in OIOS' database. Furthermore, DPKO advised OIOS that they agreed with recommendation 10. In DPKO's opinion, "such an annual report would help to better monitor the situation on the Conduct and Discipline front. UNAMA is encouraged to issue annual reports of disciplinary measures taken". OIOS requests UNAMA management to reconsider the initial response concerning this recommendation.

C. Staff awareness and misconduct prevention programmes

Online training

35. Although the perception survey indicates that 76 per cent of respondents are aware of the UN standards of conduct, many of the comments received reveal that staff members rely on guesswork and common sense. There is, therefore, a need to generate more awareness among staff members. The online training on the UN standards of conduct imparted by DPKO on its web-site could prove useful in generating the required awareness among staff members. Considering the attention being given to issues of conduct, this module should be made mandatory to all staff members on the same lines as the module on "Basic Security in the Field".

Recreation and welfare activities

36. The SRSG stated that he follows a zero tolerance policy towards misconduct. This is borne out by the awareness displayed by the SRSG and the top management of the status of cases of misconduct reported in the Mission as well as the review of documents undertaken by OIOS. Despite the low number of reported cases (thirteen only) of misconduct, the SRSG was aware of the consequences of complacency and the undercurrents prevailing in a conservative society. In his analysis of the causes of misconduct, he pointed out that life in a mission is stressful for a staff member. According to the SRSG, insecurity, movement restrictions placed on a staff member, burnouts, separation from family, lack of recreational facilities add to the stress and tends to breed misconduct. The SRSG felt that DPKO should consider encouraging staff members to relocate their families to hubs close to the mission area, and permit family members to stay in missions where security threat is low. Other measures suggested by the SRSG include encouraging staff members to learn languages, pursuing further education through web-based learning, and that missions should provide support to a staff member in their reassignment endeavors. The Chief of Staff was of the opinion that the UN should promote a positive corporate culture.

37. To address the issue of stress, UNAMA Management has come out with a plan of action to improve the recreation and welfare activities and to create a better support system for staff. The senior representatives of other UN agencies in Afghanistan also voiced the same view. OIOS welcomes the views expressed by the SRSG as well as the initiatives taken for staff welfare activities. These measures have the potential to mitigate risks associated with misconduct.

VI. ACKNOWLEDGEMENT

38. We wish to express our appreciation to the Management and staff of UNAMA for the assistance and cooperation extended to the auditors during this assignment.


Patricia Azarias, Director
Internal Audit Division I, OIOS

TABLE – Analysis of cases of misconduct involving all categories of UNAMA personnel

	Complaints received			S T A T U S						Cases that resulted to OHRM sanction							
	Under investigation			Closed without referral to HQ			Dismissed			Referred to HQ							
	2002	2003	2004	2002	2003	2004	2002	2003	2004	2002	2003	2004	2002	2003	2004		
1 Theft and misappropriation			2			1											
2 Fraud and misrepresentation	1	1(c)											1(a)				
3 Harassment and sexual harassment, including verbal assault	1	1		1		1*							1(a)				
4 Physical assault			2														
5 Sexual exploitation and abuse																	
Abuse of power, position or authority, including inappropriate superior-subordinate relationship	1	1(d)		1												1(b)	
7 Misuse of UN resources			1						1								
8 Others **	1	1				2											
TOTALS	4	0	9	2	0	6	0	0	0	0	0	0	1	0	3	0	1

NOTE

- a = Closed by HQs.
b = Decision to reprimand.
c = Case taken up by PMSS
d = Case referred by another mission to HQs.
* = BoI recommended closure in May 2005.
** = 2 other cases of inappropriate behavior.

SUMMARY OF SURVEY RESULTS PART -1 UNAMA

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
1. Are you aware of the UN code of conduct?								
Military Advisors	7	6	1	0	86%	14%	0%	100%
Military Contingent - PPU	7	0	7	0	0%	100%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
Total Male	16	8	8	0	50%	50%	0%	100%
Grand Total	16	8	8	0				
OVERALL PERCENTAGE					50%	50%	0%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
2. Are you aware of what constitutes misconduct or prohibited behavior?								
Military Advisors	7	7	0	0	100%	0%	0%	100%
Military Contingent - PPU	7	0	7		0%	100%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	28	2	3	85%	6%	9%	100%
Male	24	20	2	2	83%	8%	8%	100%
Female	9	8	0	1	89%	0%	11%	100%
International staff	57	49	3	5	86%	5%	9%	100%
Male	43	39	2	2	91%	5%	5%	100%
Female	14	10	1	3	71%	7%	21%	100%
UNVs	10	7	2	1	70%	20%	10%	100%
Male	6	5	1	0	83%	17%	0%	100%
Female	4	2	1	1	50%	25%	25%	100%
Total Male	89	73	12	4	82%	13%	4%	100%
Total Female	27	20	2	5	74%	7%	19%	100%
Grand Total	116	93	14	9				
OVERALL PERCENTAGE					80%	12%	8%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
3. Are you aware that involvement with a prostitute is prohibited under UN standards of conduct?								
Military Advisors	7	7	0	0	100%	0%	0%	100%
Military Contingent - PPU	7	0	7	0	0%	100%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	29	3	1	88%	9%	3%	100%
Male	24	21	2	1	88%	8%	4%	100%
Female	9	8	1	0	89%	11%	0%	100%
International staff	57	53	4	0	93%	7%	0%	100%
Male	43	40	3	0	93%	7%	0%	100%

Female	14	13	1	0	93%	7%	0%	100%
UNVs	10	7	2	1	70%	20%	10%	100%
Male	6	4	1	1	67%	17%	17%	100%
Female	4	3	1	0	75%	25%	0%	100%
Total Male	89	74	13	2	83%	15%	2%	100%
Total Female	27	24	3	0	89%	11%	0%	100%
Grand Total	116	98	16	2				

OVERALL PERCENTAGE

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
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4. Do you know that sexual activity with a person under the age of 18 is prohibited?

Military Advisors	7	7	0	0	100%	0%	0%	100%
Military Contingent - PPU	7	0	7	0	0%	100%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	25	4	4	76%	12%	12%	100%
Male	24	17	4	3	71%	17%	13%	100%
Female	9	8	0	1	89%	0%	11%	100%
International staff	57	54	2	1	95%	4%	2%	100%
Male	43	42	0	1	98%	0%	2%	100%
Female	14	12	2	0	86%	14%	0%	100%
UNVs	10	8	2	0	80%	20%	0%	100%
Male	6	5	1	0	83%	17%	0%	100%
Female	4	3	1	0	75%	25%	0%	100%
Total Male	89	73	12	4	82%	13%	4%	100%
Total Female	27	23	3	1	85%	11%	4%	100%
Grand Total	116	96	15	5				

OVERALL PERCENTAGE

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
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5. Do you think that the mission is implementing measures to prevent SEA?

Military Advisors	7	6	1	0	86%	14%	0%	100%
Military Contingent - PPU	7	7	0	0	100%	0%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	16	2	15	48%	6%	45%	100%
Male	24	14	2	8	58%	8%	33%	100%
Female	9	2	0	7	22%	0%	78%	100%
International staff	57	30	11	16	53%	19%	28%	100%
Male	43	25	7	11	58%	16%	26%	100%
Female	14	5	4	5	36%	29%	36%	100%
UNVs	10	5	2	3	50%	20%	30%	100%
Male	6	4	1	1	67%	17%	17%	100%

Female	4	1	1	2	25%	25%	50%	100%
Total Male	89	58	11	20	65%	12%	22%	100%
Total Female	27	8	5	14	30%	19%	52%	100%
Grand Total	116	66	16	34				

OVERALL PERCENTAGE 57% 14% 29% 100%

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
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5a. If so, do you think that these measures are effective?

Military Advisors	7	5	1	1	71%	14%	14%	100%
Military Contingent - PPU	7	0	0	7	0%	0%	100%	100%
CIVPOL	2	0	0	2	0%	0%	100%	100%
National staff	33	14	4	15	42%	12%	45%	100%
Male	24	13	3	8	54%	13%	33%	100%
Female	9	1	1	7	11%	11%	78%	100%
International staff	57	16	6	35	28%	11%	61%	100%
Male	43	13	2	28	30%	5%	65%	100%
Female	14	3	4	7	21%	29%	50%	100%
UNVs	10	3	0	7	30%	0%	70%	100%
Male	6	2	0	4	33%	0%	67%	100%
Female	4	1	0	3	25%	0%	75%	100%
Total Male	89	33	6	50	37%	7%	56%	100%
Total Female	27	5	5	17	19%	19%	63%	100%
Grand Total	116	38	11	67				

OVERALL PERCENTAGE 33% 9% 58% 100%

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
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6. Do you know how to report or file a formal complaint?

Military Advisors	7	4	1	2	57%	14%	29%	100%
Military Contingent - PPU	7	7	0	0	100%	0%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	8	21	4	24%	64%	12%	100%
Male	24	6	14	4	25%	58%	17%	100%
Female	9	2	7	0	22%	78%	0%	100%
International staff	57	33	23	1	58%	40%	2%	100%
Male	43	28	14	1	65%	33%	2%	100%
Female	14	5	9	0	36%	64%	0%	100%
UNVs	10	3	6	1	30%	60%	10%	100%
Male	6	2	3	1	33%	50%	17%	100%
Female	4	1	3	0	25%	75%	0%	100%
Total Male	89	49	32	8	55%	36%	9%	100%
Total Female	27	8	19	0	30%	70%	0%	100%

Grand Total	116	57	51	8				
OVERALL PERCENTAGE					49%	44%	7%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
7. Would you report a suspicion of misconduct?								
Military Advisors	7	6	1	0	86%	14%	0%	100%
Military Contingent - PPU	7	7	0	0	100%	0%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	18	9	6	55%	27%	18%	100%
Male	24	15	8	1	63%	33%	4%	100%
Female	9	3	1	5	33%	11%	56%	100%
International staff	57	37	7	13	65%	12%	23%	100%
Male	43	30	5	8	70%	12%	19%	100%
Female	14	7	2	5	50%	14%	36%	100%
UNVs	10	6	2	2	60%	20%	20%	100%
Male	6	5	0	1	83%	0%	17%	100%
Female	4	1	2	1	25%	50%	25%	100%
Total Male	89	65	14	10	73%	16%	11%	100%
Total Female	27	11	5	11	41%	19%	41%	100%
Grand Total	116	76	19	21				
OVERALL PERCENTAGE					66%	16%	18%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
8. Did you receive briefing or information on UN standards of conduct?								
Military Advisors	7	5	2	0	71%	29%	0%	100%
Military Contingent - PPU	7	7	0	0	100%	0%	0%	100%
CIVPOL	2	2	0	0	100%	0%	0%	100%
National staff	33	7	25	1	21%	76%	3%	100%
Male	24	7	17	0	29%	71%	0%	100%
Female	9	0	8	1	0%	89%	11%	100%
International staff	57	27	30	0	47%	53%	0%	100%
Male	43	22	21	0	51%	49%	0%	100%
Female	14	5	9	0	36%	64%	0%	100%
UNVs	10	6	4	0	60%	40%	0%	100%
Male	6	4	2	0	67%	33%	0%	100%
Female	4	2	2	0	50%	50%	0%	100%
Total Male	89	47	42	0	53%	47%	0%	100%
Total Female	27	7	19	1	26%	70%	4%	100%
Grand Total	116	54	61	1				
OVERALL PERCENTAGE					47%	53%	1%	100%

Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
9. Do you think that misconduct is occurring and going undetected and unpunished?								
Military Advisors	7	2	3	2	29%	43%	29%	100%
Military Contingent - PPU	7	0	7	0	0%	100%	0%	100%
CIVPOL	2	0	1	1	0%	50%	50%	100%
National staff	33	6	14	13	18%	42%	39%	100%
Male	24	6	8	10	25%	33%	42%	100%
Female	9	0	6	3	0%	67%	33%	100%
International staff	57	11	21	25	19%	37%	44%	100%
Male	43	7	19	17	16%	44%	40%	100%
Female	14	4	2	8	29%	14%	57%	100%
UNVs	10	4	3	3	40%	30%	30%	100%
Male	6	2	3	1	33%	50%	17%	100%
Female	4	2	0	2	50%	0%	50%	100%
Total Male	89	17	41	31	19%	46%	35%	100%
Total Female	27	6	8	13	22%	30%	48%	100%
Grand Total	116	23	49	44				
OVERALL PERCENTAGE					20%	42%	38%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
10. Do you consider the disciplinary mechanism to be fair?								
Military Advisors	7	6	1	0	86%	14%	0%	100%
Military Contingent - PPU	7	7	0	0	100%	0%	0%	100%
CIVPOL	2	0	1	1	0%	50%	50%	100%
National staff	33	29	0	4	88%	0%	12%	100%
Male	24	22	0	2	92%	0%	8%	100%
Female	9	7	0	2	78%	0%	22%	100%
International staff	57	25	8	24	44%	14%	42%	100%
Male	43	19	7	17	44%	16%	40%	100%
Female	14	6	1	7	43%	7%	50%	100%
UNVs	10	5	4	1	50%	40%	10%	100%
Male	6	4	1	1	67%	17%	17%	100%
Female	4	1	3	0	25%	75%	0%	100%
Total Male	89	58	10	21	65%	11%	24%	100%
Total Female	27	14	4	9	52%	15%	33%	100%
Grand Total	116	72	14	30				
OVERALL PERCENTAGE					62%	12%	26%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
11. Do you fear reporting cases of misconduct?								

Military Advisors	7	0	7	0	0%	100%	0%	100%
Military Contingent - PPU	7	0	7	0	0%	100%	0%	100%
CIVPOL	2	1	1	0	50%	50%	0%	100%
National staff	33	8	22	3	24%	67%	9%	100%
Male	24	7	16	1	29%	67%	4%	100%
Female	9	1	6	2	11%	67%	22%	100%
International staff	57	8	43	6	14%	75%	11%	100%
Male	43	5	35	3	12%	81%	7%	100%
Female	14	3	8	3	21%	57%	21%	100%
UNVs	10	3	6	1	30%	60%	10%	100%
Male	6	2	4	0	33%	67%	0%	100%
Female	4	1	2	1	25%	50%	25%	100%
Total Male	89	15	70	4	17%	79%	4%	100%
Total Female	27	5	16	6	19%	59%	22%	100%
Grand Total	116	20	86	10				
OVERALL PERCENTAGE					17%	74%	9%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
12. Are you familiar with the Staff Regulations and Rules as they relate to conduct and discipline?								
National staff	33	24	7	2	73%	21%	6%	100%
Male	24	17	6	1	71%	25%	4%	100%
Female	9	7	1	1	78%	11%	11%	100%
International staff	57	49	1	7	86%	2%	12%	100%
Male	43	39	1	3	91%	2%	7%	100%
Female	14	10	0	4	71%	0%	29%	100%
UNVs	10	7	3	0	70%	30%	0%	100%
Male	6	3	3	0	50%	50%	0%	100%
Female	4	4	0	0	100%	0%	0%	100%
Male	73	59	10	4	81%	14%	5%	100%
Female	27	21	1	5	78%	4%	19%	100%
Total	100	80	11	9				
OVERALL PERCENTAGE					80%	11%	9%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
13. Are you familiar with the status, basic rights and duties of UN staff members? (for civilian staff only)								
National staff	33	23	10	0	70%	30%	0%	100%
Male	24	16	8	0	67%	33%	0%	100%
Female	9	7	2	0	78%	22%	0%	100%
International staff	57	50	2	5	88%	4%	9%	100%
Male	43	38	2	3	88%	5%	7%	100%
Female	14	12	0	2	86%	0%	14%	100%

UNVs	10	7	2	1	70%	20%	10%	100%
Male	6	4	2	0	67%	33%	0%	100%
Female	4	3	0	1	75%	0%	25%	100%
Total Male	73	58	12	3	79%	16%	4%	100%
Total Female	27	22	2	3	81%	7%	11%	100%
Grand Total	100	80	14	6				
OVERALL PERCENTAGE					80%	14%	6%	100%
Questions	Total responses	Yes	No	Don't Know	Yes	No	Don't Know	TOTAL %
14. Are you aware that you have a duty to report concerns or suspicions regarding SEA by a fellow worker? (for civilian staff only)								
National staff	33	19	5	9	58%	15%	27%	100%
Male	24	17	4	3	71%	17%	13%	100%
Female	9	2	1	6	22%	11%	67%	100%
International staff	57	40	13	4	70%	23%	7%	100%
Male	43	34	7	2	79%	16%	5%	100%
Female	14	6	6	2	43%	43%	14%	100%
UNVs	10	8	2	0	80%	20%	0%	100%
Male	6	5	1	0	83%	17%	0%	100%
Female	4	3	1	0	75%	25%	0%	100%
Total Male	73	56	12	5	77%	16%	7%	100%
Total Female	27	11	8	8	41%	30%	30%	100%
Grand Total	100	67	20	13				
OVERALL PERCENTAGE					67%	20%	13%	100%

NOTE

*** Please note that percentages may not add up to 100 due to rounding off to the next closest integer.**

ANNEX 3

SUMMARY OF SURVEY RESULTS PART -2 UNAMA

PART II												
Questions	Total response	Worse 1	2	3	4	Good 5	Worse 1	2	3	4	Good 5	TOTAL %
15. How do you feel about the overall state of discipline in the mission?												
Military Advisors	7	0	1	1	0	5	0%	14%	14%	0%	71%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	0	0	2	0	0%	0%	0%	100%	0%	100%
National staff	33	1	0	11	5	16	3%	0%	33%	15%	48%	100%
Male	24	1	0	10	3	10	4%	0%	42%	13%	42%	100%
Female	9	0	0	1	2	6	0%	0%	11%	22%	67%	100%
International staff	57	1	3	18	26	9	2%	5%	32%	46%	16%	100%
Male	43	1	2	14	18	8	2%	5%	33%	42%	19%	100%
Female	14	0	1	4	8	1	0%	7%	29%	57%	7%	100%
UNVs	10	0	1	4	4	1	0%	10%	40%	40%	10%	100%
Male	6	0	0	3	3	0	0%	0%	50%	50%	0%	100%
Female	4	0	1	1	1	1	0%	25%	25%	25%	25%	100%
Total Male	89	2	3	28	33	23	2%	3%	31%	37%	26%	100%
Total Female	27	0	2	6	11	8	0%	7%	22%	41%	30%	100%
Grand Total	116	2	5	34	44	31						
OVERALL PERCENTAGE							2%	4%	29%	38%	27%	100%
Questions	Total response	Worse 1	2	3	4	Good 5	Worse 1	2	3	4	Good 5	TOTAL %
16. What is your perception of how misconduct cases are handled in the mission?												
Military Advisors	7	0	1	1	0	5	0%	14%	14%	0%	71%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	0	0	2	0	0%	0%	0%	100%	0%	100%
National staff	33	0	1	10	5	17	0%	3%	30%	15%	52%	100%
Male	24	0	0	9	4	11	0%	0%	38%	17%	46%	100%
Female	9	0	1	1	1	6	0%	11%	11%	11%	67%	100%
International staff	57	3	6	25	14	9	5%	11%	44%	25%	16%	100%
Male	43	2	4	21	9	7	5%	9%	49%	21%	16%	100%
Female	14	1	2	4	5	2	7%	14%	29%	36%	14%	100%
UNVs	10	0	3	4	3	0	0%	30%	40%	30%	0%	100%
Male	6	0	1	2	3	0	0%	17%	33%	50%	0%	100%
Female	4	0	2	2	0	0	0%	50%	50%	0%	0%	100%
Total Male	89	2	6	33	25	23	2%	7%	37%	28%	26%	100%
Total Female	27	1	5	7	6	8	4%	19%	26%	22%	30%	100%
Grand Total	116	3	11	40	31	31						

OVERALL PERCENTAGE							3%	9%	34%	27%	27%	100%
Questions	Total response	Worse 1	2	3	4	Good 5	Worse 1	2	3	4	Good 5	TOTAL %
17. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Overall?												
Military Advisors	7	1	0	2	0	4	14%	0%	29%	0%	57%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	0	1	1	0	0%	0%	50%	50%	0%	100%
National staff	33	0	3	11	9	10	0%	9%	33%	27%	30%	100%
Male	24	0	3	10	2	9	0%	13%	42%	8%	38%	100%
Female	9	0	0	1	7	1	0%	0%	11%	78%	11%	100%
International staff	57	1	2	32	18	4	2%	4%	56%	32%	7%	100%
Male	43	1	1	22	15	4	2%	2%	51%	35%	9%	100%
Female	14	0	1	10	3	0	0%	7%	71%	21%	0%	100%
UNVs	10	2	0	5	3	0	20%	0%	50%	30%	0%	100%
Male	6	1	0	2	3	0	17%	0%	33%	50%	0%	100%
Female	4	1	0	3	0	0	25%	0%	75%	0%	0%	100%
Total Male	89	3	4	37	28	17	3%	4%	42%	31%	19%	100%
Total Female	27	1	1	14	10	1	4%	4%	52%	37%	4%	100%
Grand Total	116	4	5	51	38	18						
OVERALL PERCENTAGE							3%	4%	44%	33%	16%	100%
Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %
18. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Theft and misappropriation?												
Military Advisors	7	0	1	2	0	4	0%	14%	29%	0%	57%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	2	0	0	0	0%	100%	0%	0%	0%	100%
National staff	33	2	8	6	9	8	6%	24%	18%	27%	24%	100%
Male	24	2	6	5	4	7	8%	25%	21%	17%	29%	100%
Female	9	0	2	1	5	1	0%	22%	11%	56%	11%	100%
International staff	57	2	7	32	8	8	4%	12%	56%	14%	14%	100%
Male	43	2	6	22	7	6	5%	14%	51%	16%	14%	100%
Female	14	0	1	10	1	2	0%	7%	71%	7%	14%	100%
UNVs	10	0	2	5	3	0	0%	20%	50%	30%	0%	100%
Male	6	0	0	3	3	0	0%	0%	50%	50%	0%	100%
Female	4	0	2	2	0	0	0%	50%	50%	0%	0%	100%
Total Male	89	4	15	32	21	17	4%	17%	36%	24%	19%	100%
Total Female	27	0	5	13	6	3	0%	19%	48%	22%	11%	100%
Grand Total	116	4	20	45	27	20						
OVERALL PERCENTAGE							3%	17%	39%	23%	17%	100%

Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %
19. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Fraud and misrepresentation?												
Military Advisors	7	0	0	3	0	4	0%	0%	43%	0%	57%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	1	1	0	0	0%	50%	50%	0%	0%	100%
National staff	33	3	1	8	4	17	9%	3%	24%	12%	52%	100%
Male	24	3	1	7	2	11	13%	4%	29%	8%	46%	100%
Female	9	0	0	1	2	6	0%	0%	11%	22%	67%	100%
International staff	57	1	4	33	9	10	2%	7%	58%	16%	18%	100%
Male	43	1	3	23	8	8	2%	7%	53%	19%	19%	100%
Female	14	0	1	10	1	2	0%	7%	71%	7%	14%	100%
UNVs	10	0	2	8	0	0	0%	20%	80%	0%	0%	100%
Male	6	0	1	5	0	0	0%	17%	83%	0%	0%	100%
Female	4	0	1	3	0	0	0%	25%	75%	0%	0%	100%
Total Male	89	4	6	39	17	23	4%	7%	44%	19%	26%	100%
Total Female	27	0	2	14	3	8	0%	7%	52%	11%	30%	100%
Grand Total	116	4	8	53	20	31						

OVERALL PERCENTAGE 3% 7% 46% 17% 27% 100%

Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %
20. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Harassment and sexual harassment?												
Military Advisors	7	0	0	3	0	4	0%	0%	43%	0%	57%	100%
Military Contingent - PPU	7	0	0	0	6	1	0%	0%	0%	86%	14%	100%
CIVPOL	2	0	0	1	1	0	0%	0%	50%	50%	0%	100%
National staff	33	0	1	8	4	20	0%	3%	24%	12%	61%	100%
Male	24	0	0	7	3	14	0%	0%	29%	13%	58%	100%
Female	9	0	1	1	1	6	0%	11%	11%	11%	67%	100%
International staff	57	1	4	27	15	10	2%	7%	47%	26%	18%	100%
Male	43	0	2	19	12	10	0%	5%	44%	28%	23%	100%
Female	14	1	2	8	3	0	7%	14%	57%	21%	0%	100%
UNVs	10	2	2	4	2	0	20%	20%	40%	20%	0%	100%
Male	6	1	1	3	1	0	17%	17%	50%	17%	0%	100%
Female	4	1	1	1	1	0	25%	25%	25%	25%	0%	100%
Total Male	89	1	3	33	23	29	1%	3%	37%	26%	33%	100%
Total Female	27	2	4	10	5	6	7%	15%	37%	19%	22%	100%
Grand Total	116	3	7	43	28	35						

OVERALL PERCENTAGE 3% 6% 37% 24% 30% 100%

Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %
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21. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Physical assault?

Military Advisors	7	0	0	2	1	4	0%	0%	29%	14%	57%	100%
Military Contingent - PPU	7	0	0	0	7	0	0%	0%	0%	100%	0%	100%
CIVPOL	2	0	0	2	0	0	0%	0%	100%	0%	0%	100%
National staff	33	0	1	9	5	18	0%	3%	27%	15%	55%	100%
Male	24	0	0	8	4	12	0%	0%	33%	17%	50%	100%
Female	9	0	1	1	1	6	0%	11%	11%	11%	67%	100%
International staff	57	1	2	26	18	10	2%	4%	46%	32%	18%	100%
Male	43	1	0	19	13	10	2%	0%	44%	30%	23%	100%
Female	14	0	2	7	5	0	0%	14%	50%	36%	0%	100%
UNVs	10	0	1	4	4	1	0%	10%	40%	40%	10%	100%
Male	6	0	0	3	2	1	0%	0%	50%	33%	17%	100%
Female	4	0	1	1	2	0	0%	25%	25%	50%	0%	100%
Total Male	89	1	0	34	27	27	1%	0%	38%	30%	30%	100%
Total Female	27	0	4	9	8	6	0%	15%	33%	30%	22%	100%
Grand Total	116	1	4	43	35	33						
OVERALL PERCENTAGE							1%	3%	37%	30%	28%	100%
Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %

22. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: SEA?

Military Advisors	7	0	0	3	0	4	0%	0%	43%	0%	57%	100%
Military Contingent - PPU	7	0	0	0	0	7	0%	0%	0%	0%	100%	100%
CIVPOL	2	0	0	2	0	0	0%	0%	100%	0%	0%	100%
National staff	33	1	1	14	3	14	3%	3%	42%	9%	42%	100%
Male	24	1	0	8	2	13	4%	0%	33%	8%	54%	100%
Female	9	0	1	6	1	1	0%	11%	67%	11%	11%	100%
International staff	57	2	5	22	17	11	4%	9%	39%	30%	19%	100%
Male	43	1	0	18	13	11	2%	0%	42%	30%	26%	100%
Female	14	1	5	4	4	0	7%	36%	29%	29%	0%	100%
UNVs	10	1	1	3	5	0	10%	10%	30%	50%	0%	100%
Male	6	0	1	2	3	0	0%	17%	33%	50%	0%	100%
Female	4	1	0	1	2	0	25%	0%	25%	50%	0%	100%
Total Male	89	2	1	33	18	35	2%	1%	37%	20%	39%	100%
Total Female	27	2	6	11	7	1	7%	22%	41%	26%	4%	100%
Grand Total	116	4	7	44	25	36						
OVERALL PERCENTAGE							3%	6%	38%	22%	31%	100%
Questions	Total responses	Permissive 1	2	Normal 3	4	Strict 5	Permissive 1	2	Normal 3	4	Strict 5	TOTAL %

23. How would you characterize the Mission's attitude on dealing with misconduct/disciplinary issues: Others?

Military Advisors	7	1	0	2	0	4	14%	0%	29%	0%	57%	100%
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Military Contingent - PPU	7	0	0	0	6	1	0%	0%	0%	86%	14%	100%
CIVPOL	2	0	0	2	0	0	0%	0%	100%	0%	0%	100%
National staff	33	3	2	12	6	10	9%	6%	36%	18%	30%	100%
Male	24	1	1	7	6	9	4%	4%	29%	25%	38%	100%
Female	9	2	1	5	0	1	22%	11%	56%	0%	11%	100%
International staff	57	2	12	27	11	5	4%	21%	47%	19%	9%	100%
Male	43	2	8	21	8	4	5%	19%	49%	19%	9%	100%
Female	14	0	4	6	3	1	0%	29%	43%	21%	7%	100%
UNVs	10	1	0	5	1	3	10%	0%	50%	10%	30%	100%
Male	6	1	0	3	0	2	17%	0%	50%	0%	33%	100%
Female	4	0	0	2	1	1	0%	0%	50%	25%	25%	100%
Total Male	89	5	9	35	20	20	6%	10%	39%	22%	22%	100%
Total Female	27	2	5	13	4	3	7%	19%	48%	15%	11%	100%
Grand Total	116	7	14	48	24	23						
OVERALL PERCENTAGE							6%	12%	41%	21%	20%	100%

NOTE

* Please note that percentages may not add up to 100 due to rounding off to the next closest integer.