



**Executive Board of the  
United Nations Development  
Programme, the United Nations  
Population Fund and the  
United Nations Office for  
Project Services**

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**Midterm review of the UNDP Strategic Plan, 2022-2025,  
including the annual report of the Administrator for 2023**

**Report of UNDP on the recommendations of the Joint  
Inspection Unit in 2023**

*Summary*

In line with the General Assembly resolution 59/267 of 23 December 2004, and as reiterated in General Assembly resolution 62/246 of 3 April 2008, this report provides a synopsis of UNDP management responses to the recommendations of the Joint Inspection Unit (JIU) and draws attention to the recommendations directed to the legislative bodies of United Nations system organizations.

The report focuses on the four Joint Inspection Unit reviews relevant to UNDP publicly issued subsequent to the Report of UNDP on the recommendations of the Joint Inspection Unit in 2022 ([DP/2023/14/Add.1](#)), which UNDP presented to the Executive Board at its annual session 2023. All 21 recommendations issued in the four Joint Inspection Unit reviews discussed herein are addressed to UNDP: 17 are addressed to UNDP management and four to the Executive Board, as the legislative body of UNDP. This report provides UNDP management responses to the 21 recommendations and includes an update on the implementation status of the recommendations contained in the reviews issued by the Joint Inspection Unit in 2022 and 2021.

*Elements of a decision*

The Executive Board may wish to take note of the present report including the management responses to the four recommendations of the Joint Inspection Unit addressed to the Executive Board.



## I. Overview of Joint Inspection Unit reports issued in 2023

1. In 2023, the Joint Inspection Unit (JIU) issued one note and six reports, one of which was specific to the United Nations Population Fund (UNFPA), one to the Food and Agriculture Organization (FAO) of the United Nations and one to several organizations;<sup>1</sup> the remaining three reports and the note were system-wide reviews. The present report provides a summary of the three system-wide reports and the system-wide note issued by the JIU at the time of the writing of this report, which are of relevance to UNDP.<sup>2</sup> This report includes the UNDP management responses to all 21 recommendations in the reports directed to UNDP, as well as the implementation status of relevant recommendations contained in the reports issued by the Joint Inspection Unit in 2022 and 2021. The complete JIU reports, additional annexes and comments of the United Nations System Chief Executives Board for Coordination (CEB) may be obtained by accessing the JIU website (<http://www.unjiu.org>) or by clicking the hyperlinks of each report in chapter II. Comments of the CEB that were available at the time of drafting of this report are also included.

2. The note and the reports are: (a) Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness ([JIU/NOTE/2022/1/Rev.1](#)); (b) Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations ([JIU/REP/2023/2](#)); (c) Review of accountability frameworks in the United Nations system organizations ([JIU/REP/2023/3](#)) and (d) Review of mental health and well-being policies and practices in United Nations system organizations ([JIU/REP/2023/4](#))

## II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2023

3. The management responses to the relevant recommendations in the note and the reports of the Joint Inspection Unit, including the recommendations for consideration by the legislative body, are provided below. Annex I contains a statistical summary of the implementation status of the recommendations relevant to UNDP issued in the JIU reports in 2023. Annex II contains an overview of the recommendations pertaining to the JIU reports included in this report that are relevant to UNDP and directed to the Executive Board as the legislative body of UNDP. Annexes III and IV provide a statistical summary of the implementation status of relevant recommendations contained in the reports issued by the JIU in 2022 and 2021.

### A. Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness ([JIU/NOTE/2022/1/Rev.1](#))

4. This JIU review examines how entities in the United Nations system have upheld, in their own institutions, the provisions in the legal and policy frameworks established under the auspices of the United Nations for addressing racism and racial discrimination in Member States. It provides a description and analysis of the manifestations and configurations of race, racism and racial discrimination across the United Nations system, and of the measures and mechanisms adopted and implemented to enhance effectiveness, coherence, continued relevance and sustainability in preventing and addressing racism and racial discrimination in organizations in the United Nations system.

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<sup>1</sup> Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women ([JIU/2023/7](#)) – according to the review report, by the end of 2024, each Executive Board should create an ad hoc committee to assess the recommendations (formal and informal) in the review and prepare an action plan to address and implement them, including setting target dates and regular reporting on progress.

<sup>2</sup> Identification numbers of JIU review reports correspond to the JIU programme of work year and not to the year of issuance of JIU review reports.

5. The report contains six recommendations directed to the executive heads of United Nations system organizations including UNDP. They are grouped into three clusters: (a) support for systems for accountability and transparency, recommendations 1 and 5; (b) operational activities, recommendations 2, 3 and 6; and (c) coherence and collaboration in working towards a common system-wide objective, recommendation 4.

6. UNDP is an active member of the multidisciplinary Group of Focal Points on Diversity, Equity and Inclusion consisting of diversity experts established by the CEB High Level Committee on Management, under which some of the review's recommendations could be actioned, such as establishing an accountability framework for addressing racism and racial discrimination and developing an integrated curriculum to improve awareness, learning and performance that responds to the needs of personnel of various functions, categories and levels in order to address all forms and configurations of racism and racial discrimination in the workplace.

**7. Recommendation 1. The executive heads of United Nations system organizations should collaborate, in the framework of CEB, to establish a common set of categories for voluntary self-identification by personnel by June 2024, for the purposes of monitoring, analysing, evaluating and reporting on progress and success in achieving the goals of equality, equity, diversity and inclusion in addressing racism and racial discrimination.** At its forty-third regular session on 6 April 2022, the CEB High Level Committee on Management established a multidisciplinary group of focal points on diversity, equity and inclusion consisting of diversity experts to enable a system-wide, coordinated approach, based on shared values and principles, to achieve the desired rigorous, long-term, cultural transformation. The group's task is to support the Committee through the High Level Committee on Management-Human Resources Network to take a common approach in addressing racism and racial discrimination in the United Nations system, using the [Secretary General's Strategic Action Plan](#) as a baseline for coordination and collaboration among the organizations.

8. As an active member of the High Level Committee on Management-Human Resources Network Diversity, Equity and Inclusion Working Group, UNDP supports the recommendation's implementation at the inter-agency level. To note, UNDP has played a leadership role in the working group and continues to support the working group in specialized areas such as anti-racism and disability inclusion. Bearing in mind the system-wide nature of this recommendation, which is not the sole remit of UNDP, UNDP will continue to be guided by system-wide processes and decisions, and notes this recommendation is under consideration.

9. UNDP has already taken steps towards leveraging voluntary self-identification categories in its human resources analytics tools. As reported in [People for 2030: Phase 2 Progress Report](#), in January 2023 UNDP launched its first ever diversity, equity, and inclusion strategy, covering the period 2023-2025. To advance UNDP as a proactive anti-racist organization, new voluntary racial and ethnic self-identification categories (which are based on the JIU's classification) were included in the 2023 engagement survey, allowing for an intersectional analysis of data. A review of the most recent UNDP engagement survey results showed no statistical differences in engagement outcomes due to race or ethnicity. In March 2024, UNDP is launching an inclusion survey that will include the same voluntary racial and ethnic self-identification to allow for a similar analysis and determine whether race or ethnicity has an impact on inclusion levels across UNDP.

**10. Recommendation 2. The executive heads of United Nations system organizations should direct their respective training and learning units to develop and implement a high-impact and integrated curriculum to improve awareness, learning and performance that responds to the needs of personnel of various functions, categories and levels in order to address all forms and configurations of racism and racial discrimination in the workplace.** The United Nations System Staff College has already developed [a course on this subject](#) that UNDP and other United Nations system organizations use. In addition to the course, as part of [People for 2030 Strategy](#) UNDP has made a continuous and responsive learning offering available to personnel at every category and level that strengthens key capabilities towards building a diverse, inclusive and equitable UNDP. This corresponds to the UNDP competency framework, which comprises [people management competencies](#) and [core behavioral competencies](#), the latter of which include the core competency focused on enabling diversity and inclusion.

11. The learning offering contains a wide range of diversity, equity and inclusion resources and learning tools, such as a resource page dedicated to building anti-racism skills through learning materials including videos, podcasts, books, and articles offered in all three core United Nations languages, and a unique and dedicated self-guided workbook on 'Building Anti-Racism Skills' which the UNDP diversity, equity and inclusion team developed and designed. This resource, as well as three additional self-guided diversity, equity and inclusion workbooks, has been made available to other United Nations organizations as part of the inter-agency coordination group on anti-racism. In addition, UNDP participated in inter-agency initiatives, including a session organized by the United Nations Network on Racial Discrimination and Protection of Minorities Community-of-Practice on fostering anti-racism behaviours. Considering its established diversity, equity and inclusion anti-racism resources, tools and learning opportunities, UNDP notes that it is compliant with the recommendation and considers it implemented.

**12. Recommendation 3. The executive heads of United Nations system organizations who have not done so should provide sufficient resources to support the achievement of defined results for the implementation of action plans for addressing racism and racial discrimination.** As outlined in the management response to recommendation 2, UNDP has developed resources to accelerate its efforts towards consolidating its stand as an anti-racist organization. As early as 2020, the UNDP Administrator assigned a core team of staff members to facilitate a series of transparent and honest discussions across UNDP on racism and racial discrimination as part of a UNDP Anti-Racism Advisory Group. The team submitted a report with recommendations, and UNDP management developed and endorsed an action plan intended to ensure that UNDP is set up for success as an actively anti-racist organization. The implementation of the Anti-Racism Action Plan served as an important catalyst for several initiatives, which are being accelerated through the implementation of the UNDP Diversity, Equity and Inclusion Strategy.

13. UNDP welcomed the final report of its Anti-Racism Advisory Group on The Future of Diversity, Equity and Inclusion in UNDP in August 2022. The report provided UNDP with clear recommendations on the way forward, including the establishment of a Global Diversity, Equity and Inclusion Committee on Anti-Racism and Non-Discrimination, which began its work in January 2024 under the executive sponsorship of the associate administrator. In addition, UNDP incorporated its ongoing signature anti-racism initiatives into its Diversity, Equity and Inclusion Strategy (2023-2025), which include developing a tool to increase diversity across the UNDP workforce and creating a stronger link between the workforce and the communities it serves. The tool will enable country offices to map their workforce composition with the communities they serve and attract diverse candidates to UNDP jobs. In addition, UNDP introduced voluntary demographic data collection on racial and ethnic origins in all UNDP employee surveys under #UNDPlistens. This includes the development of dedicated anti-racism skills building learning resources. The Diversity, Equity and Inclusion Strategy is the driving force behind the UNDP Speak Up Culture: Safe Space initiative, which is being piloted through 2024. The initiative includes actions to promote trust, belonging and psychological safety and introduce a new 'Safe Space' platform, which provides UNDP personnel with an informal mechanism for addressing incidents of bias, micro-aggressions, and other forms of exclusion such as those rooted in racism. Additional initiatives involve ensuring the integration of anti-racism into the core programming work of UNDP. Recognizing that sufficient resources have been and continue to be invested in the UNDP journey to become a truly anti-racist organization and that progress is being made, UNDP accepts this recommendation and considers it implemented.

**14. Recommendation 4. The executive heads of United Nations system organizations, as members of the CEB, should jointly develop and provide resources to a high-level, inter-agency standing mechanism intended to unite organizations, leverage their existing capacities and comparative added value to collaborate and work together to respond to both immediate and longer-term needs for addressing racism and racial discrimination across the United Nations system, and address the transformative changes needed to enhance the continued relevance and value of the various efforts at both the organizational and the system-wide levels.** UNDP has continued to participate in inter-agency efforts to promote diversity, equity and inclusion. This includes leading discussions internally through its senior management meetings and externally through the High Level Committee on Management-Human

Resources Network Diversity, Equity and Inclusion Working Group, as well as through its involvement in the informal inter-agency anti-racism coordination group.

15. UNDP welcomes the call for more inter-agency coordination around racial discrimination and supports the use of the already existing and functional mechanisms such as the working group rather than creating a parallel mechanism. UNDP is already playing an important part in supporting this High Level Committee on Management coordination mechanism and in strengthening inter-agency harmonization of diversity, equity and inclusion efforts. Bearing in mind the system-wide nature of this recommendation, which is not the sole remit of UNDP, UNDP supports implementing the recommendation at the inter-agency level to the extent possible. UNDP will continue to be guided by system-wide processes and decisions, and notes that this recommendation is under consideration.

**16. Recommendation 5. The executive heads of United Nations system organizations should establish, by 2024, an accountability framework that sets out the expected results, outcomes and key performance indicators for addressing racism and racial discrimination, and report periodically to their legislative organs and/or governing bodies on progress made in achieving the predefined results.** UNDP agrees with this recommendation with the caveat that results and commitments related to addressing racism should not be stand-alone, but be addressed in the wider organizational diversity, equity and inclusion context whereby leaders have the obligation to create and support inclusive workplaces where any kind of discrimination is explicitly prohibited. UNDP has already taken steps in this regard through the 2023–2025 Diversity, Equity and Inclusion Strategy, which includes a set of organization-wide performance indicators that will be mapped against a maturity model to ensure that progress is maintained against agreed outcomes. UNDP will continue to be guided by the requests of its Executive Board regarding submission of progress reports, ensuring alignment as deemed appropriate. Bearing this in mind, UNDP accepts this recommendation and notes that it is in progress.

**17. Recommendation 6. The executive heads of United Nations system organizations should strengthen the equal distribution of opportunities in human resources management for all personnel.** Equality of opportunity and career progression for all personnel, including for senior level positions, is at the heart of UNDP human resources policies and practices. As included in Focus Area 8 - Building a Diverse, Inclusive and Equitable UNDP of [People for 2030: Phase 2 Strategy 2022-2025](#), UNDP will continue to (1) promote a diverse workforce by identifying, valuing, and rewarding multi-dimensional, authentic and unique knowledge, lived experiences and resilience; (2) strengthen an inclusive, discrimination-, harassment- and bias-free workplace culture built on the sense of belonging and trust; and (3) advance equity in the workplace to ensure truly equal opportunities for all, especially for underrepresented groups. Noting the established UNDP policies and practices for equal opportunity, UNDP considers this recommendation to be implemented.

## **B. Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations ([JIU/REP/2023/2](#))**

18. This JIU review compares the strengths and weaknesses of the prevailing models of formal internal appeal mechanisms across the system and highlights good practices and, where possible, opportunities for increased effectiveness and coherence through adjustments to existing mechanisms and procedures.

19. The Joint Investigation Unit report provides a comprehensive review of the internal justice system within different organizations and an overview of the various systems and how they function. UNDP appreciates the report, as it provides an understanding of how the different internal justice models work in providing avenues of recourse for staff by outlining the advantages and disadvantages of the different models and by suggesting areas for improvement. UNDP is interested in ensuring that the internal appeal mechanism available to its staff provides adequate recourse and due process safeguards, and inspires confidence in the capacity of UNDP to meet legislative objectives. Only one of the review's seven recommendations, recommendation 5, is

applicable to UNDP. It has been directed to the UNDP Executive Board for its consideration and is included in annex II of this report.

### **C. Review of accountability frameworks in the United Nations system organizations ([JIU/REP/2023/3](#))**

20. This JIU review is a follow-up to the 2011 JIU report on accountability frameworks in the United Nations system. The objectives of the review are to: (a) examine the status of acceptance and implementation of the recommendations contained in the 2011 JIU report; (b) update the 2011 JIU reference accountability framework; (c) compare the existing accountability frameworks with the updated 2023 JIU reference accountability framework; (d) review how organizations are monitoring the efficiency and effectiveness of their frameworks; and (e) review joint United Nations accountability-related activities. All five recommendations in the review are directed to UNDP: recommendations 3, 4 and 5 are directed to the administrator, and recommendations 1 and 2 are directed to the Executive Board for its consideration.

21. UNDP aligns with the general comments and with the comments on specific recommendations of the CEB in the note by the Secretary-General to this review ([A/78/595/Add.1](#)). UNDP wishes to note that due to the United Nations system organizations' different mandates, work modalities and business models, some United Nations organizations (including UNDP) may have to adapt the JIU recommended approach, including the reference accountability framework as well as the benchmarks, to the context in which it is being applied. Efforts will be made to apply recommendations and lessons learned to the extent possible.

22. **Recommendation 3. The executive heads of the United Nations system organizations should, starting from 2025, present to their legislative organs and/or governing bodies a regular report on the implementation of the accountability framework and on the costs of its key components.** UNDP's accountability-related reports and reporting schedule to its Executive Board are already defined in UNDP's [Accountability Framework](#) and implemented as part of the Executive Board's three sessions in a calendar year. Noting the established practice, UNDP management considers the recommendation to be implemented.

23. **Recommendation 4. The executive heads of the United Nations system organizations should prepare, by the end of 2024, through consultations held in the appropriate inter-agency mechanisms, a common United Nations system reference accountability framework maturity model, taking into consideration the updated JIU reference accountability framework.** UNDP would collaborate in any inter-agency mechanism to develop a common United Nations system accountability framework maturity model if such a mechanism is established and will look to CEB to coordinate this as part of its agenda of work, should it deem appropriate to do so. Bearing this in mind, UNDP notes this recommendation is under consideration.

24. **Recommendation 5. The executive heads of the United Nations system organizations should prepare, by the end of 2025, an assessment of the maturity of their own accountability frameworks against the common United Nations system reference accountability framework maturity model and share the results with their respective legislative organs and/or governing bodies for information.** The implementation of this recommendation is contingent on the implementation of recommendation 4 and should take account of the challenges noted in the management comments for recommendation 4. Bearing this in mind, UNDP notes that this recommendation is under consideration.

### **D. Review of mental health and well-being policies and practices in United Nations system organizations ([JIU/REP/2023/4](#))**

25. This JIU review examines organizational approaches to addressing the mental health and well-being of personnel while keeping in mind that business models and mandates shape the internal cultures of individual organizations, their risk profiles and their operational requirements. The objectives of the review are to: (a) examine strategies, policies and practices relevant to the mental health and well-being of United Nations system organizations personnel; (b) analyse organizational structures and functions to ensure preventative and protective measures with regard to mental health and well-being; (c) review relevant system-wide mechanisms and inter-agency

initiatives; and (d) identify relevant good practices and lessons learned within and across United Nations system organizations.

26. UNDP aligns with the general comments of the CEB in the note by the Secretary-General to this review ([A/78/695/Add.1](#), paragraphs 2, 3 and 4) and with the comments on specific recommendations. UNDP welcomes the review and fully endorses the recommendations, along with the review's findings, regarding UNDP mental health policies and practices and those of the United Nations system. UNDP also extends this endorsement to the recommendations provided in the [United Nations System Mental Health and Well-being Strategy for 2024 and beyond](#). These two documents are essential steps towards cultivating a work environment that not only promotes optimal mental health but also ensures that crucial support is readily available when needed. Ensuring the health, safety, and well-being of personnel remains a top priority for UNDP as reinforced in the [People for 2030: Phase 2 Strategy 2022-2025](#). UNDP will continue to proactively address this commitment through the implementation of the [United Nations System Mental Health and Well-Being Strategy](#) and the UNDP Occupational Health, Safety, and Well-being Strategy.

27. Nine of the eleven recommendations in the review are directed to UNDP. Recommendations 1, 2, 4, 5, 8, 9, 10 and 11 are directed to the administrator. Recommendation 3 is directed to the Executive Board for its consideration. Many of the recommendations are already established practices in UNDP.

28. **Recommendation 1. The executive heads of those United Nations system organizations that do not already participate on the Implementation Board of the United Nations System Mental Health and Well-being Strategy should nominate a representative to serve on the Board by its first meeting in 2024.** UNDP has already nominated a representative who regularly participates in the Implementation Board of the United Nations System Mental Health and Well-being Strategy meetings and discussions. Noting this established practice, UNDP considers this recommendation to be implemented.

29. **Recommendation 2. Executive heads of United Nations system organizations who have not already done so should define an evidence-based and data-driven organizational approach to the mental health and well-being of their personnel and design, by the end of 2025, a workplace action plan and reflect its principles in their enterprise risk management process, their occupational health and safety framework and their human resources strategies.** UNDP has already defined its organizational approach to mental health and well-being through the UNDP Occupational Health, Safety, and Well-being Strategy and the [People for 2030: Phase 2 Strategy 2022-2025](#). This includes implementation plans that are tracked and updated annually through the People for 2030 results framework. Noting this established practice, UNDP considers the recommendation to be implemented.

30. **Recommendation 4. By the end of 2024, executive heads of United Nations system organizations should review the rules governing the return to work of personnel, including provisions for granting accommodations to facilitate the return process, in order to ensure the inclusiveness of mental health-related considerations, and develop standard operating procedures that clearly identify roles and responsibilities, including decision-making.** UNDP will review the relevant regulatory framework in conjunction with other relevant stakeholders in the United Nations common system to assess options for facilitating return-to-work for personnel at UNDP. Bearing this in mind, UNDP accepts this recommendation and notes that it is in progress.

31. **Recommendation 5. By the end of 2024, executive heads of United Nations system organizations should assess and identify any gaps or areas to improve their counselling function in their organizational context, using the guidance on professional standards for counsellors prepared by the United Nations Staff/Stress Counsellors Group and endorsed by the Human Resources Network of the United Nations System Chief Executives Board for Coordination, as well as key elements highlighted by the Joint Inspection Unit in the present report.** UNDP counsellors already abide by the guidance on professional standards for counsellors prepared by the United Nations Staff/Stress Counsellors Group and endorsed by the Human Resources Network of the United Nations System Chief Executives Board for Coordination. UNDP will review the guidance further to identify any gaps and leverage this to

support the UNDP counselling team. Bearing this in mind, UNDP accepts this recommendation and notes that it is in progress.

**32. Recommendation 8. Executive heads of United Nations system organizations should ensure that their organizations collaborate on the mapping of psychosocial support capacity available in all locations and consider the system-wide capacity when designing their workplace action plans, capitalizing on shared services, cost-sharing and other models for cost effective and efficient delivery.** UNDP supports the recommendation and is collaborating with other agencies system-wide as part of the United Nations Staff/Stress Counsellors Special Interest Group and Critical Incident Stress Management Section/Critical Incident Stress Working Group. UNDP also contributes as part of local cost shared budget at country office level to support Critical Incident Stress Management Section-hired counselors. UNDP will continue to work with other agencies to strengthen this collaboration as part of the implementation of the [United Nations System Mental Health and Well-being Strategy for 2024 and beyond](#). Noting this established practice and the UN system-wide nature of this recommendation, UNDP considers this recommendation to be implemented.

**33. Recommendation 9. Executive heads of United Nations system organizations should ensure that their workplace action plans on the mental health and well-being of their personnel, to be designed by the end of 2025, identify barriers to accessing psychosocial support services, including prioritizing stigma reduction through mental health literacy initiatives, outreach and health-promotion measures.** UNDP is already promoting well-being and mental health psychoeducation through internal communication channels such as a well-being intranet page, a well-being app, podcasts, bulletins, global webinars, country office and group sessions. UNDP will continue to strengthen the focus on destigmatization through all activities and further engagement with senior management in alignment with World Health Organization guidelines and mental health global lead findings, activities and recommendations. Noting this established practice, UNDP considers this recommendation to be implemented.

**34. Recommendation 10. To maximize return on investment, executive heads of United Nations system organizations should, by 2026, ensure that well-being programmes and activities are embedded in and complement the evidence-based and data-driven approach of the organization to mental health and well-being and are routinely monitored and assessed.** As outlined in the management response to recommendation 2, UNDP has already defined its organizational approach to mental health and well-being through the UNDP Occupational Health, Safety and Well-being Strategy and the [People for 2030: Phase 2 Strategy 2022-2025](#). Key metrics and indicators that demonstrate the effectiveness and utility of programmes have been defined and are used to monitor the effectiveness of well-being programmes at UNDP. Noting this established practice, UNDP considers this recommendation to be implemented.

**35. Recommendation 11. Executive heads of United Nations system organizations should explore integrating, by the end of 2024, mental health and well-being considerations into training programmes, in particular for managers, as a means to provide opportunities for facilitated discussions and enhanced learning and to support employees with mental health conditions.** UNDP is already in the process of integrating mental health and well-being programs into various UNDP leadership programmes UNDP is deploying the global Lead and Learn training for managers to further train managers on mental health and well-being. Bearing this in mind, UNDP accepts this recommendation and notes that it is in progress.



### III. Status of UNDP implementation of Joint Inspection Unit recommendations

36. Twenty-one of the recommendations contained in the note and in the three Joint Inspection Unit reports issued in 2023 were directed to UNDP. Of these, 11 were accepted and implemented (52 per cent); four are in progress (19 per cent); five are under consideration (24 per cent); and one was not relevant (5 per cent). Of the 11 accepted and implemented recommendations, two were addressed to the Executive Board (remarks are provided in annex II of this report). They include: (a) recommendation 5 on the review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations ([JIU/REP/2023/2](#)) and recommendation 2 on the review of accountability frameworks in the United Nations system organizations ([JIU/REP/2023/3](#)). The remaining nine accepted recommendations were addressed to the administrator as Executive Head and the management responses are provided in chapter II of this report.

37. The five recommendations under consideration include: (a) recommendations 1 and 4 contained in the JIU review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness ([JIU/NOTE/2022/1/Rev.1](#)) addressed to the administrator as the Executive Head; (b) recommendation 1 contained in the JIU review of accountability frameworks in the United Nations system organizations ([JIU/REP/2023/3](#)) addressed to the Executive Board (remarks are provided in annex II of this report); and (c) recommendations 4 and 5 contained in the JIU review of accountability frameworks in the United Nations system organizations ([JIU/REP/2023/3](#)) addressed to the administrator as the Executive Head. The one recommendation considered not relevant is addressed to the Executive Board and includes recommendation 3 on the review of mental health and well-being policies and practices in United Nations system organizations ([JIU/REP/2023/4](#)). Remarks are provided in annex II of this report.

38. General Assembly resolution 60/258 requests the Joint Inspection Unit to enhance dialogue with participating organizations and strengthen the implementation of its recommendations. In accordance with that resolution, UNDP presents, in annexes III and IV of this report, a summary of the implementation status of relevant recommendations contained in the reports issued by the JIU in 2021 and 2020. Full narrative updates are provided in the web-based JIU follow-up system accessible to Member States.

39. Of the 26 recommendations directed to UNDP by the JIU in its reports and management letter issued in 2021 (annex III), UNDP has accepted and implemented 20 recommendations (77 per cent), not accepted one recommendation (4 per cent) and considered five recommendations (19 per cent) as not relevant.

40. Of the 44 recommendations directed to UNDP by the JIU in its reports issued in 2020 (annex IV), UNDP has accepted and implemented 27 recommendations (61 per cent), not accepted three recommendations (7 per cent) and considered 14 recommendations (32 per cent) as not relevant.

41. UNDP is committed to following up on the implementation of the recommendations it considers relevant to the organization as well as continuing its contribution to various future initiatives of the Joint Inspection Unit.

## Annex I

### Summary of reports issued by the Joint Inspection Unit in 2023 of relevance to UNDP, as at 28 February 2024

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
<a href="#">JIU/NOTE/2022/1/Rev.1</a>	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	6	6	-	3	1	2	-	-
<a href="#">JIU/REP/2023/2</a>	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	7	1	1	1	-	-	-	-
<a href="#">JIU/REP/2023/3</a>	Review of accountability frameworks in the United Nations system organizations	5	5	2	2	-	3	-	-
<a href="#">JIU/REP/2023/4</a>	Review of mental health and well-being policies and practices in United Nations system organizations	11	9	1	5	3	-	-	1
<b>Total</b>		<b>29</b>	<b>21</b>	<b>4</b>	<b>11</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>1</b>

#### Reports of the Joint Inspection Unit issued outside the preparation timeline of the present report:

- [JIU/REP/2023/6](#): Flexible working arrangements in United Nations system organizations
- [JIU/2023/7](#): Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women
- [JIU/REP/2023/8](#): Review of the use of non-staff personnel and related contractual modalities in the United Nations system

#### Reports of the Joint Inspection Unit issued in 2023 not relevant to UNDP:

- [JIU/REP/2023/1](#): Review of management and administration in the United Nations Population Fund
- [JIU/REP/2023/5](#): Review of management and administration in the Food and Agriculture Organization of the United Nations



## Annex II

### Review of relevant Joint Inspection Unit recommendations in 2023 for consideration by the Executive Board

Recommendations	Remarks
<b>Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations (<a href="#">JIU/REP/2023/2</a>)</b>	
<p><b>Recommendation 5</b> The legislative organs and governing bodies of the United Nations system organizations should request their respective executive heads who have not yet done so to report to them annually, starting in 2025, on the functioning of their formal internal appeal mechanisms, including the specialized recourse mechanisms. The reports should include details on the number, subject matter and outcome of appeals, including cases deemed irreceivable, information on the demographics of applicants and information on whether the appealed decisions were upheld or revised, disaggregated by type of procedure, as applicable.</p>	<p>There are already well-established reporting modalities on the United Nations formal internal appeal mechanisms to Member States. These are the Administration of Justice at the United Nations – Report of the Secretary-General presented annually to the United Nations General Assembly and the public online case law jurisprudence database of the United Nations Office of Administration of Justice hosted on the internal justice website. UNDP reports annually with the other funds and programmes and with the United Nations Secretariat to the United Nations General Assembly Sixth Committee (Legal) through the “Administration of Justice at the United Nations – Report of the Secretary-General”. The Secretary-General presents the report at the United Nations General Assembly annual session. It is publicly accessible to Member States via the United Nations Digital Library, <a href="https://digitallibrary.un.org">https://digitallibrary.un.org</a>, which is searchable by United Nations General Assembly session and via the United Nations Official Document System: <a href="https://documents.un.org/prod/ods.nsf/home.xsp">https://documents.un.org/prod/ods.nsf/home.xsp</a>. The latest report for the seventy-eighth United Nations General Assembly session is <a href="https://undocs.org/A/78/156">https://undocs.org/A/78/156</a>. Furthermore, the United Nations Office of Administration of Justice public online case law jurisprudence database hosted on the internal justice website at <a href="http://www.un.org/internaljustice/oaj">www.un.org/internaljustice/oaj</a> offers the jurisprudence of the United Nations Dispute Tribunal (UNDT) and of the United Nations Appeals Tribunal (UNAT). The portal holds a collection of over 3,000 public judgements of UNDT and UNAT, covering various workplace disputes related to misconduct, performance management, harassment, appointment, benefits and entitlements amongst others. The portal offers searches by keyword and metadata filters such as judgement outcome, United Nations entity (including UNDP), applicable laws, case category and judgement date. The search results provide a snapshot of the judgement summary and links to view the full judgement and case digest. Bearing in mind the established reporting modality to Member States via the United Nations General Assembly and noting that this recommendation is addressed to the legislative organs/governing bodies, UNDP’s management considers the recommendation to be implemented.</p>

Recommendations	Remarks
<b>Review of accountability frameworks in the United Nations system organizations (<a href="#">JIU/REP/2023/3</a>)</b>	
<p><b>Recommendation 1</b></p> <p>The legislative organs and/or governing bodies of the United Nations system organizations should request their executive heads to assess their organization’s accountability framework against the updated JIU reference accountability framework and adjust it as necessary, by the end of 2024.</p>	<p>UNDP wishes to note that while the 2023 JIU updated accountability framework and benchmark is a useful good practice framework, it would have been helpful if this recommendation gave room for agencies to adapt their accountability framework to best serve their needs. Adding the phrase “to the extent possible” to the recommendation text would have helped in this regard. This recommendation is addressed to the legislative organs/governing bodies and is under consideration.</p>
<p><b>Recommendation 2</b></p> <p>Beginning in 2025, the legislative organs and/or governing bodies of the United Nations system organizations should ensure that the oversight plans of internal oversight offices cover all elements of their respective accountability framework within a reasonable time frame and that, if coverage is incomplete, a rationale is provided.</p>	<p>UNDP notes that this practice is in line with its <a href="#">accountability framework</a>, as approved by the Executive Board. The UNDP Office of Audit and Investigations conducts its internal audits of UNDP systems and processes based on a risk-assessment methodology and risk-based annual workplan, which incorporate the elements of accountability in the UNDP <a href="#">accountability framework</a> (para. 16). Noting that this recommendation is addressed to the legislative organs/governing bodies and considering the established practice, UNDP management considers the recommendation to be implemented.</p>
<b>Review of mental health and well-being policies and practices in United Nations system organizations (<a href="#">JIU/REP/2023/4</a>)</b>	
<p><b>Recommendation 3</b></p> <p>Legislative and/or governing bodies of United Nations system organizations should request that executive heads provide, by the end of 2026, an update on the development and implementation of the mental health and well-being workplace action plan developed according to their evidence-based and data-driven organizational approach on the matter.</p>	<p>In UNDP, mental health and well-being are integrated in Focus Area 9, Taking Care of Our People, in the <a href="#">People for 2030: Phase 2 Strategy 2022-2025</a>. Periodic updates on the implementation of mental health and well-being are made available publicly through the progress reports on the implementation of the <a href="#">People for 2030 Strategy</a> published on UNDP’s corporate website: <a href="#">People for 2030 Achievements Report 2019-2021</a> for <a href="#">People for 2030 Phase 1 (2019-2021) Strategy</a> and <a href="#">People for 2030: Phase 2 Progress Report October 2023</a> for <a href="#">People for 2030: Phase 2 Strategy 2022-2025</a>. UNDP provides a high-level report to the Executive Board on the implementation of the <a href="#">People for 2030 Strategy</a> through the administrator’s annual report at the annual session of the Executive Board. Noting that this recommendation is addressed to the legislative/governing bodies, and whilst it is the prerogative of the Executive Board to decide on its agenda, considering the established reporting practices, UNDP management does not consider the recommendation relevant for the Executive Board.</p>

## Annex III

### Status of implementation of Joint Inspection Unit recommendations relevant to UNDP issued in JIU reports and management letter in 2021, as at 28 February 2024

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
<a href="#">JIU/ML/2021/1</a>	Management letter on securing the integrity of documents, records and archives of the United Nations system organizations	1	1	-	1	-	-	-	-
<a href="#">JIU/REP/2021/2</a>	Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	9	3	1	2	-	-	1	-
<a href="#">JIU/REP/2021/3</a>	Cybersecurity in the United Nations system organizations	5	2	1	2	-	-	-	-
<a href="#">JIU/REP/2021/4</a>	Review of the management of implementing partners in United Nations system organizations	10	10	2	8	-	-	-	2
<a href="#">JIU/REP/2021/5</a>	Review of the current state of the ethics function in the United Nations system <sup>3</sup>	4	4	1	2	-	-	-	2
<a href="#">JIU/REP/2021/6</a>	Business continuity management in United Nations system organizations	6	6	1	5	-	-	-	1
<b>Total</b>		<b>35</b>	<b>26</b>	<b>6</b>	<b>20</b>		<b>-</b>	<b>1</b>	<b>5</b>

#### Reports of the Joint Inspection Unit issued in 2021 not relevant to UNDP

- [JIU/REP/2021/1](#): Review of management and administration in the World Meteorological Organization (WMO)

<sup>3</sup> Recommendation 3 of [JIU/REP/2021/5](#) has been updated to 'not relevant'. Related management response narrative is provided in the Joint Inspection Unit web-based tracking system, which is accessible to Member States.

**Annex IV****Status of implementation of Joint Inspection Unit recommendations relevant to UNDP issued in JIU reports in 2020, as at 28 February 2024<sup>4</sup>**

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
JIU/REP/2020/1	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	10	7	6	6	-	-	1	-
JIU/REP/2020/2	Policies and platforms in support of learning: towards more coherence, coordination and convergence	9	6	1	5	-	-	-	1
JIU/REP/2020/3	Common premises in the United Nations system: current practices and future prospects	8	7	1	1	-	-	1	5
JIU/REP/2020/5	Enterprise risk management: approaches and uses in United Nations system organizations	4	4	2	3	-	-	1	-

<sup>4</sup> The management response update narratives to all JIU reviews are provided in the JIU web-based tracking system accessible to Member States.

<a href="#">JIU/REP/2020/6</a>	Multilingualism in the United Nations system	7	6	3	1	-	-	-	5
<a href="#">JIU/REP/2020/7</a>	Blockchain applications in the United Nations system: towards a state of readiness	8	6	2	3	-	-	-	3
<a href="#">JIU/REP/2020/8</a>	Review of mainstreaming environmental sustainability across organizations of the United Nations system	10	8	1	8	-	-		
<b>Total</b>		<b>56</b>	<b>44</b>	<b>16</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>14</b>

**Reports of the Joint Inspection Unit issued in 2020 not relevant to UNDP**

- [JIU/REP/2020/4](#): Review of management and administration in the Economic Commission for Latin America and the Caribbean