SUMMARY OF THE STATUS OF ALL OPEN JIU RECOMMENDATIONS ADDRESSED TO UNDP PRIOR TO 2024 (2022 and 2023)

The management response textual updates to prior-year open JIU recommendations of 2022 and 2023 in this supporting annex are for inclusion in JIU's web-based tracking system and are not included in the report to the Executive Board. The statistics of the recommendations' status are included in Annex III (for 2023) and in Annex IV (for 2022).

Recommendations not marked in color were closed last year either as implemented, not accepted or not relevant as reported in **DP/2024/12/Add.1**.

Open recommendations are marked in color: green for closed recommendations: implemented, not accepted and not relevant, and yellow for open recommendations in progress or under consideration.

JIU/NOTE/2022/1/Rev.1

Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness

(Management Response provided by BMS/OHR)

As reported in **DP/2024/12/Add.1**, 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.

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.

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.

In **DP/2024/12/Add.1**, UNDP reported recommendations 2, 3 and 6 as implemented, recommendations 1 and 4 as open and under consideration, and recommendation 5 as accepted and in progress. The below update to the management response for 2024 to the open recommendations 1, 4 and 5 has been provided by BMS/OHR.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 1 (addressed to the Administrator, as executive head) 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.	**Under consideration**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. 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. 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,

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
		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. **2024 Status Update:** UNDP recognizes that the UN Secretariat's Anti-Racism Office, under the Strategic Action Plan Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All, is developing a proposal for racial categorization. As this proposal is expected to serve as a foundation for an UN-system-wide solution, UNDP will actively contribute in 2025 through established interagency channels to help develop standardized categories in line with this recommendation. In the meantime, UNDP has implemented voluntary self-identification categories in its Engagement and Inclusion Surveys, aligned with JIU guidelines.
Recommendation 2 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** If 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. 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

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
		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.
Recommendation 3 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. 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

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
		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.
Recommendation 4 (addressed to the Administrator, as executive head) 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.	**Under consideration**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. 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. **2024 Status Update:** Formalized inter-agency coordination through the DEI working group under the High-Level Committee on Management remains the preferred standing mechanism for interagency coordination. UNDP will work with other agencies in 2025 to advance this

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
		arrangement as a standing mechanism and will continue to participate in all relevant interagency discussions as per recommendation 4.
Recommendation 5 (addressed to the Administrator, as executive head) 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.	**In progress**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** UNDP has incorporated key performance indicators related to anti-racism into its Diversity, Equity and Inclusion Strategy (2023-2025), and is actively tracking outcomes. The anticipated timeline for implementation of phase 1 of the Strategy is December 2025.
Recommendation 6 (addressed to the Administrator, as executive head) The executive heads of United Nations system organizations should strengthen the equal distribution of opportunities in human resources management for all personnel.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.

JIU/REP/2023/3

Review of accountability frameworks in the United Nations system organizations

(Management Response provided by EXO with BMS support)

As reported in **DP/2024/12/Add.1**, 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.

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.

In **DP/2024/12/Add.1**, UNDP reported recommendations 2 and 3 as implemented, recommendations 1, 4 and 5 as open and under consideration. The below update

to the management response for 2024 to the open recommendations 1, 4 and 5 has been provided by EXO with BMS support.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 1 (addressed to the Executive Board, as legislative organ) 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.	**Under consideration**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** In decision 2024/13, paragraph 7 (DP/2025/2) adopted by the Executive Board at the annual session 2024, the Board requested UNDP to assess its accountability framework against the updated 2023 Joint Inspection Unit reference accountability framework, as presented in the Unit report on the review of accountability framework in the United Nations system organizations (JIU/REP/2023/3) and adjust it as necessary by the annual session 2025. UNDP will assess its accountability framework against the updated 2023 Joint Inspection Unit reference accountability framework and will present it in an information note for consideration of the Executive Board at the annual session in 2025.
Recommendation 2 (addressed to the Executive Board, as legislative organ) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** UNDP notes that this practice is in line with its accountability framework, 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 accountability framework (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.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 3 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.
Recommendation 4 (addressed to the Administrator, as executive head) 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.	**Under consideration**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** Ibid as in 2023 (as reported to the Executive Board in DP/2024/12/Add.1).
Recommendation 5 (addressed to the Administrator, as executive head) 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.	**Under consideration**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** Ibid as in 2023 (as reported to the Executive Board in DP/2024/12/Add.1).

JIU/REP/2023/4

Review of mental health and well-being policies and practices in United Nations system organizations

(Management Response provided by BMS/OHR)

As reported in **DP/2024/12/Add.1**, 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.

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.

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.

In **DP/2024/12/Add.1**, UNDP reported recommendations 1, 2, 8, 9 and 10 as implemented, recommendation 3 as not relevant, and recommendations 4, 5 and 11 as accepted and in progress. The below update to the management response for 2024 to the open recommendations 4, 5 and 11 has been provided by BMS/OHR.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 1 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.
Recommendation 2 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 3 (addressed to the Executive Board, as legislative organ) 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.	**Not relevant**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** In UNDP, mental health and well-being are integrated in Focus Area 9, Taking Care of Our People, in the People for 2030: Phase 2 Strategy 2022-2025. Periodic updates on the implementation of mental health and well-being are made available publicly through the progress reports on the implementation of the People for 2030 Strategy published on UNDP's corporate website: People for 2030 Achievements Report 2019-2021 for People for 2030 Phase 1 (2019-2021) Strategy and People for 2030: Phase 2 Progress Report October 2023 for People for 2030: Phase 2 Strategy 2022-2025. UNDP provides a high-level report to the Executive Board on the implementation of the People for 2030 Strategy 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.
Recommendation 4 (addressed to the Administrator, as executive head) 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.	**Accepted and in progress**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** Currently measures are in place to support colleagues in gradually returning to work following extended absences such as sick leave. Under existing measures, these staff members have an option to work part time temporarily to aid them in returning to work. Further efforts are being explored to strengthen existing measures in 2025 especially related to developing guidelines for managers on return to work.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 5 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** Since 2020, the UNDP Well-being team, part of the Office of Human Resources, has been tasked with supporting the well-being of UNDP personnel globally. Its offers include individual counselling sessions, webinar and training sessions, support to local wellbeing committees, and family support initiatives. This comprehensive psychosocial support programme is delivered by a team of seven licensed mental health professionals, adhering to the United Nations Staff/Stress Counsellors Special Interest Group guidelines. To ensure the quality of the psychosocial services, the Well-being Team is prioritizing a minimum of 20 hours annually for continuing education. A feedback mechanism exists to gather client input and review the effectiveness of the counselling and other services. Upon completing counselling, personnel are invited to submit feedback via a satisfaction and effectiveness survey, enabling continuous improvement based on client's insights. The 2024 satisfaction rate for individual counselling services was 95% in 2024. Bearing this in mind, UNDP considers this recommendation implemented.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 8 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.
Recommendation 9 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
Recommendation 10 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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.
Recommendation 11 (addressed to the Administrator, as executive head) 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.	**Accepted and implemented**	**2023 status (as reported to the Executive Board in DP/2024/12/Add.1):** 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. **2024 Status Update:** In 2024, the Well-being Team and the Talent Development Unit (TDU) in the Office of Human Resources of UNDP collaborated on the design and roll out of a newly developed module on Mental Health for the People Managers Role Readiness Bootcamp. 57 newly appointed mid-level managers benefited from learning about the importance of mental health at work and their role in supporting the personnel. Many of the participants shared that the lessons learned during the session have had a direct impact on their day-to-day work and felt

Recommendation	Acceptance Status *(Please indicate: accepted/not accepted/not relevant/under consideration; If accepted, please indicate: in-progress/completed*	Management Response *(Please, include the feasibility and applicability of the recommendation addressed to UNDP, and how the intended impact will be achieved)*
		inspired and equipped with practical strategies to enhance employee well-being. This is further evidenced by the over 90% satisfaction rate received. Managers and leaders also have regular access to individual counselling through the licensed UNDP staff counsellors. In 2024, 250+ managers benefited from direct coaching or guidance related to mental health and well-being in the workplace, marking a 134% increase from the previous year. More specifically, 50 managers requested individual consultations, 146 participated in group sessions, and more than 60 joined global events. Furthermore, participation in the online "Learn and Lead Wellbeing" course has been broadly encouraged through internal communication channels, including senior leadership messages. Internal learning opportunities, such as UNDP learning pathway for People Managers cover topics of emotional intelligence, mental health and well-being in the workplace. In addition to that, the Well-being Team has compiled learning resources on mental health and wellbeing that will is available to managers and personnel on the Well-being Intranet SharePoint. This page includes tailored materials relevant for managers, such as How to support employees, How to be a role model, How to communicate about difficult events with teams, Building better digital habits, How to reduce team's burnout and create psychological safety. These learning opportunities will continue to be offered to people managers as part of their development in 2025. Ongoing guidance tailored to specific needs will also be provided upon request. Bearing this in mind, UNDP considers this recommendation implemented.