



EXECUTIVE BOARD OF UNDP/UNFPA/UNOPS
ITEM 6: JOINT UPDATE ON ORGANIZATIONAL CULTURE
FIRST REGULAR SESSION, 2-5 FEBRUARY 2026

INFORMATION NOTE

Strengthening Organizational Culture and Advancing a Safe, Value-Driven Environment with Equal Opportunities for all

I. Introduction

1. In line with [Executive Board decision 2025/4](#), this joint information note provides an update from UNDP, UNFPA, and UNOPS on their progress to strengthen organizational culture. The three agencies continue to advance efforts to foster safe, inclusive, value-driven and non-discriminatory workplaces that promote dignity, respect, and equal opportunity for all personnel.
2. These efforts remain central to delivering the organizations' strategic plans and advancing accountability, risk management, and protection from all forms of misconduct, including sexual exploitation, abuse, and harassment. Guided by relevant results frameworks, culture and engagement surveys, and data-driven analysis, UNDP, UNFPA and UNOPS continue to embed practices that foster positive and transformative workplace cultures that enable their people to deliver at their best. In doing so, the organizations continue to reinforce a culture that safeguards dignity and respect as well as drives innovation, continuous learning and collaboration, enabling stronger results and greater impact for the people they serve.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

II. UNDP's approach to organizational culture

3. For the past six years, guided by its mission to improve lives and help countries achieve sustainable development outcomes, UNDP has been pursuing strategic organizational culture transformation as a key element of its institutional performance agenda, recognizing that culture is one of the strongest drivers of optimal organizational results, accountability and integrity.
4. As UNDP enters the new **2026–2029 Strategic Plan** period, it faces an increasingly complex environment marked by global uncertainty, evolving development challenges, and heightened expectations for accountability and ethical leadership. Strengthening organizational culture therefore remains central to the organization's success.

5. At the centre of this effort is **People for 2030**, UNDP’s people and culture strategy, designed not as a standalone, narrowly-focused human resources initiative, but as a transformative, organization-wide strategy. Launched in 2019, it has been focusing on reshaping how UNDP works, leads, and delivers through aligning people management systems, leadership behaviors, and people workplace experiences around one shared purpose: fulfilling UNDP’s mission through enabling people to deliver their best.
6. **Phase 1 (2019–2021)** rebuilt the foundations of people management, having introduced people management policies and frameworks that brought about stronger coherence and integration, closer alignment of people and organizational priorities, as well as greater equity, fairness and inclusion. This provided a stable foundation for future change.
7. **Phase 2 (2022–2025)** progressed from reforming systems to transforming culture, focusing on changing how people experience their work in UNDP, and how effective people management and more inclusive and empowering organizational culture lead to greater and more sustainable organizational performance. The multi-dimensional approach adopted by UNDP included a number of critical areas of action, such as deliberate investments in (1) understanding and measuring organizational culture, linking employee engagement and inclusion to organizational results through evidence-based targeted action; (2) leadership development and learning aimed at making personnel feel valued and heard, and managers - better equipped to empower teams, foster integrity and accountability as well as ensure greater inclusion and respect, and; (3) inclusion and well-being initiatives fostering safer, more collaborative workplaces, strengthening the sense of belonging that underpins sustained performance. Through this work, UNDP has demonstrated that culture is not a peripheral concern, but rather the engine of performance. The journey from policy reform to cultural renewal has built an organization that listens, learns, and leads with integrity - showing that when people thrive, so too does delivery for development results.
8. UNDP’s approach and progress achieved has been independently recognized. As noted in the **Evaluation of the UNDP Strategic Plan 2022–2025**, conducted by UNDP’s Independent Evaluation Office, the People for 2030 Strategy is recognized as a key initiative for strengthening organizational efficiency and effectiveness, linking people-centered reforms with wider efforts in digitalization, operational excellence, and continuous improvement. This external validation underscores that UNDP’s investments in its people and culture are not only internally transformative but also central to sustaining performance and credibility of the organization as a valued partner to UNDP’s key stakeholders.
9. Looking ahead, **People for 2030 Phase 3 (2025–2030)** will consolidate the present gains and deepen a culture of sustainable high performance—one defined by inclusion, innovation, and ethical leadership. It envisions an organization where cultural principles are embedded into every aspect of decision-making and leadership practice, ensuring that how UNDP works is inseparable from what it achieves. The focus will be on sustaining engagement, fostering adaptive leadership, and maintaining a culture of inclusion, trust, safety, and respect that drives impact across all levels of the organization.
10. The present update responds to the Executive Board’s decision 2025/4, specifically highlighting how UNDP is strengthening a culture of integrity, inclusion, and accountability through concrete actions and measurable outcomes in the broader context of a culture of sustainable performance. Specifically, it reports on: results and key findings from organization-wide surveys and culture diagnostics (see Section III); progress in ensuring that all personnel are treated with dignity and respect and that discrimination, harassment, and abuse of authority are actively prevented (see

Section IV); continued investment in people-management skills (see Section V); and the adoption of system-wide good practices (see Section VI).

III. UNDP's approach to understanding and shaping its organizational culture to drive sustainable organizational performance.

11. Building on the context and approach outlined above, this Section provides a closer look at how UNDP's culture transformation is taking shape across the organization focusing on evidence of change, how engagement, inclusion, and leadership are improving, how culture is becoming a measurable driver of delivery, and how UNDP is developing new tools to sustain and monitor this transformation.
12. Through the People for 2030 strategy, UNDP has placed organizational culture at the center of how it delivers results, embedding a culture of engagement, inclusion, and accountability. Recognizing that engagement reflects the degree of alignment between individual and organizational success, and that misalignments often stem from underlying cultural conditions, UNDP introduced its innovative People Listening Architecture (UNDPListens), which provides a comprehensive view of personnel experience across the organization, enabling individuals, offices and teams to proactively identify barriers to engagement and inclusion and take collective action. It is used both as a people-experience tool, and also as a core mechanism for understanding and measuring organizational culture. The UNDPListens organization-wide Engagement and Inclusion Surveys gathers feedback on personnel experiences, perceptions, and suggestions across 25 areas, including leadership, strategy, culture, care, inclusion, respectful treatment, empowerment, and more. They also reveal broader cultural patterns, offering insight into the behaviors, norms, and enabling conditions that shape how people experience work.
13. Now in its third year, the UNDPListens Engagement Survey gathers feedback on personnel experiences, perceptions, and suggestions across 25 areas, including leadership, strategy, care, respectful treatment, empowerment, and more. In the 2025 Engagement Survey conducted in October 2025, **over 14,400 personnel shared feedback, resulting in a record response rate of 68%, an increase of 3 points from 2024, 8 points from 2023 (60%), and 18 points since 2020 (50%).** This record turnout signals growing trust in this effective channel for staff voices, giving UNDP its most reliable evidence base yet to drive culture transformation and targeted improvement.
14. UNDP's **overall Engagement Index rose from 72 in 2023 to 74 in 2024, with further upward momentum to 76 out of 100 in 2025, marking a sustained three-year improvement.** This consistent rise demonstrates growing confidence in leadership action and workplace conditions. **This year, for the first time, UNDP is one point above the 2025 Glint Global Benchmark, indicating that overall engagement within UNDP now exceeds the average of comparable organizations** (Glint is the vendor UNDP has engaged to power its UNDPListens). To note is that offices that acted on the insights generated by the survey reports have seen noticeable improvements in trust, collaboration, and accountability – this is evidence that UNDP's deliberate culture transformation effort translates into stronger delivery outcomes.
15. The Inclusion Survey offers complementary insights, with participation increasing **by 9 percent (62% in 2025 from 53% in 2024).** The Inclusion Index reached **77 in 2025 (+2 points from 2024),** reflecting steady progress in ensuring all personnel feel respected, valued, and supported. These results show stronger working relationships, trust, and psychological safety. While progress is

visible, further improvement is needed to ensure everyone feels confident to speak up and challenge the status quo.

16. Building on the engagement and inclusion data, UNDP created its unique **People Index**. Its objective is to create a measure that clearly integrates people-experience insights with programmatic delivery outcomes. The Index combines engagement and inclusion scores into a single composite measure and is now firmly embedded within UNDP's broader performance architecture. It is regularly correlated with delivery data to identify offices where action needs to be taken to ensure that delivery is high but also sustainable and not taking place at the cost of employee engagement and wellbeing.
17. Estimates suggest that if offices with lower People Index scores reached the levels of top-performing offices, UNDP could potentially unlock an estimated **USD 280 million in additional delivery**, highlighting the strategic value of investing in culture and people systems. This correlation reinforces a central finding: **when people feel included, valued, and engaged, UNDP delivers better**, making the People Index a powerful tool for monitoring cultural progress and linking culture to results in a measurable, actionable way.
18. As UNDP begins implementing its new Strategic Plan (2026–2029), culture transformation efforts are being deepened to further strengthen organizational performance. The initial organizational culture assessment, completed in 2024, highlighted two core strengths: personnel demonstrate a deep sense of inclusion and a strong commitment to UNDP's mission and impact. This means that across the organization, people believe their work matters and are motivated by contributing to better outcomes for communities and partners. Additional assessment leveraging advanced AI analysis of over 50,000 open-text comments from all UNDP Listens surveys identified key patterns and themes across various culture elements. The analysis highlighted important organizational strengths - a high sense of mission purpose, deep commitment to collaboration and inclusion, and growing confidence in innovation and digital readiness. At the same time, it identified opportunities to further strengthen sustainable delivery and reinforce the enablers that make effective ways of working possible such as strengthening empowered decision-making, improving collaboration and addressing workload concerns. These findings were validated through Culture Listening Circles, i.e., structured discussions across regions and roles that grounded survey data in lived experience and informed the direction of the further work to strengthen UNDP culture.
19. Building on the analysis of the surveys and other data, as well as outcomes of the consultations with offices and teams, six culture elements were confirmed as essential for driving organizational delivery:
 - a) **Agility** – Empowering timely, context-driven decisions and adaptive ways of working, improving responsiveness during changing priorities.
 - b) **Collaboration** – Encouraging open knowledge sharing, cross-functional alignment, and collective accountability across teams and regions.
 - c) **Innovation-Driven** – Embedding experimentation, smart risk-taking, and digital or AI-enabled solutions in daily work to improve efficiency.
 - d) **Entrepreneurial** – Strengthening foresight, partnership building, and resource diversification, enhancing operational agility and growth.
 - e) **Impact-Driven** – Reinforcing results orientation and transparency, keeping focus on measurable, people-centered outcomes.

- f) **Sustainable High Performance** – Promoting well-being, inclusion, and psychological safety as drivers of long-term sustained productivity and trust.
20. Evidence across UNDP shows that when teams demonstrate behaviors aligned with some of these six culture elements, measurable improvements in cohesion, trust, and delivery follow. For example, practices that reflected *Collaboration* such as structured leadership dialogues, strengthened communication routines, team-cohesion workshops and recognition practices, helped teams build trust and accountability, enabling them to sustain delivery even during highly challenging operational periods. Crisis-affected offices applying elements of *Sustainable High Performance* and *Inclusion*, through inclusive dialogue, staff-wellbeing sessions, and team-building efforts, reported strengthened cohesion, boosted morale, and improved team connectedness under pressure. Collectively, these initiatives demonstrate that when teams apply the culture elements through clear communication, supportive work practices, and intentional collaboration, they experience stronger relationships, higher motivation, improved coordination, and enhanced trust in leadership.
 21. Many of these examples emerge from submissions to the People for 2030 awards programme, which has become an important engine of cultural change across UNDP. By encouraging offices to design people-centered solutions and reflect on their outcomes, these awards generate a steady pipeline of evidence showing how culture aligned practices translate into improved cohesion, trust, and delivery. These locally led improvements demonstrate that culture transformation is not only shaping mindsets and behaviors but is also powering more resilient, connected, and high-performing teams across regions and offices.
 22. These impact stories provide an important foundation for how UNDP measures and tracks cultural progress at the organizational level. In addition, the Integrated Results and Resources Framework (IRRF) under Tier 3 (Organizational Effectiveness and Efficiency) also monitors progress against two relevant result areas: (1) a diverse and engaged workforce valued and empowered to perform at their highest potential, as measured by Engagement Index, Percentage of female personnel and Percentage of International Professional staff from programme countries; and (2) an inclusive working culture that is free from discrimination and exploitation and/or abuse, as measured by Percentage of offices that have a sexual harassment and sexual exploitation and abuse action plan in place and the Percentage of country offices that have a system in place to prevent and respond to sexual exploitation and abuse. To guide action and enhance the ability to monitor progress, UNDP is developing a new Culture Results Framework to drive and track culture transformation across the organization and frame accountability for action. Informed by the six validated culture elements, the Framework will provide an evidence-based mechanism to offer a clearer picture of how cultural shifts translate into operational results.
 23. Guidance to the culture transformation agenda is through the People for 2030 Sounding Board, supported by the Office of Human Resources, with a network of regional and bureau People Champions ensuring coherence, alignment, and continuous learning. The UNDP Executive Group, chaired by the Administrator, provides the steer and oversight.
 24. UNDP’s culture transformation is an integral part of the on-going workforce optimization, with the two processes being mutually reinforcing - while workforce optimization improves efficiency and structure, culture transformation strengthens the human and behavioral conditions that make the optimization efforts effective and sustained in the longer-term perspective. Together, they build a more resilient, inclusive, and performance-driven organization equipped to deliver on the 2026–2029 Strategic Plan.

IV. Measures to promote equal opportunities and enhance a culture of non-discrimination, dignity and respect

25. In line with Executive Board decision 2025/4, UNDP's culture transformation ensures that dignity, respect, and equal opportunities for all are consistently upheld in all aspects of organizational life. This Section provides an overview of the tangible actions that were taken to strengthen fairness, inclusion, and accountability across the workforce, advancing the commitment under the People for 2030 strategy to make UNDP not only high performing, but also a safe and respectful workplace defined by civility, transparency, and mutual respect, where everyone can contribute free from fear or discrimination.
26. The implementation of the **Diversity, Equity and Inclusion (DEI) Strategy** marked a significant step in embedding inclusive practices across all people systems and addressing bias in all its forms. Aligned with **the People for 2030 strategy** and **the UNDP Strategic Plan (2022–2025)**, the Strategy provided a roadmap for embedding fairness and inclusion in all aspects of UNDP's operations. It has strengthened belonging and trust by broadening access to diverse talent pipelines through initiatives such as the Graduate Programme and the African Young Women Leaders Fellowship (more information on these programmes is provided in the UNDP report to the Executive Board on 'Addressing Racism and Racial Discrimination').
27. The DEI Strategy catalyzed the launch of UNDP's flagship **Speak Up Culture – Safe Space Initiative**, a global effort to promote upstander behaviors and strengthen psychological safety. Piloted between 2023 and 2024, the Speak Up Culture Program engaged more than 2,000 personnel through structured "experience sessions" that provided safe spaces for dialogue and trust-building. Participant feedback showed strong endorsement, with several offices reporting **6 - 10 point increases in their engagement scores** and notable improvements in team dynamics following participation, clear evidence that when colleagues are heard and supported, collaboration and accountability increase.
28. In 2025, the pilot evolved into a global Training-of-Trainers (TOT) programme, certifying facilitators across regions. This peer-led model ensures that Speak Up Culture continues to grow sustainably, enabling facilitators to interpret Inclusion Survey data and lead office level discussions on dignity and respect. Through this decentralized approach, UNDP is embedding dialogue, mutual respect, and accountability directly into everyday team practices.
29. The Gender Parity Strategy remains a cornerstone of UNDP's efforts to ensure equal opportunities and representation. Beyond sustaining parity across its global workforce for over five consecutive years, UNDP has achieved notable progress in senior leadership, with **women now holding 59% of D1 positions (up from 47% in 2021)**. These gains reflect deliberate action to sustain parity among senior leadership levels at UNDP, including for Resident Representatives and to close remaining gaps in Deputy Resident Representative positions through targeted leadership development and succession planning.
30. UNDP's gender equality progress has also been recognized externally. The organization was recertified under the **Equity, Diversity and Gender Equality (EDGE) framework**, achieving **EDGE Move Certification® and EDGEplus Certification** for gender identity among the highest levels of recognition for workplace gender inclusion. These certifications confirm UNDP's continued progress on gender balance, pay equity, and inclusive workplace culture.
31. All these efforts are changing lived experiences across the organization. In 2025, participation in the inclusion survey rose to **62 percent** of personnel (12,500 responses), a **9 percent increase** from

the prior year. **The Inclusion Index** reached **77/100**, only two points below the global benchmark of 79, showing visible progress in how personnel perceived being treated with dignity and respect, valued as a team member, and the quality of their working relationships.

32. Notably, the results from the 2024 Engagement and 2025 Inclusion Surveys show that gender dynamics manifest differently across contexts, underscoring the need for localized approaches. Targeted initiatives are therefore being promoted to sustain parity gains and ensure that equality and inclusion are consistently reflected in team experiences across all regions.

V. Progress on implementation of accountability mechanisms including efforts to eliminate all forms of discrimination

33. As part of UNDP's continued efforts to advance a safe, respectful, and non-discriminatory organizational culture, and in direct response to Executive Board decision 2025/4, this Section outlines progress in strengthening accountability mechanisms and addressing all forms of misconduct, including discrimination, harassment, and sexual exploitation and abuse. These efforts form a critical pillar of UNDP's culture transformation agenda, which embeds integrity, psychological safety, and trust as the foundation of a healthy, value-driven, and high-performing organization.
34. UNDP continues to promote a culture of openness and accountability by encouraging personnel to speak up in all cases of misconduct, including discrimination, harassment, abuse of authority, and sexual harassment. As an added accountability measure and to better understand and address personnel experiences, the 2025 Inclusion Survey introduced a new section to assess whether personnel who had personally experienced or witnessed prohibited conduct reported it or were comfortable and ready to do it. Findings indicated that while a growing number of personnel reported feeling safe to raise concerns, some still would choose not to report incidents, often due to fear of potential repercussions. These insights reinforce the importance of continued investment in building trust, psychological safety, and confidence in accountability systems, key enablers of a healthy organizational culture.
35. To strengthen these enablers, the Office of Human Resources, the Office of Audit and Investigations (OAI), the Ethics Office, and the team leading efforts on Prevention of Sexual Harassment and Sexual Exploitation and Abuse (PSEAH) are integrating the Survey findings into ongoing initiatives. Actions include expanding awareness and leadership engagement on respectful workplace practices, exploring mechanisms for a management intervention programme to respond early to workplace challenges, and creating safe spaces for dialogue that bridge the gap between policy and lived experience. Together, these measures are reinforcing a culture of trust, safety, and accountability that supports UNDP's mission and strengthens organizational integrity.
36. OAI has strengthened reporting accessibility by offering confidential, anonymous web- and phone-based reporting through an independent service provider, complemented by additional channels such as a dedicated email account and direct contact with OAI personnel. OAI also conducts regular outreach to ensure personnel understand their reporting options and obligations. These steps not only improve operational responsiveness but also contribute to a stronger culture of trust and psychological safety, where personnel feel confident that their voices will be heard and acted upon.
37. All discrimination cases and conduct that may have serious implications for the safety and well-being of colleagues are classified by OAI as high priority, ensuring immediate engagement with reporting parties. Where necessary, OAI can take or direct management action to ensure complainants receive the support they need. Cases relating to sexual exploitation, sexual abuse or

sexual harassment are handled by a dedicated SEAH team staffed by experienced specialist investigators who understand the inherent sensitivities of these cases. This reinforces a value-based culture where accountability, respect, and ethical conduct are actively modeled and upheld.

38. The Ethics Office also delivers a comprehensive awareness-raising campaign for UNDP offices and training sessions for managers.
39. In tandem with regularly assessing UNDP's Protection against Retaliation policy against developing whistleblower protection best practices, the Ethics Office continues to emphasize the importance of fostering a 'speak-up' culture and a work environment free of retaliation in interactions with UNDP business units and managers. Providing information on this policy is also a critical component of the Ethics Office outreach and awareness-raising activities.
40. Furthermore, the Ethics Office continues to support personnel with confidential advice and guidance in response to inquiries related to protection against retaliation as well as in addressing complaints under the Protection against Retaliation policy. This reinforces trust and signals to personnel that integrity and fairness remain central to UNDP's evolving culture.
41. UNDP has also invested in 'tone at the top' initiatives that equip senior managers to model ethical behavior and foster safe, supportive workplaces. As part of the Leaders for 2030 programme there have been targeted sessions for Resident and Deputy Resident Representatives titled 'Ethics in Leadership: Upholding Integrity and Trust' led by the Ethics Office; a series of leadership clinics facilitated by the Office of the Ombudsman on Conflict Management, Mediation Skills, and Psychological Safety in Teams; and specialized sessions on the prevention of sexual misconduct were included in the Induction workshops for all new Resident and Deputy Resident Representatives. These initiatives ensure that ethical leadership and a culture of integrity are visibly championed by UNDP's senior leaders, shaping behaviors throughout the organization.
42. As of the end of 2025, UNDP has delivered over 120 targeted training courses on prevention of sexual misconduct, reaching approximately 10,000 personnel across all regions in three languages, combining interactive learning, scenario-based role plays, and tailored guidance for managers and country teams. Additionally, in 2025 UNDP designed specialized training for HR staff, personnel working in crisis contexts, and young professionals joining the UN for the first time. Through these capacity-building efforts, UNDP continues to strengthen its culture of respect and prevention, ensuring that knowledge and accountability translate into everyday action.
43. These learning interventions are complemented by continuous collaboration with UNFPA, UNOPS, and other UN entities to align standards and share good practices, particularly regarding victim support. Together, these measures reflect how UNDP's accountability systems are now integral to its culture transformation, building an environment where ethical behavior, transparency, and respect form the foundation for trust and organizational resilience.

VI. Strengthening the people management skills of personnel in supervisory and management roles as key drivers of culture

44. A healthy organizational culture relies not only on sound systems but also on the everyday behaviors of those who lead. This Section provides an overview of how leadership and people management are being strengthened to support UNDP's evolving culture.

45. UNDP’s approach to leadership development is grounded in the People for 2030 Strategy, which recognizes leadership as one of the strongest drivers of organizational culture. In making sure that UNDP leaders consistently model the behaviors, decision-making and people practices that UNDP seeks to strengthen, the organization follows an integrated, three-pronged approach: (1) identifying and selecting the right leaders, (2) developing and supporting them through continuous learning and feedback, and (3) holding them accountable for fostering a value-driven culture.
46. As of October 2025, more than 450 leaders across UNDP have participated in the Leaders for 2030 programme, which equips senior leaders with the foundational people management skills, knowledge, and practices embedded in UNDP’s Leadership Model. The programme combines leadership development programmes, practical learning labs, and 360-degree feedback, helping leaders strengthen people-management capabilities and modelling the behaviors that underpin a positive organizational culture. Evidence from previous years’ analysis of UNDP Listens data shows that these investments are yielding measurable impact: **offices where leaders participated in the Leaders for 2030 programme were twice as likely to be among UNDP’s top-performing offices on the Engagement Index.**
47. To strengthen the right leadership culture at every level, UNDP has also invested in building a strong mid-level manager community. Since 2024, new initiatives such as the People Managers Bootcamp and the People Managers Development Portal have provided practical tools, peer learning, and continuous development opportunities for supervisors from G6-level up to P4-level roles. These efforts have already reached thousands of people managers globally, including in crisis and hardship settings, and have achieved high participation and high satisfaction ratings. Together, they are helping embed people management excellence as a core part of UNDP’s organizational culture and creating a more connected, capable and confident global network of supervisors.
48. To further embed learning, leaders have access to resources and peer-exchange sessions focused on addressing feedback and enhancing team culture. In addition, all people managers are automatically assigned a mandatory “Effective People Management” goal within their annual performance goal plans, ensuring that accountability for culture and engagement is consistently embedded across the organization.
49. Accountability and feedback are also now reinforced through the annual Leadership Pulse, which allows personnel to provide upward feedback on leadership behaviors. Drawing on insights from the 2025 People Leadership Pulse, the impact of UNDP’s leadership investments is becoming increasingly visible. Participation expanded to **more than 2,100 managers (80%), and leadership effectiveness remains consistently strong at 4.3 out of 5, with several bureaux showing marked improvements.** Feedback from over 14,000 personnel highlighted leadership behaviors that directly reinforce UNDP’s evolving culture (accessibility, empathy, collaboration, and support for delivery) while staff and managers identified shared improvement priorities such as delegation, recognition, and addressing underperformance. This alignment reflects growing cultural maturity and shared ownership of team performance.
50. Taken together, all these results demonstrate that strengthening leadership is one of the central drivers of UNDP’s culture transformation, reinforcing the trust, clarity, and shared responsibility needed to deliver the Strategic Plan and sustain a healthy, high-performing organization.

VII. **Interagency collaboration in relation to preventing all forms of harassment and abuse of authority**

51. In line with the Executive Board’s request, as set out in decision 2025/4, UNDP is taking proactive steps to learn from system-wide experiences and apply relevant practices to strengthen a safe, respectful and accountable workplace.
52. The Ethics Office engages with ethics functions across the UN system on sharing best practices, promoting ethics coherence, and cooperating on ethics initiatives. The Ethics Panel of the United Nations (EPUN) and the Ethics Network of Multilateral Organizations (ENMO) are two primary forums for system-wide collaboration. Chaired by the Director of the UN Secretariat Ethics Office, EPUN is mandated to establish a unified set of ethics standards and policies and consult on important and complex ethics matters that have UN system-wide implications. UNDP remains an active member of ENMO, which includes over 100 senior ethics officials from more than 50 multilateral institutions, as well as other UN system entities, affiliated international organizations, and international financial institutions.
53. UNDP also maintains active participation in the system-wide coordination mechanisms on prevention and response to sexual harassment, contributing substantively to all workstreams, especially through capacity building, coordination, and system-wide learning. In collaboration with the UN System Staff College, UNDP co-created a unified “training recipe”, to support all UN entities in delivering consistent, survivor-centered learning on sexual harassment, moving towards fully interactive and targeted dialogue trainings. UNDP led the roll-out of dedicated in-person inter-agency learning weeks, with facilitators from UNHCR, UNICEF, IOM, WHO, UNOPS, WFP and RCO, on PSEAH across four regions, reinforcing common standards and enhancing practical competencies for personnel and managers to identify, prevent, and address SEAH and training for over 2000 personnel. The training package is open to all, inside and outside the UN system. In the victim support workstream, UNDP co-wrote the draft inter-agency onboarding package on the prevention of sexual harassment.
54. As part of UNDP’s commitment to preventing and effectively addressing SEAH, UNDP began piloting participation in the Misconduct Disclosure Scheme (MDS) in January 2025. This is in addition to UNDP’s ongoing participation in the UN ClearCheck initiative and aims to prevent (re-)hiring SEAH perpetrators in the UN system. Implemented by over 270 organizations globally, MDS facilitates the sharing of data about perpetrators of sexual exploitation, abuse, and harassment between employers. UNDP has been running MDS checks as part of International Professional and National Officer recruitments in several crisis country duty stations where SEAH risks are usually higher, and recruitment volumes are significant including Afghanistan, Central African Republic, Haiti, Somalia and Ukraine.

VIII. Conclusion

55. UNDP, UNFPA and UNOPS continue to progress implementation of efforts to strengthen organizational culture in line with Executive Board decision 2025/4, by fostering safe, value-driven workplaces that uphold dignity, respect and equal opportunities for all personnel. Each organization has advanced initiatives focused on leadership, accountability, employee engagement, learning, and well-being, recognizing that a strong culture underpins effective delivery of their strategic plans.
56. Guided by the Executive Board’s encouragement, the organizations are integrating measurable approaches to cultural transformation through data-driven assessments, engagement surveys and the development of results frameworks and targets. These efforts are helping to identify progress, challenges, and opportunities to further embed inclusion, accountability, and respect in everyday practices and management systems.

57. Collectively, these actions demonstrate the sustained dedication of UNDP, UNFPA, and UNOPS to a healthy, inclusive, and high-performing organizational culture. Continued attention to developing leadership and people management capabilities, learning and accountability will ensure that personnel across all levels can contribute to a respectful, empowering, and value-based workplace environment.
58. UNDP, UNFPA and UNOPS remain committed to strengthening collaboration and advancing good practices across the UN system to reinforce prevention of discrimination, harassment and abuse of authority, and sustaining a shared culture of integrity and respect.